

ESG Performance

Company Name : MR. D.I.Y. HOLDING (THAILAND) PUBLIC COMPANY LIMITED

Symbol : MRDIYT

Market : SET

Industry Group : Services

Sector : Commerce

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

The Company has established the **Environmental, Social and Governance (ESG) Policy** as a framework for conducting its business while maintaining a balance across the economic, social, and environmental dimensions, under the principles of good corporate governance, transparency, and accountability to all stakeholders. In the environmental dimension, the Company places emphasis on compliance with applicable laws and international standards, the efficient and responsible management of energy, water, and natural resources, pollution and hazardous waste management, biodiversity conservation, as well as the consideration of climate change issues in its business operations. The Company supports innovation in its operations, including renewable energy, to improve efficiency and reduce environmental impacts.

Reference link for environmental policy and guidelines : <https://investor.mrdiy.co.th/storage/downloads/sustainability/sustainability-policies/mrdiy-esg-policy-en.pdf>

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

Over the past year, the Company reviewed and revised its Environmental, Social and Governance (ESG) Policy. The key environmental changes focused on providing clearer and more detailed articulation of the material issues prioritized by the Company, including climate change, the efficient and responsible use of energy, water, and natural resources, pollution prevention, and biodiversity conservation. The revised policy also places greater emphasis on the ongoing development of strategies and innovations aimed at enhancing energy efficiency and reducing environmental impacts through the adoption of renewable energy sources, such as solar energy, as well as other sustainability initiatives across the Group.

In addition to the policy revision, the Company further strengthened its environmental implementation during the year by defining clearer sustainability strategies and goals covering energy management and climate change, as well as the circular economy and waste management. This reflects a more concrete translation of policy commitments into actionable plans and implementation directions.

Information on compliance with environmental management principles and standards

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO) principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company has established an energy management plan to support store expansion while enhancing energy efficiency, reducing operating costs, and minimizing environmental impacts. Key energy-efficiency measures are implemented across stores and distribution centers, including the installation of high-efficiency LED lighting, inverter-based air conditioning systems, and Solar PV systems at distribution centers and Standalone stores where the Company can directly manage energy infrastructure. For stores located in shopping malls, the Company implements such measures within the constraints of the buildings infrastructure. Performance is continuously monitored and assessed across all store formats through relevant indicators, such as electricity consumption, energy intensity, and the share of renewable energy.

To reduce fuel consumption, the Company has introduced electric trucks into its logistics operations to replace internal combustion engine vehicles. As of year-end 2025, the Company had a total of eight electric trucks, which helped reduce diesel consumption by approximately 52,000 litres per year

Reference link for company's energy management plan : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>
Page number of the reference link : 68 - 72

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel⁽¹⁾

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2025 : electricity consumption from renewable sources 2,258.35 Megawatt-Hours	2030 : Increased by 30%

Remark: ⁽¹⁾ The target is to increase the share of renewable energy consumption from approximately 2.39% in the 2025 base year to 30% by 2030.

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

As of year-end 2025, the Company had installed Solar PV systems at its central distribution center and 53 standalone stores. These installations reduced reliance on grid electricity by approximately 19% at the central distribution center and by an average of approximately 35% at the stores, supporting improved energy efficiency and long-term cost savings. In addition, the Company continuously monitors energy efficiency using total electricity consumption (kWh) per unit of revenue (THB million) as a key indicator. In 2025, this metric decreased by 4.8% year-on-year.

Diagram of performance and outcomes in energy management



Solar cell at central distribution center



Solar cell at store

Internal Energy and Water Conservation Campaign

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
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	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	58,470,960.09	79,687,807.01	94,500,882.17
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	58,390,935.09	79,357,717.01	92,242,530.06
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	80,025.00	330,090.00	2,258,352.11
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	6,634.63	7,536.20	7,553.42

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

Electricity Consumption Intensity⁽²⁾

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Baht)	0.00460000	0.00490000	0.00470000

Remark: ⁽²⁾ Total electricity consumption (kWh) per revenue (THB)

Electricity Expense^(*)

	2023	2024	2025
Total electricity expense (Baht)	334,494,367.55	426,785,788.80	468,068,446.35
Percentage of total electricity expense to total expenses (%) ^(**)	N/A	3.15	2.86
Percentage of total electricity expense to total revenues (%) ^(**)	N/A	2.64	2.32
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	37,954.65	40,361.81	37,412.55

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	1,077,752.76	1,080,265.55	1,805,834.06
Gasoline (Litres)	453,116.07	507,920.78	536,961.05

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	50,218,930.26	52,792,063.72	72,663,087.54
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	0.39	0.44
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	0.33	0.36

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	73,335.45	95,056.93	117,463.74

Energy Consumption Intensity ⁽³⁾

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	0.00587120	0.00581541

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / Baht)	0.00000570	0.00000590	0.00000580

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

Remark: ⁽³⁾ Total Energy consumption (MWh) per revenue (THB)

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Given the nature of the Company's business, water consumption is limited and is primarily associated with restroom use and routine daily activities. The Company therefore promotes responsible water use through internal communication and awareness-building initiatives. In addition, approximately 90% of standalone stores are equipped with water-efficient sanitary fixtures, and water systems are regularly inspected and maintained to reduce water loss.

Furthermore, the Company has begun assessing water-stress levels in different areas in order to monitor potential risks and reduce the likelihood that its operations may adversely affect surrounding communities and local water resources

Reference link for company's water management plan : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr-or2025-en.pdf>

Page number of the reference link : 73

Information on setting goals for water management

Setting goals for water management⁽⁴⁾

Does the company set goals for water management : No

Details of setting goals for water management

Remark: ⁽⁴⁾ The Company is currently in the process of establishing the base year and setting future targets.

Information on performance and outcomes of water management

Performance and outcomes of water management⁽⁵⁾

Performance and outcomes of water management : No

The Company began systematically collecting water consumption data in 2025, which serves as the base year for monitoring its water management performance. During the year, the Company promoted responsible water use through internal communication, equipped more than 90% of standalone stores with water-efficient sanitary fixtures, and

initiated water-stress assessments* in different areas to support appropriate water resource management and reduce potential impacts on surrounding communities. In 2025, total water consumption was 32,204 cubic meters*, while water intensity was 1.6 cubic meters per THB million of revenue.*

Diagram of performance and outcomes in water management



Internal Energy and Water Conservation Campaign

Remark: ⁽⁵⁾ * = The reporting boundary for the data covers: - Central Distribution Center - Regional Distribution Centers - WHA KM21 Distribution Center - The Companies office at WHA Tower

Information on water management

Water withdrawal by source

	2023	2024	2025
⁽⁶⁾ Total water withdrawal (Cubic meters)	N/A	N/A	32,204.00
Water withdrawal by third-party water (cubic meters)	N/A	N/A	32,204.00

	2023	2024	2025
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	N/A	N/A	2.57
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	N/A	N/A	0.00

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

Remark: ⁽⁶⁾ The reporting boundary for the data covers: - Central Distribution Center - Regional Distribution Centers - WHA KM21 Distribution Center - The Company's office at WHA Tower

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	N/A	N/A	32,204.00

Recycled water consumption

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

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	N/A	N/A	0.00159436

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht) ⁽⁷⁾	N/A	N/A	558,518.64
Total water withdrawal expense from third-party water (Baht)	N/A	N/A	558,518.64
Percentage of total water withdrawal expense to total expenses (%) ^(*)	N/A	N/A	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	N/A	N/A	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	N/A	N/A	44.64

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

Remark: ⁽⁷⁾ The reporting boundary for the data covers: - Central Distribution Center - Regional Distribution Centers - WHA KM21 Distribution Center - The Company's office at WHA Tower

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	25.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company places importance on responsible waste management by focusing on efficient resource use, compliance with applicable laws, and the appropriate reuse of materials, while continuously raising employee awareness to reduce waste generation and support resource efficiency through key initiatives such as the following:

1. MR. D.I.Y. Cares Donates Used Calendar to the Educational Technology for the Blind Center

Employees collected over 200 used desk calendars from the office and donated them to the Educational Technology Center for the Blind under the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen. The donated calendars were then upcycled into Braille learning materials to support the education of visually impaired students.

2. MR. D.I.Y. Spreads Kindness by Delivering Used Plastic Bottles to BMA for Upcycling into Safety Vests for Sanitation Workers

The Company continuously encouraged employees to reduce usage and to segregate used plastic bottles within the organization, thereby promoting recycling and adding value to used materials. More than 1,000 used plastic bottles were delivered to BMA for upcycling into safety vests for sanitation workers.

In addition to initiatives on waste segregation and the transfer of used materials for upcycling and reuse, the Company also places importance on managing packaging materials used in its operations, particularly carton boxes and plastic bags, in order to promote efficient resource use, reduce unnecessary material consumption, and minimize environmental impacts. The Company therefore continuously encourages the reuse of carton boxes within its distribution system and implements measures to control the distribution of plastic bags in line with customer service needs.

For hazardous waste, the Company manages such waste in compliance with applicable laws and transfers it to authorized parties for proper and safe disposal. The Company is also developing its data collection approach to expand coverage across its operating boundaries in the future.

Reference link for company's waste management plan : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 71-72

Information on setting goals for waste management

Setting goals for waste management⁽⁸⁾

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	-	2030 : Reduced by 30%	<ul style="list-style-type: none"> • Reuse • Recycle

Remark: ⁽⁸⁾ By 2030, achieve a 30% waste diversion rate across all operations, reducing landfill disposal through waste reduction, reuse, and recycling initiatives

Information on performance and outcomes of waste management

Performance and outcomes of waste management⁽⁹⁾

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

The Company places continued importance on the management of packaging materials and operational waste, with a focus on efficient resource utilization alongside the reduction of environmental impacts. Although business expansion has led to higher transaction volumes and increased packaging use, the Company continues to monitor relevant data and implement appropriate measures to steadily improve resource efficiency.

1. Carton Boxes

The Company has consistently reused carton boxes in its distribution system. Depending on their condition, carton boxes can be reused an average of approximately 810 times before being sold to licensed recycling partners for onward recycling once they are no longer suitable for use. The Company also regularly monitors carton box efficiency by assessing usage per 1,000 transactions. In 2025, this indicator decreased from 47.0 in 2024 to 31.4, representing a 33.2% reduction.

2. Plastic Bags

The Company has introduced measures to reduce plastic bag consumption by providing complimentary plastic bags only for purchases of THB 250 or more, while also selecting biodegradable plastic bags to help mitigate long-term environmental impacts. The Company continuously monitors related data by measuring plastic bag usage per 1,000 transactions. In 2025, this indicator declined from 2.7 in 2024 to 2.5, or by 7.4%.

	2023	2024	2025
Number of Transactions	76,779,439	97,796,462	121,157,914.0
Plastic Usage Intensity ⁽¹⁾ (kg / 1,000 transactions)	3.0	2.7	2.5
Carton Box Usages Intensity ⁽²⁾ (kg / 1,000 transactions)	47.7	47.0	31.4

The Company has partnered with external organizations to deliver used plastic bottles and old calendars for upcycling and further use. More than 1,000 used plastic bottles were collected to be transformed into reflective safety vests for road sweepers, while over 200 old calendars were donated to produce Braille learning materials. These initiatives helped divert waste from landfills and supported meaningful resource circulation.

Diagram of performance and outcomes of waste management



Since 2023, the Company has carried out a campaign to collect used calendars from employees and donate them to the Educational Technology Center for the Blind, Foundation for the Blind in Thailand, under the Royal Patronage of H. M. the Queen. The donated calendars are repurposed into Braille learning materials for educational use.



Since 2024, the Company has collaborated with the Bangkok Metropolitan Administration under the Magic Hands Bangkok: Segregate to Support Street Sweepers initiative, encouraging employees to separate used plastic bottles for upcycling into reflective safety vests for Bangkok's street-cleaning staff. Through this initiative, approximately 1,000 plastic bottles can be collected each year.

Remark: ⁽⁹⁾ (1) For carton boxes, the Company uses the weight of used carton boxes returned from stores and removed from the system as preliminary reference data. (2) For plastic bags, the Company uses purchase volume as preliminary reference data for tracking packaging usage trends.

Information on waste management

Waste Generation ^(*)

	2023	2024	2025
Total waste generated (Kilograms) ⁽¹⁰⁾	3,689,490.00	4,644,630.00	3,855,110.00
Total non-hazardous waste (kilograms) ⁽¹¹⁾	3,660,000.00	4,603,000.00	3,812,000.00
Total hazardous waste (kilograms) ⁽¹²⁾	29,490.00	41,630.00	43,110.00
Hazardous waste - Incineration without energy recovery (Kilograms)	29,490.00	41,630.00	43,110.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.29	0.19
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.28	0.19
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

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

Remark: ⁽¹⁰⁾ Data cover the central distribution center only

⁽¹¹⁾ Carton Box

⁽¹²⁾ Total Weight of Hazardous Waste is based on data from the central distribution center.

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	3,660,000.00	4,603,000.00	3,812,000.00
Reused/Recycled non-hazardous waste (Kilograms)	3,660,000.00	4,603,000.00	3,812,000.00

	2023	2024	2025
Recycled non-hazardous waste (Kilograms)	3,660,000.00	4,603,000.00	3,812,000.00
Percentage of total reused/recycled waste to total waste generated (%)	99.20	99.10	98.88
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	100.00

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years⁽¹³⁾

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Remark: ⁽¹³⁾ The reporting scope includes - Head Office of the Company at WHA tower 12th, 12Ath floor, - The Head Office of STG at Bhiraj Tower at BITEC 14th floor - The three-storey office building (MDTT/MDKK) - The Central Distribution Center - The Regional Distribution Centers - The KM.21 Distribution Center For MDKK, store-level operations are not yet included in the current reporting boundary.

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company has adopted its ESG Policy as the framework for managing energy and climate change. The Board of Directors and the Corporate Governance and Sustainability Committee oversee the overall direction, strategy, targets, and performance monitoring, while management and the relevant working team are responsible for driving implementation plans and managing related risks.

The Company has systematically monitored and compiled greenhouse gas emissions data since 2023 to serve as baseline information for formulating ongoing emissions-reduction measures. To reduce greenhouse gas emissions, the Company has implemented several key measures, including improving energy efficiency, increasing the share of renewable energy, and continuously developing greenhouse gas reduction approaches. These measures include the installation of solar power generation systems, the use of electric trucks (EV Trucks), the use of GPS to enhance transportation route planning efficiency, the promotion of internal awareness on energy conservation, and the ongoing monitoring of energy consumption and greenhouse gas emissions data to evaluate and continuously improve its measures.

In addition, the Company has conducted a preliminary assessment of climate-related risks, including both physical and transition risks, along with mitigation measures, and has also initiated nature-based approaches to strengthen its readiness for the long-term transition to a low-carbon economy.

Reference link for company's greenhouse gas management plan : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 52, 68-73

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets⁽¹⁴⁾

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2025 : Greenhouse gas emissions 0.00 tCO ₂ e / Baht	2028 : Reduced by 20% / Baht in comparison to the base year	2030 : Reduced by 30% / Baht in comparison to the base year

Remark: ⁽¹⁴⁾ The Company has considered its target by referencing greenhouse gas emissions data that already includes store operations, which currently amount to approximately 51,028 tCO₂e. This figure is used as an internal reference for target-setting purposes and may be subject to change in the future, as certain portions are still under review and have not yet been fully verified. The currently verified data does not yet cover store operations and is therefore significantly lower than the internal reference figure. For the base year, greenhouse gas emissions intensity was 0.000002526 tCO₂e per Baht.

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Greenhouse Gas Management

The Company systematically prepares and assesses its Carbon Footprint for Organization (CFO). Green Style Co., Ltd. was engaged as the consultant responsible for reviewing and collecting the Company's internal greenhouse gas emissions data, while LRQA (Thailand) Limited was engaged as the external verifier of such data. This process is conducted in accordance with the requirements of the Thailand Greenhouse Gas Management Organization (Public Organization) to support the continuous planning and development of the Company's greenhouse gas reduction approach.

Scope	2023	2024	2025
Scope 1 (tCO ₂ eq)	3,658.0	4,094.0	5,808.0
Scope 2 (tCO ₂ eq)	667.00	944.0	1,405.0
Scope 3 (tCO ₂ eq)	-	-	-
Biogenic carbon (tCO ₂ eq)	260	282	312.0
Total (tCO ₂ eq)	4325.0	5,038.0	7,213.0

Greenhouse gas emissions intensity	2023	2024	2025
Greenhouse gas emissions intensity (tCO ₂ eq)	0.34	0.31	0.36

At present, the reporting boundary covers: (1) the Company's head office at WHA Tower, 12th and 12A floors; (2) STGs head office at Bhiraj Tower at BITEC, 14th floor; (3) the three-storey MDTT/MDKK office building; (4) the central distribution center; (5) regional distribution centers; and (6) the KM 21 distribution center. The Company plans to expand the reporting boundary to cover its stores in the future.

Climate Risk Assessment

The Company has conducted a preliminary climate risk assessment to identify issues that may affect its business operations, covering both Physical Risk and Transition Risk. The Company is currently developing a more detailed assessment approach to support future planning and management.

1. Physical Risk from Climate Change

The Company recognizes that climate change may affect its operations through physical risks, particularly severe weather events such as storms, heavy rainfall, floods, or rising temperatures. These may disrupt the Company's operations. Therefore, the Company has established relevant insurance coverage to mitigate potential damage arising from natural disasters, while also preparing business continuity plans and emergency response procedures.

2. Transition Risk toward a Low-Carbon Economy

Given the nature of the Company's operations, which cover a large number of stores, distribution centers, and logistics activities, energy use and transportation are key factors related to the organization's greenhouse gas emissions. These may expose the Company to transition risks associated with the shift to a low-carbon economy, such as regulatory changes, higher energy costs, or more stringent greenhouse gas emission requirements. In response, the Company manages its distribution network and transportation routes appropriately by applying relevant technologies such as tracking and route planning systems. The Company also promotes the use of alternative energy and technologies that help reduce greenhouse gas emissions, such as electric trucks and solar energy.

Projects and Measures to Reduce Greenhouse Gas Emissions

To support the reduction of the Company's greenhouse gas emissions, several key measures have been implemented as follows:

1. Solar Power Installation Project

As of year-end 2025, the Company had installed solar power generation systems (Solar PV) at the central distribution center and 53 Standalone stores. These installations reduced reliance on grid electricity at the central distribution center by approximately 19% and at the stores by an average of approximately 35%. This initiative helped the Company avoid approximately 1,000 tCO₂eq of greenhouse gas emissions per year.

2. Electric Truck (EV Truck) Project

The Company began piloting the use of 6 electric trucks (EV Trucks) to replace internal combustion engine trucks in its goods transportation process, and ordered 2 additional trucks in late 2025. The project aims to reduce greenhouse gas emissions from fossil fuel use, while also reducing air pollution in operational areas. This initiative has helped reduce greenhouse gas emissions by approximately 140 tCO₂eq per year.

3. MR. D.I.Y. Cares: Reforestation for Sustainability Project

In 2025, MR. D.I.Y. collaborated with the Royal Forest Department to implement a 10-year reforestation project at Khao Takra, Saraburi Province. This serves as one of the Company's Nature-based Solutions for greenhouse gas reduction through tree planting and forest restoration, which help enhance carbon sequestration capacity and mitigate the impacts of climate change.

4. Internal Energy Saving Campaign

The Company continuously organizes campaigns and provides knowledge to employees on this topic. In addition, the Corporate Communications Department has supported the development of infographic communication materials to regularly disseminate information and raise employee awareness of energy conservation.

Diagram of performance and outcomes in greenhouse gas management



Solar Power Installation Project at Store



EV Truck



MR. D.I.Y. collaborated with the Royal Forest Department to implement a 10-year reforestation project at Khao Takra, Saraburi Province, as one of its nature-based solutions for greenhouse gas reduction, helping enhance carbon sequestration capacity.



Internal Energy and Water Conservation Campaign

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	4,325.00	5,038.00	7,213.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	3,658.00	4,094.00	5,808.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	667.00	944.00	1,405.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	N/A	0.000311	0.000357
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.49	0.48	0.58
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Baht)	0.00000034	0.00000031	0.00000036

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

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

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

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : LRQA (Thailand) Limited

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/2018/2025/1775443015348.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
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	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : MR. D.I.Y. HOLDING (THAILAND) PUBLIC COMPANY LIMITED

Symbol : MRDIYT

Market : SET

Industry Group : Services

Sector : Commerce

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Company recognizes the importance of conducting its business in accordance with human rights principles and labor laws in order to prevent rights violations affecting employees, customers, business partners, communities, society, and other relevant stakeholders. The Company treats all employees equally, regardless of differences in race, nationality, religion, language, or social status, and provides a safe and appropriate working environment. It does not engage in any activities that violate or adversely affect society, communities, or the environment under the "" In this regard, the Company its business partners to comply with human rights principles under the **Vendor and Business Partner Code of Conduct**, which covers quality and safety, workplace standards for suppliers, and prohibits forced labor and child labor.

Reference link for social and human rights policy and guidelines : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 5-9

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Over the past year, the Company has reviewed and established guidelines on human rights and labour practices, covering the respect for and protection of the rights of employees, customers, communities, and society as a whole. The Company does not tolerate child labour, forced labour, slavery-like practices, modern slavery, or human trafficking in any form. It promotes an inclusive working environment and respects diversity among its personnel, with employment decisions based on merit and qualifications. The Company does not discriminate on the basis of gender, age, religion, race, or physical ability, and does not restrict employees freedom of association. A Welfare Committee has been appointed to represent employees at all levels. The Company has also extended its commitment to

respecting human rights to its business partners by requiring 100% of new local suppliers to sign the Vendor Integrity Pledge, which covers compliance with international labour standards, including the elimination of child labour, forced labour, and modern slavery.

The Company is currently in the process of reviewing and developing its Human Rights and Fair Labour Practices Policy.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Occupational Safety, Health and Environment act B.e. 2554 (a.d. 2011)

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

The Company is in the process of systematically developing a Human Rights Due Diligence (HRDD) process in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Information on other social management

Plans, performance, and outcomes related to other social management

The Company has undertaken the following initiatives to support community and social rights:

1. MR. D.I.Y. Cares Project

Continued to share care and support by donating used calendars to support the education of persons with visual disabilities through the Educational Technology Center for the Blind, the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen.

2. MR. D.I.Y. Public Disaster Relief Project

Supported timely access to basic necessities and provided relief assistance to those affected by various disasters.

3. MR. D.I.Y. Sharing Kindness Project

Donated consumer goods and essential items as a gesture of care to elderly residents at Bang Khae Home for the Aged, helping them access basic necessities, promoting the quality of life of vulnerable groups, and supporting appropriate and non-discriminatory elderly care.

4. Activities to Support Children and Youth

Supported children and youth through the provision of educational supplies, skill-development toys, scholarships, and skill development through practical experience in real business settings, thereby promoting the right to access education and age-appropriate development.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

The Company's employee and labour management approach is guided by its **Human Resource Management Policy**, which is based on the principle that people are valuable resources and a key driver of the organisation's success. The Company is committed to treating all employees equally, equitably and fairly throughout all employment and human resource management processes. It also promotes and maintains good relationships between employees and management, as well as among employees themselves.

The Company has no policy of seeking benefits through human rights violations and does not tolerate any form of child labour. It is committed to providing appropriate and fair remuneration, welfare and employee benefits in order to promote employee well-being, stability, safety and a suitable working environment.

Under this framework, the Company has established its employee and labour management plan, covering the following key areas:

1. Strengthening local economic development by prioritising local employment
2. Providing fair remuneration and supporting employees economic security
3. Promoting employee well-being alongside operational efficiency
4. Enhancing the capabilities and development of MR. D.I.Y.s people
5. Listening to employees voices and providing opportunities for employee representation in communication and participation

Reference link for employee and labor management plan	:	https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf
Page number of the reference link	:	75,78-80

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Provide a minimum of 16 training hours per employee per year to enhance vocational capabilities.	2025: 21.8 training hours per employee.	2026: Provide a minimum of 16 training hours per employee per year to enhance vocational capabilities.
• Safety and occupational health at work	To maintain a target of zero fatalities for both employees and contractors.	2025: 0	2026: To maintain a target of zero fatalities for both employees and contractors.
• Promoting employee relations and participation	Achieve an annual employee engagement score of 80 percent or higher.	2024: 75%	2026: Achieve an annual employee engagement score of 80 percent or higher.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Safety Training: 100 percent of employees received fundamental safety training during the reporting year through the following programmes:

- Mandatory Safety Induction
- Specialized Operational Training
- Emergency Preparedness

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	8,813	10,574	12,511

	2023	2024	2025
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	8813	10574	12511
Male employees (persons)	4349	5341	6077
Percentage of male employees (%)	49.35	50.51	48.57
Female employees (persons)	4464	5233	6434
Percentage of female employees (%)	50.65	49.49	51.43
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	6,110	7,059	7,975
Percentage of employees under 30 years old (%)	69.33	66.76	63.74
Total number of employees 30-50 years old (Persons)	2,679	3,486	4,505

	2023	2024	2025
Percentage of employees 30-50 years old (%)	30.40	32.97	36.01
Total number of employees over 50 years old (Persons)	24	29	31
Percentage of employees over 50 years old (%)	0.27	0.27	0.25

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	3,087	3,689	4,047
Percentage of male employees under 30 years old (%)	70.98	69.07	66.60
Total number of male employees 30-50 years old (Persons)	1,256	1,644	2,020
Percentage of male employees 30-50 years old (%)	28.88	30.78	33.24
Total number of male employees over 50 years old (Persons)	6	8	10
Percentage of male employees over 50 years old (%)	0.14	0.15	0.16

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	3,023	3,370	3,928
Percentage of female employees under 30 years old (%)	67.72	64.40	61.05
Total number of female employees 30-50 years old (Persons)	1,423	1,842	2,485

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	31.88	35.20	38.62
Total number of female employees over 50 years old (Persons)	18	21	21
Percentage of female employees over 50 years old (%)	0.40	0.40	0.33

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	8,417	10,054	11,898
Percentage of employees in operational level (%)	95.51	95.08	95.10
Total number of employees in management level (Persons)	385	507	600
Percentage of employees in management level (%)	4.37	4.79	4.80
Total number of employees in executive level (Persons)	11	13	13
Percentage of employees in executive level (%)	0.12	0.12	0.10

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	4,177	5,115	5,819
Percentage of male employees in operational level (%)	96.05	95.77	95.75
Total number of male employees in management level (Persons)	167	221	253

	2023	2024	2025
Percentage of male employees in management level (%)	3.84	4.14	4.16
Total number of male employees in executive level (Persons)	5	5	5
Percentage of male employees in executive level (%)	0.11	0.09	0.08

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	4,240	4,939	6,079
Percentage of female employees in operational level (%)	94.98	94.38	94.48
Total number of female employees in management level (Persons)	218	286	347
Percentage of female employees in management level (%)	4.88	5.47	5.39
Total number of female employees in executive level (Persons)	6	8	8
Percentage of female employees in executive level (%)	0.13	0.15	0.12

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	4,350	5,341	6,077
Bangkok Metropolitan (Person)	2,028	2,344	2,466
Northern (Person)	216	265	339
Central (Person)	566	755	814
Northeastern (Person)	754	1,050	1,323
Southern (Person)	359	457	624
Eastern (Person)	427	470	511

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	4,463	5,233	6,434
Bangkok Metropolitan (Person)	1,847	1,995	2,277
Northern (Person)	206	257	361
Central (Person)	856	1,008	1,171
Northeastern (Person)	674	901	1,200
Southern (Person)	410	540	740
Eastern (Person)	470	532	685

Number of employees working abroad

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

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	90	103	111
Percentage of disabled workers to total employment (%)	1.02	0.97	0.89
Total number of employees with disabilities (Persons)	90	103	111
Total male employees with disabilities (persons)	57	62	54
Total female employees with disabilities (persons)	33	41	57
Percentage of disabled employees to total employees (%)	1.02	0.97	0.89
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
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	2023	2024	2025
Total employee remuneration (baht)	1,387,466,151.66	1,862,378,212.03	2,345,155,131.99
Total male employee remuneration (baht)	662,334,154.37	846,985,395.78	1,123,837,259.43
Percentage of remuneration for male employees (%)	47.74	45.48	47.92
Total female employee remuneration (baht)	725,131,997.29	1,015,392,816.25	1,221,317,872.56
Percentage of remuneration for female employees (%)	52.26	54.52	52.08
Average of remuneration of employees (Baht/persons)	157,434.04	176,128.07	187,447.46
Average of remuneration for male employees (Baht/persons)	152,295.74	158,581.80	184,932.90
Average of remuneration for female employees (Baht/persons)	162,439.96	194,036.46	189,822.49
Rate of average of remuneration between female employees and male employees	1.07	1.22	1.03

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Group has established a provident fund for its employees in accordance with the Provident Fund Act B.E. 2530 (1987). Employees contribute to the provident fund at a rate ranging from 3 to 15 percent of their monthly salary, while the Group contributes at a rate of 3 percent of the employees monthly salary. Employees may select investment plans that suit their individual needs and risk tolerance.

Reference link to provident fund management policy and guidelines : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 143

Overview of methods for determining employee and employer contribution Rates

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The employees contribute to the fund monthly at the rate of 3 - 15 percent at basic salary and the Group contribute to the fund monthly at the rate of 3 percent of basic salary. The fund will be paid to employees upon termination in accordance with the fund rules.

Implementation of Investment Governance Code for : No
 Institutional Investors ("I Code") by Company's
 Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	7447	9138	11253
Number of employees joining in PVD (persons)	4452	7328	9421
Number of PVD members / Total employees (%)	50.52	69.30	75.30
Number of PVD members / Total eligible employees (%)	59.78	80.19	83.72

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	12,211,054.43	28,321,429.31	41,800,000.00
Total amount of provident fund contributed by employee (baht)	18,090,801.44	41,076,596.23	60,574,876.92

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
MR. D.I.Y. HOLDING (THAILAND) PUBLIC COMPANY LIMITED	Yes	12,511	11,253	9,421	75.30	83.72

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

Policy and guidelines on promoting savings : Facilitating automatic PVD enrollment for new employees through the provident fund for non-participating employees (PVD)

Facilitating automatic PVD enrollment for new employees

The company provides new employees with details and benefits of the provident fund, along with an application form, on their first day of work. To facilitate this, new employees interested in joining the fund can automatically apply after completing the form.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	13.70	23.90	21.62
Total amount spent on employee training and development (Baht)	1,495,553.00	5,463,678.00	13,990,117.00
Percentage of training and development expenses to total expenses (%) (*)	N/A	0.000403	0.000856

	2023	2024	2025
Percentage of training and development expenses to total revenue (%) ^(*)	N/A	0.000337	0.000693

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,019,858.00	2,495,904.00	2,959,368.00
Total number of hours worked by employees (Hours)	2,019,858.00	2,495,904.00	2,959,368.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	N/A	33	29
Total number of employees that lost time injuries for 1 day or more (Persons)	N/A	33	29
Percentage of employees that lost time injuries for 1 day or more (%)	N/A	0.31	0.23
Total number of employees that fatalities as a result of work-related injury (Persons)	N/A	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	N/A	0.00	0.00
Lost time injury frequency rate (LTIFR) ^(*) (Persons / 1 million-manhours)	N/A	13.22	9.80

	2023	2024	2025
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	N/A	2.64	1.96

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	5979	6060	6214
Total number of male employee turnover leaving the company voluntarily (persons)	2685	2741	2839
Total number of female employee turnover leaving the company voluntarily (persons)	3294	3319	3375
Proportion of voluntary resignations (%)	67.84	57.31	49.67
Percentage of male employee turnover leaving the Company voluntarily (%)	44.91	45.23	45.69
Percentage of female employee turnover leaving the Company voluntarily (%)	55.09	54.77	54.31

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Others : Employee Engagement Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.mrdiy.co.th/storage/content/terms-and-conditions/privacy-center/privacy-notice-for-customer-en.pdf>
- Page number of the reference link : 1-5

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>
- Page number of the reference link : 62,86-88

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>
- Page number of the reference link : 62,87-88

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the : Responsible production and services for customers,

company in the past year Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company aims to offer a diverse range of safe, high-quality products at reasonable prices to meet customer expectations, within a customer relationship management and customer responsibility framework that strictly complies with the Personal Data Protection Act (PDPA), as follows:

1. Customer Health and Safety:

The company has comprehensive product quality control and in-branch security management systems that comply with relevant laws and regulations. These systems oversee product quality and security management to identify and mitigate risks throughout the customer experience.

2. Promoting Customer Engagement and Satisfaction:

The company prioritizes listening to and responding to customers specific needs through consistent engagement across various channels.

3. Service Quality Improvement:

The companys branch staff receive annual training to ensure professional and attentive service, as well as accurate communication of product details and safety standards.

Reference link for company's customer management plan : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr-or2025-en.pdf>

Page number of the reference link : 62,87-88

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction: Reach 95 percent by 2030.	2025: Customer satisfaction reached 97 percent.	2030: Customer Satisfaction: Reach 95 percent by 2030.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The company places customers at the heart of its operations, operating responsibly and fostering effective engagement and communication. The results are as follows:

- Customer satisfaction reached 97 percent, achieving our 2030 target ahead of schedule.
- Successfully resolved 100 percent of customer complaints, maintaining its perfect resolution record.
- Achieved zero incidents of non compliance regarding marketing communications or advertising.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	No	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 0-2136-7401

Fax : -

Email : customercare.th@mrdiy.com

Companys website : www.mrdiy.co.th

Address : 777 WHA TOWER, 12th Floor, Debaratna Road (Bangna-Trad) KM.7, Bang Kaeo, Bang Phli, Samutprakarn 10540
Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://investor.mrdiy.co.th/storage/downloads/sustainability/sustainability-policies/mrdiy-esg-policy-en.pdf
Page number of the reference link	:	2

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

The Company has adopted a systematic approach to community engagement, primarily through its **MR. D.I.Y. Cares** programme, which serves as the main platform for delivering social initiatives across 3 key focus areas:

1. promoting education and youth development
2. strengthening communities and enhancing quality of life
3. advancing sustainable environmental development

In addition, the Company has established mechanisms for receiving community feedback and grievances through formal complaint channels, including its customer service centre and direct contact through branches located in the respective communities.

Reference link for company's community and social management plan	:	https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf
Page number of the reference link	:	82-86

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	No
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Information on outcomes and results of community and social management



Collaborating with the Bangkok Metropolitan Administration (BMA) to create a sustainable environment

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

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ESG Performance

Company Name : MR. D.I.Y. HOLDING (THAILAND) PUBLIC COMPANY LIMITED

Symbol : MRDIYT

Market : SET

Industry Group : Services

Sector : Commerce

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company is committed to conducting business under the principles of good corporate governance to create sustainable value for the business, in line with the expectations of stakeholders, as well as the capital market and society as a whole. In this regard, the Board of Directors has resolved to approve a Good Corporate Governance Policy based on the principles of the Corporate Governance Code for Listed Companies 2017, released by the Securities and Exchange Commission (SEC), as a guideline for the Company's governance.

The Board of Directors place priority on adherence to good corporate governance principles, which include eight principles as follows:

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board

Principle 2 Define Objectives that Promote Sustainable Value Creation

Principle 3 Strengthen Board Effectiveness

Principle 4 Ensure Effective CEO and People Management

Principle 5 Nurture Innovation and Responsible Business

Principle 6 Strengthen Effective Risk Management and Internal Control

Principle 7 Ensure Disclosure and Financial Integrity

Principle 8 Ensure Engagement and Communication with Shareholders

Reference link for the full version of corporate governance policy and guidelines : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/corporate-governance-policy/mrdiy-good-corporate-governance-policy-en.pdf>

Page number of the reference link : 1

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Nomination of directors

The Board of Directors has established the Nomination and Remuneration Committee to determine the qualifications of directors and members of subcommittees in alignment with applicable laws, regulations and/or the Company's business strategy. In doing so, the Committee considers each candidate's knowledge, expertise, diversity of skills, and

work experience that are beneficial to the business of the Company. Furthermore, the Nomination and Remuneration Committee is responsible for establishing the criteria and procedures for selecting suitably qualified individuals to be nominated to the Board of Directors meeting or shareholders meeting (as the case may be) for appointment as director and member of subcommittee.

Individuals nominated for directorship shall possess appropriate qualifications, taking into account factors such as skills, qualifications, knowledge, expertise, experience, professional attributes, and personal integrity. Additionally, the Committee will consider the diversity of the Board's structure based on gender and age. The nominated individuals shall also meet all the necessary qualifications and not have any disqualifications under the law and regulations set by the SEC, as well as meet the structural and compositional criteria outlined in the Board Charter. These nominations will then be submitted to the Board of Directors or the shareholders' meeting (as the case may be) for consideration and appointment in accordance with the Company's Articles of Association.

Reference link for Nomination of directors : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/mrdiy-charter-of-nomination-and-remuneration-committee-en.pdf>

Page number of the reference link : 1-8

Determination of director remuneration

Directors are entitled to receive remuneration from the Company in the form of monetary compensation, meeting allowances, gratuities, bonuses, or other benefits as may be approved by a resolution of the shareholders meeting with a vote of not less than two-thirds (2/3) of the total number of votes of the shareholders present at the meeting. Such remuneration may be specified as a fixed amount or in accordance with defined guidelines and may apply from time to time or for a specified period until resolved otherwise by a sequent shareholders meeting. Directors are also entitled to allowances and fringe benefits in accordance with the Company's regulations. The Nomination and Remuneration Committee is responsible for reviewing and recommending to the Board for approval the remuneration policies, criteria and procedures applicable to the Board of Directors and subcommittees, as well as the forms of remuneration (whether monthly or performance based). In doing so, the Committee may seek independent professional advice in determining an appropriate remuneration framework. The Committee shall also recommend to the Board the criteria for determining the total annual remuneration, benefits and bonuses for the Company's directors and members of subcommittees.

The Company has established the following guidelines for remuneration of the directors.

1. The Company requires that directors' remuneration be reconsidered on an annual basis, following the criteria and policies set by the Nomination and Remuneration Committee.
2. Directors' remuneration is to take into account the benchmark with the industry standards, as well as the experience, work, and scope of duties and responsibilities of the directors.
3. The types of directors' remuneration are as follows:
 - Monthly remuneration
 - Meeting allowance
 - Performance-based remuneration or bonuses
 - Other benefits
4. Performance-based remuneration or bonuses are determined once a year in relation to the Company's performance, to motivate directors to fulfil their duties in a manner that creates sustainable benefits for shareholders and the Company.
5. The Company will disclose the individual directors' remuneration amounts in the annual registration statements/annual report (Form 56-1 One Report).

Reference link for Determination of director remuneration : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/mrdiy-charter-of-nomination-and-remuneration-committee-en.pdf>

Independence of the board of directors from the management

The Company has established the following criteria, policies, and guidelines for the independence of the Board of Directors from the Management.

1. The Board structure must include at least one-third independent directors of the total number of directors, but no fewer than three independent directors. These independent directors shall not be involved in the management and shall be free from any business or other affiliations that could compromise their ability to provide independent opinions in the best interests of the Company. Additionally, they must fully meet the independence qualifications as prescribed by the SEC and have duties and responsibilities as defined by law, regulations, announcements, and/or relevant guidelines.
2. The Board shall appoint a suitable individual as the Chairman, who is responsible for overseeing the orderly conduct and functioning of the Board, including managing potential conflicts between the Board and management. Moreover, the roles and responsibilities of the Chairman and the Chief Executive Officer are distinct, so the Board has clearly defined the authority and duties of both positions, and that the Chairman does not concurrently hold the position of Chief Executive Officer. In this regard, Mr. Ong Chu Jin Adrian serves as the Chairman of the Board of Directors and Mr. Chin Guangui serves as the Chief Executive Officer.

Reference link for Independence of the board of directors from the management : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr2025-en.pdf>
Page number of the reference link : 106

Director development

All directors are required to undergo appropriate and continuous training to ensure that they remain knowledgeable about regulatory changes, developments, and the broader business trends, as well as to improve their skill sets, enabling them to effectively fulfil their duties as directors.

Reference link for Director development : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr2025-en.pdf>
Page number of the reference link : 106

Board performance evaluation

For assessing the performance of the Board of Directors, subcommittees, and individual director, the Company has established the following criteria and processes:

1. The Nomination and Remuneration Committee is tasked by the Board to conduct an annual review of the performance and effectiveness of the Board, sub-committees, and individual director, and to report the evaluation results to the Board for further consideration. This process shall be carried out after the fiscal year-end or at another time as deemed appropriate.
2. The assessment results will serve as a basis for the Nomination and Remuneration Committee to provide recommendations to the Board regarding the re-election or reappointment of directors or members of subcommittees. These results will also be used to further improve the Board and its subcommittees.

Reference link for Board performance evaluation : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr2025-en.pdf>
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Corporate governance of subsidiaries and associated companies

The Board of Directors will monitor and oversee the management of the Company's subsidiaries and associates in accordance with the Company's Articles of Association and the Policy on Supervision of Operations of Subsidiaries and Associated Companies that Operate the Core Business. This is to ensure that there are mechanisms for direct and indirect oversight of subsidiaries and associates, as well as to effectively manage and take responsibility for their

operations as if they were a department within the Company. This approach is intended to protect the Company's interests in its investment and to implement measures for the efficient monitoring of the management of subsidiaries and associates, which can be summarized as follows.

1. The Company shall appoint or nominate individuals to serve as directors in its subsidiaries or associates, at least in proportion to the Company's shareholding in those subsidiaries or associates. The eligible person to be appointed or nominated must have all required qualifications, and must have no forbidden characteristics, as prescribed in relevant laws or provisions, including they must be listed in the Company's information system for directors and executives of companies issuing securities, as defined by the Capital Market Supervisory Board's notification regarding rules for listing names of persons on database of directors and executives of securities issuing companies (whitelist). They must also have knowledge, ability, and experience beneficial for business operations and suitable for the performance of his or her duty, as well as have leadership, and must be able to offer extensive viewpoints and ideas that are necessary to drive and fulfill the objectives of that subsidiary or an associated company, and must make appropriate decisions, in accordance with the Group's policies. Additionally, the specific characteristics or conditions of each subsidiary and associate should also be taken into consideration.

The Board of Directors may choose not to appoint or nominate individuals to serve as directors in subsidiaries or associates according to the Company's shareholding proportion if (1) there are compelling reasons that prevent the appointment of individuals as directors in the subsidiaries or associates according to the Company's shareholding proportion, and (2) the Company can ensure proper governance and management of the subsidiaries or associates, or its ability to make decisions on matters significantly impacting the financial status and performance of the subsidiaries and/or associates, in accordance with the Company's shareholding proportion.

2. The Company's Board of Directors shall proceed as follows.

- (1) Ensure that subsidiaries have an internal control system, risk management system, anti-corruption measures, and other necessary operational systems in place.

- (2) Require subsidiaries to implement appropriate, effective, and sufficiently rigorous measures for monitoring their performance to ensure that the subsidiaries truly and consistently adhere to the Company's plans, budgets, policies, and regulations in this subject, along with applicable laws and corporate governance standards for listed companies, and announcements, regulations, and guidelines set forth by the SEC and SET.

- (3) Ensure that subsidiaries and/or associates fully and accurately disclose information regarding their financial position, performance, related-party transactions, potential conflicts of interest, acquisitions or disposals of significant assets, and any other material matters that may affect the Company, as outlined in the Company's policies and regulations. Furthermore, establish channels for the Company's directors and executives to access information on the subsidiaries and/or associates to effectively monitor their performance, financial position, transactions between subsidiaries and/or associates with their directors and executives, and any significant transactions carried out by the subsidiaries and/or associates. Additionally, a mechanism is required in order to audit these operations within the subsidiaries and/or associates by allowing internal auditors and the Company's directors a direct access to the relevant information and ensuring that the results of such audits are reported to the Company's directors and executives to confirm that the subsidiaries are consistently operating in accordance with the established systems.

3. Directors of the subsidiaries and/or associated companies, who is nominated or appointed by the Company, have the following duties:

- (1) To ensure that subsidiaries and/or associates comply with applicable laws, the Company's regulations, objectives, articles of association, and resolutions of the Board of Directors and shareholder meetings, as well as the Group's policies, by maintaining efficient management practices.

- (2) To consider and vote at their discretion during the Board meetings of subsidiaries or associates on matters related to their general management and routine business operations as each director deem most appropriate for

the best interests of the group, unless otherwise specified in the policies or if the director has a conflict of interest in the matter.

(3) To ensure the effectiveness of internal control systems, risk management systems, anti-corruption measures, and other necessary operational systems for subsidiaries and/or associates.

(4) To determine certain measures to monitor subsidiarys performance in an effective manner to ensure that they conduct their business in accordance with the Company's policies, objectives, articles of association, and resolutions of the Board of Directors and shareholder meetings, as well as with laws and rules regarding good corporate governance, and other regulations set forth by the SEC and SET.

(5) To ensure that the subsidiaries have systems in place to accurately, comprehensively, and timely disclose information regarding their financial position, performance, connected transactions, related-party transactions, and acquisitions or disposals of assets transactions, as well as any other significant transactions as required by the regulations and requirements set forth by the SEC and SET. Additionally, provide channels for directors and executives to access subsidiary information to effectively monitor their operations and performance by allowing internal auditors and the company's directors a direct access to relevant information, and requiring that internal auditors report the results of their operational audits to the Company's directors and executives to ensure that the subsidiaries consistently adhere to the established systems.

(6) To report the monthly or quarterly performance and operational results of subsidiaries and/or associates to the Board of Directors, in accordance with the approved business plan, investment projects, or significant operational plans as approved by the Board of Directors, including downsizing, business cessation, or the discontinuation of any part of the Company's operations, as well as participation in joint ventures with other enterprises.

(7) To report to the Board upon the discovery of any material matters.

(8) To provide explanations and/or submit information or document related to the performance or operational result of subsidiaries and/or associates to the Company upon request, as deemed appropriate.

4. Subsidiaries and/or associated companies (as the case may be) shall not transact or undertake the following unless a prior approval is given by the Companys Board of Directors.

(1) The appointment or nomination of individuals to serve as directors of subsidiaries and/or associates, unless the individuals are in the approved list by the Company's Board of Directors for such appointments. Directors of subsidiaries and/or associates appointed or nominated by the Company have the discretion to vote at the Board meetings of those subsidiaries and/or associates on matters related to general management and routine business operations. This discretion should be exercised in the best interests of the subsidiaries and/or associates, unless for significant matters otherwise specified in this subject or if the director has a direct and/or indirect conflict of interest.

(2) The declaration of annual and interim dividends by subsidiaries, unless the subsidiary declares a total annual dividend that is equal to or exceeds the amount specified in the annual budget or the dividend policy of the respective company, as approved by the Company's Board of Directors.

(3) Amendments to subsidiaries articles of association, except for those that could significantly impact the financial position and performance of the subsidiary, which must be approved by the Company's shareholders' meeting.

(4) Approval of the annual consolidated budget of subsidiaries, unless such approval is already included in the Delegation of Authority schedule of the subsidiary that has been approved by the Company's Board of Directors.

(5) The appointment of auditors for subsidiaries out of compliance with the Company's policy on auditor appointments, which requires that the auditors of subsidiaries be affiliated with the same accounting network as the Company's auditors.

(6) The increase in the registered capital and allocation of shares of subsidiaries, as well as the reduction of the registered capital of subsidiaries, which impacts the shareholding ratio of shareholders, or any other action causing the following effects, whether directly or indirectly, unless such actions are part of the business plan or annual budget of the subsidiary that has been approved by the Company's Board of Directors.

A. Results in a reduction of more than 10% in the proportion of the Company's shareholding and/or voting rights in the subsidiary's shareholders' meeting, in any form, of the subsidiary's registered capital or total voting rights (as the case may be); or

B. Results in a reduction of the Company's shareholding and/or voting rights in the subsidiary's shareholders' meeting that constitutes a disposal of assets requiring approval from the Company's Board of Directors (with the criteria for calculating such transactions as specified in the announcements of the Securities and Exchange Commission and the Stock Exchange of Thailand applied by analogy).

(7) The agreement to enter into transactions between the subsidiary and related persons of the Company, or transactions involving the acquisition or disposal of assets by the subsidiary.

(8) Borrowing, lending, granting credit, guaranteeing, entering into legal agreements that increase the financial burden of the subsidiary, or providing any other form of financial assistance to third parties that is not part of the subsidiary's normal business operations, except for borrowing between the Company and/or subsidiaries or between subsidiaries within the Group.

(9) The dissolution of the subsidiary's business.

(10) Any other transactions that are not part of the subsidiary's normal business operations and have a significant impact on the subsidiary and/or the Company.

For transactions or actions under items (7) through (10), it must be the case that when the size of the transaction the subsidiary is entering into is calculated and compared to the size of the Company, the result falls within the criteria requiring approval from the Company's Board of Directors. The criteria outlined in the relevant announcements by the Capital Market Supervisory Board and/or the Stock Exchange of Thailand's Board of Directors concerning the acquisition or disposal of assets and/or related party transactions shall be applied by analogy.

5. A subsidiary may only enter into the following transactions or undertake the following actions upon receiving prior approval from the shareholders' meeting of the Company:

(1) Any amendment to the subsidiary's articles of association that could significantly affect the subsidiary's financial position and performance. This includes amendments that impact the Company's rights to nominate or appoint individuals as directors of the subsidiary, the Company's voting rights (whether directly or indirectly) at the subsidiary's board of directors or shareholders' meetings, or the subsidiary's dividend distribution.

(2) Entering into transactions between the subsidiary and related parties of the Company, or transactions involving the acquisition or disposal of the subsidiary's assets.

(3) The increase of registered capital and allocation of shares of subsidiaries, as well as the reduction of the registered capital of subsidiaries, which impacts the shareholding ratio of shareholders, or any other action causing the following effects, whether directly or indirectly.

A. Results in a reduction in the proportion of the Company's shareholding and/or voting rights, whether direct or indirect, in the subsidiary's shareholders' meeting in any form, to the extent that such company is no longer considered as the Company's subsidiary, or

B. Results in a reduction of the Company's shareholding and/or voting rights in the subsidiary's shareholders' meeting that constitutes a disposal of assets requiring approval from the Company's Board of Directors (with the criteria for calculating such transactions as specified in the announcements of the Securities and Exchange Commission and the Stock Exchange of Thailand applied by analogy).

(4) Borrowing, lending, granting credit, guaranteeing, entering into legal agreements that increase the financial burden of the subsidiary, or providing any other form of financial assistance to third parties that is not part of the subsidiary's normal business operations, except for borrowing between the Company and/or subsidiaries or between subsidiaries within the Group.

(5) The dissolution of the subsidiary's business.

(6) Any other transactions that are not part of the subsidiary's normal business operations and have a significant impact on the subsidiary.

For transactions or actions under items 2) through 6), it must be the case that when the size of the transaction the subsidiary is entering into is calculated and compared to the size of the Company, the result falls within the criteria requiring approval from the shareholders meeting. The criteria outlined in the relevant announcements by the Capital Market Supervisory Board and/or the Stock Exchange of Thailand's Board of Directors concerning the acquisition (or disposal of assets and/or related party transactions shall be applied by analogy).

Reference link for Corporate governance of subsidiaries and associated companies : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 107-110

Holding Directorship in Other Companies by Directors

1. Each director shall not hold more than five (5) directorships in listed companies. Before accepting any new directorship, a director shall notify the Chairman of the Board, the notification of which shall include an indication of time that will be spent on the new appointment.
2. If the Chief Executive Officer or key executives will simultaneously serve as a director in other companies outside the Group, the prior approval of the Board must be given.

Reference link for the other policy and guidelines : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 106

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Group has implemented the guidelines under the Good Corporate Governance Policy in relation to fair and equal treatment of shareholders to ensure that the shareholders opportunity to participate effectively in decision-making involving significant corporate matters. The shareholders have the same right to attend and vote at shareholders meetings, whereby the Company will notify them of rules and regulations governing conduct of shareholders meetings, voting requirements for each class of shares, procedures for voting and expressing opinions.

Reference link for Shareholder : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business->

Employee

The Group realises the significance of human resource development and fairness treatment towards the employees, as well as respects the rights of employees according to human rights principles and labour laws.

In this regard, the Group sets out the guidelines as follows:

1. to conduct employment process by considering ability, position fit and culture fit as well as provide employment terms and conditions, as well as employee benefits, with fairness and align with individuals and companys performance;
2. to support human resource development by organising training programs, and academic seminars in various fields, as well as educating positive aspects with good morals, ethics;
3. to create positive working environment;
4. to put in place a key performance indicator (KPI) with transparency and without discrimination;
5. to comply with applicable labour laws and regulations (including health and safety laws);
6. to put in place whistleblowing channels for employees;
7. to avoid doing or conducting any act that would be unfair to employees or affect job stability of employees; and
8. to treat all employees in a non-abusive manner.

Reference link for Employee : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Customer

The Group will treat its customers with fairness without discrimination. In this regard, the Group and will not disclose the customers information obtained from its business operation which, in general practices and will not exploit such information for its own benefits or others. The Group is committed to enhance satisfaction and assurance to the customers under proper safety and technology, as well as maintain and improve the standardised qualities constantly. In this regard, the Group sets out the guidelines for its personnel:

1. to provide services to customers with sincerity by providing useful and accurate information to customers by taking consideration of the best benefits of customers, and not providing misleading information to customers in relation to products, services and terms and conditions, through easily accessible communication channels;
2. to respond to customers demand in a sufficient and comprehensive manner, in order to focus on long-term customer satisfaction;
3. to strictly comply with terms and conditions given to the customers;
4. to deal with customers in a polite manner and behave to be trusted by the customers;
5. to maintain customers confidential information and not illegitimately use it for the benefits of the Group and others;
6. not to disclose any customers confidential information unless consent is given;
7. not request, receive or pay any benefits which imply a dishonest or illegitimate intention;
8. to strive on seeking ways or methods that are able to respond the customers demand on a regular basis; and
9. to establish a department responsible for receiving complaints in order to ensure that customers receive services with the highest satisfaction, and learn from such complaints to solve problems of the Group on a regular basis.

Reference link for Customer : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 6-7

Business competitor

The Group is committed to treat its competitors with fairness. As such, the Group implements the guidelines as follows:

1. competition must be conducted with fairness without any damages against the reputation of competitors by means of defamation, or any other action committed without truth or fairness;
2. the competitors trade secrets will not be obtained by unlawful or wrongful means;
3. the Group will support and encourage free trade competition with fairness, without violation against the intellectual property or obtaining trade secrets of the competitors in a fraudulent manner;
4. the Group may from time to time communicate with the competitors to exchange opinions, providing that the conversation relating to pricing, marketing approaches, sale territories and targets, and undisclosed market research will be avoided; and
5. the Group will support and encourage free trade competition by avoiding any action to enter into an agreement with the competitors for the purpose of reducing or limiting competition.

Reference link for Business competitor : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 8

Business partner

In order for the business operation to be conducted in an ethical and socially responsible manner and in compliance with applicable laws and regulations, the Group has implemented the Vendor Code of Conduct setting out obligations and standards on business and ethical practices, which is expected for all vendors engaging with Group and to comply with.

Reference link for Business partner : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

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Creditor

The Group will treat its creditors equally and avoid any circumstance which may cause conflicts of interest, as well as strictly comply with the provisions prescribed under the agreements entered into with creditors. As such, the Group requires the directors, executives and employees to comply as follows:

1. to treat the creditors with equality and fairness on the basis fair benefits for both parties, and strictly comply with the conditions and agreements as mutually agreed;
2. in case of inability to comply with any condition, to notify the creditors in advance for further consideration on solutions to be provided; and
3. with regard to business negotiation, to avoid claims, receipts, or provisions of benefits that are not made in good faith and if there is information on any claim, receipt of provision of benefits that is not in good faith, to disclose the details of such information to the creditors without delay in for further consideration on solutions to be provided.

Reference link for Creditor : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 7-8

Community and society

The Group realises the significance of natural resource conservation and contribution to the society. In this regard, the Group supports an efficient use of resources by taking into account safety of the society, communities and environment, an operation of business with standardized operational system and good management control, and sustainable development of the environment and the society. The Group also strives to create awareness among the employees in all levels with regard to their responsibilities towards surrounding communities, society and environment, and support any activity which engages in environment conservation.

In this regard, the Group puts in place a policy in relation to environmental, social, and governance (ESG).

Reference link for Community and society : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 8-9

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established the Code of Business Ethics to ensure that the Group adhere to the Groups commitment to the highest ethical standards and law in day-to-day business operation. This Code of Business Ethics applies to the directors, executives, and employees.

Reference link for the full version of business code of conduct : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Human rights

Prevention of Conflicts of Interest

1. The Group has established a policy to prevent conflicts of interest.
2. Any conflicts of interest must be disclosed and reported to the Company Secretary and the relevant supervisor for further action.
3. Directors and executives must not use company time or resources for personal gain, including conducting research or contacting others during work hours. They must not accept external work or activities that may diminish their efficiency while working within the Group.
4. Directors and executives must avoid any situations that could influence their work or decisions or affect their integrity towards the Group. This includes using their position to secure contracts or business deals for family members, friends, or close associates, or using their position to exert influence for personal gain.

Reference link for Prevention of Conflicts of Interest : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 4

Anti-corruption

1. The Group places importance on the prevention of giving or receiving bribes and of corruption. All personnel should not directly or indirectly accept any form of bribe, bribery money, or any other benefits obtained unlawfully or unethically, which may be perceived as suspicious activities or behaviors.
2. The Group has established an Anti-corruption Policy and other related policies. All employees must adhere to and comply with all relevant and applicable policies and laws.
3. Giving or receiving gifts may create a conflict of interest or other inappropriate characteristics, which ultimately may affect the reputation and stance of the Group. Therefore, all employees of the Group are not permitted to accept or give gifts, except under certain exceptions as permitted by the Anti-corruption Policy.
4. It is the duty of the Group's employees to inform external parties who conduct business with the Group that the Group promotes anti-corruption and a 'no gift' policy according to the Anti-corruption Policy. Employees must make every effort to ensure that such external parties understand and adhere to the Group's policies.

Reference link for Anti-corruption : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 4-5

Whistleblowing and Protection of Whistleblowers

1. The Group has established a Whistleblowing and Complaints Policy to maintain the highest standards of professionalism, integrity, and ethical behavior in the conduct of its business and operations.
2. The Whistleblowing and Complaints Policy outline the channels for complaints, practices, and procedures to enable employees and the public to report concerns in good faith regarding illegal, incorrect, or inappropriate actions, whether they have occurred or are suspected to have occurred.
3. The Group will not retaliate or participate in any retaliatory actions against employees who have filed complaints in good faith.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 5

Prevention of Misuse of Inside Information

The Company places great importance on the management of insider information in accordance with good corporate governance principles, upholding the values of integrity and honesty in business operations. To ensure that investors in the Company's securities receive reliable information equally and promptly, the Company has established the following Insider Information Policy:

1. All the directors, executives and employees of the Group shall strictly comply with the applicable provisions on insider trading under the SEC Act and guidelines as issued by the SEC Office, including the Groups charters and policies
2. Directors, executives, employees of the Group, and external persons who are aware of or possess insider information of the Group must not trade the company's securities or engage in any futures contracts related to the Company's securities, whether for themselves or others. They are also responsible for safeguarding confidential information with care, ensuring it is not disclosed to others, either directly or indirectly, by any means. Those in possession of such information should know or ought to know that the

- recipient may use the information to buy or sell the Company's securities, engage in futures contracts related to those securities, or pass the information onto unauthorized persons, unless permitted by law.
3. The Group shall ensure there is a system to maintain and prevent the use of insider information, to prevent the breach of such information or unlawful use of the same for securities trading.
 4. Directors, executives, authorized controllers, employees, and other designated individuals must not engage in buying or selling the Company's securities or entering into forward contracts related to the Company's securities. They must also keep insider information confidential during the following periods: (a) 1 month before the publication of quarterly and annual financial statements or any other period as determined by the Company, and (b) 24 hours after such publication. Additionally, individuals who are aware of any internal information must not engage in buying or selling securities related to that internal information until 24 hours after the information has been disclosed to the public.
 5. The Company will educate the Board of Directors and executives about their duties regarding the preparation, disclosure, and submission of reports on changes in their securities holdings and forward contracts, as well as those of related persons, as specified in Section 59 of the Securities and Exchange Act and related laws, including related legal liabilities and penalties, both criminal and administrative.
 6. Those responsible for preparing, disclosing, and submitting reports on changes in securities holdings and forward contracts must submit their reports to the Company Secretary before submitting them to the SEC as per the SEC's requirements, within the designated timeframe. The Company Secretary must then forward a copy of the report to the Chairman of the Board and the Chairman of the Audit and Risk Management Committee within 7 days and present it to the Board at the next Board meeting.
 7. Each Director and executive must disclose reports on changes in their securities holdings and forward contracts, as well as those of related parties, at the end of the calendar year or any other period as notified by the Company Secretary.
 8. The Group must establish a policy approved by the Company's Board of Directors, the Chief Executive Officer, or the head of the IT department, which address various issues including compliance with the law, limiting access to internal information, cybersecurity measures, ensuring proper use of IT systems according to authorized rights, preventing unethical use of IT systems, and ensuring that communication through social media is fair to stakeholders and does not cause harm to the Group.

Money laundering prevention

Money laundering refers to the process of converting illegally obtained money into legally acceptable funds through means that is not limited to cash transactions. Participation in such activities undermines the Company's integrity, tarnishes its reputation, and may expose the Group and the offenders to severe legal penalties and prosecution. All employees must report any suspicious transactions and financial activities to the head of internal audit.

Reference link for Money laundering prevention : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 5

Gift giving or receiving, entertainment, or business hospitality

1. Organizing entertainment, holding receptions and giving or receiving gifts on special occasions may be acceptable, provided that such activities are conducted transparently and in the ordinary course of business, and permitted by laws, regulations, local traditions, or trade practices, and comply with Group's policies. However, the Group's personnel shall not request or advise for the gift or entertainment.
2. The Company has established guidelines for providing entertainment, hosting events, and giving or receiving gifts on special occasions as follows:

- a. not being for the purpose of inducing inducement to carry out or avoid undue acts, influencing business decisions, or causing to receive unfair benefits;
 - b. not being in violation of this Policy or any other policies of the Group, or any relevant laws;
 - c. giving or receiving gifts being performed in the name of the Group, but not in the name of an individual person;
 - d. giving or receiving gifts being on the appropriate occasions in accordance with traditions, i.e., exchanging gifts at a New Years party;
 - e. giving or receiving gifts being performed openly;
 - f. not provide cash or cash equivalents such as a gift card or a gift voucher; and
 - g. holding receptions being performed as necessary, with reasonable expenses, and without wasteful or excessively frequent arrangement.
3. The Groups personnel may receive a gift in case of a regular and traditionally given only and such gift shall have a value not exceed THB 3,000. If the rejection for the gift at the value more than THB 3,000 cannot be made in order to maintain a good companionship or relationship, such person shall inform his/her supervisor without delay but no later than 30 days from receiving such gift. For avoidance of doubt, the Groups personnel shall deny receiving cash in all cases.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/corporate-policies/mrdiy-anti-corruption-policy-en.pdf>

Page number of the reference link : 4-5

Compliance with laws, regulations, and rules

The Group emphasizes compliance with laws, regulations, and rules related to business operations and encourages Directors, executives, and employees to study upcoming regulations that may affect the management and operations of the Group. In this regard, the Group has the following practices:

1. Personnel must conduct their duties and business operations of the Group in accordance with the Securities and Exchange Act, including related regulations and announcements, and laws, regulations, and rules pertinent to the Groups business operations.
2. If there is uncertainty about legal compliance, consult the legal department first.
3. The company will maintain information on laws, regulations, rules, orders, announcements, and resolutions related to business operations and employee duties for appropriate research and reference.

Reference link for Compliance with laws, regulations, and rules : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 3

Information and assets usage and protection

1. The Group has established a Personal Data Protection Policy to ensure that everyone records, uses, manages, stores, and/or transfers all data and records in compliance with the policy and applicable laws, including the Personal Data Protection Act B.E. 2562 (2019) (as amended), as well as related regulations, announcements, and other relevant rules.
2. In conducting business, the Group may provide resources and assets, including licensed applications and/or software, to employees for completing their work.
Employees are responsible for protecting and using these resources and assets appropriately and in accordance with relevant laws, the Groups policies, and licensing agreements. Employees should follow appropriate and necessary methods to prevent loss, damage, misuse, theft, or fraud to the Groups resources and assets.

Reference link for Information and assets usage and protection : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business->

Page number of the reference link : 3

Anti-unfair competitiveness

The Group is committed to treat its competitors with fairness. As such, the Group implements the guidelines as follows:

1. competition must be conducted with fairness without any damages against the reputation of competitors by means of defamation, or any other action committed without truth or fairness;
2. the competitors trade secrets will not be obtained by unlawful or wrongful means;
3. the Group will support and encourage free trade competition with fairness, without violation against the intellectual property or obtaining trade secrets of the competitors in a fraudulent manner;
4. the Group may from time to time communicate with the competitors to exchange opinions, providing that the conversation relating to pricing, marketing approaches, sale territories and targets, and undisclosed market research will be avoided; and
5. the Group will support and encourage free trade competition by avoiding any action to enter into an agreement with the competitors for the purpose of reducing or limiting competition.

Reference link for Anti-unfair competitiveness : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 8

Human rights

The Group supports and respects human rights, and will treat all stakeholders, such as employees, communities, and society, with respect for human dignity, equality, and freedom. There will be no violation of fundamental rights and no discrimination based on race, nationality, religion, language, gender, age, education, physical characteristics, or social status. Additionally, the Group will ensure that all Directors, executives, and employees are not involved in human rights violations, either directly or indirectly.

Reference link for Human rights : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Page number of the reference link : 8

Promotion of compliance with the business code of conduct

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

The Internal Audit Department will monitor and evaluate compliance with the Code and report the compliance results to the Board of Directors on a regular basis.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-code-of-business-ethics-en.pdf>

Participation in anti-corruption networks

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

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

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

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

Material changes and developments in policy and : Yes
guidelines over the past year

The Company has established a process for reviewing its policies, guidelines, corporate governance system and Charter of the Board of Directors at least once a year. In 2025, the Company revised its policies and Charter of the Board of Directors as follows:

1. Revised Charter of the Board of Directors to more clearly define the Board of Directors roles and responsibilities relating to the remuneration and succession planning for the Chief Executive Officer and key executives.
2. Revised the Risk Management Policy by adjusting the reporting cycle for risk management reports to be submitted to the Audit and Risk Management Committee for acknowledgment, to align it with the Companys business operations.
3. Revised the Code of Business Ethics in relation to human rights, reinforcing the Companys commitment to conducting business in accordance with internationally recognized human rights principles and standards.
4. Revised the Vendor Code of Conduct to extend its coverage to business partners and to incorporate supplier guidelines that emphasize environmental responsibility and conducting business in line with sustainable business practices.

Revised the Environmental, Social and Governance (ESG) Policy to reaffirm the Companys commitment to conducting business in a manner that balances economic, social and environmental considerations, including key sustainability issues, and to emphasize the ongoing development of strategies and innovations aimed at enhancing energy efficiency and reducing environmental impacts.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice
SEC

The Board of Directors has considered adopting the Corporate Governance Code for Listed Companies 2017 (**CG Code**) issued by the SEC Office in formulating the Companys charters and policies. Overall, the Companys policies and practices are generally in compliance with the principles set forth in the CG Code. However, there remains certain practice with which the Company has not fully complied with, as detailed below:

Principle / Guideline	Reason or Alternative Measure
<p>Guidelines 3.2.1 The chairman of the board should be an independent director</p>	<p>The Board of Directors has determined the composition of the Board to consist of independent directors representing more than one-half of the total number of directors, namely 4 independent directors out of a total of 7 directors. In addition, the Board has considered and appointed one independent director, Ms. Kanoklada Rerkasem, to jointly participate in setting the agenda for Board meetings. This arrangement is intended to ensure an appropriate balance of power between the Board of Directors and management.</p>

Other corporate governance performance and outcomes

Corporate Governance Structure

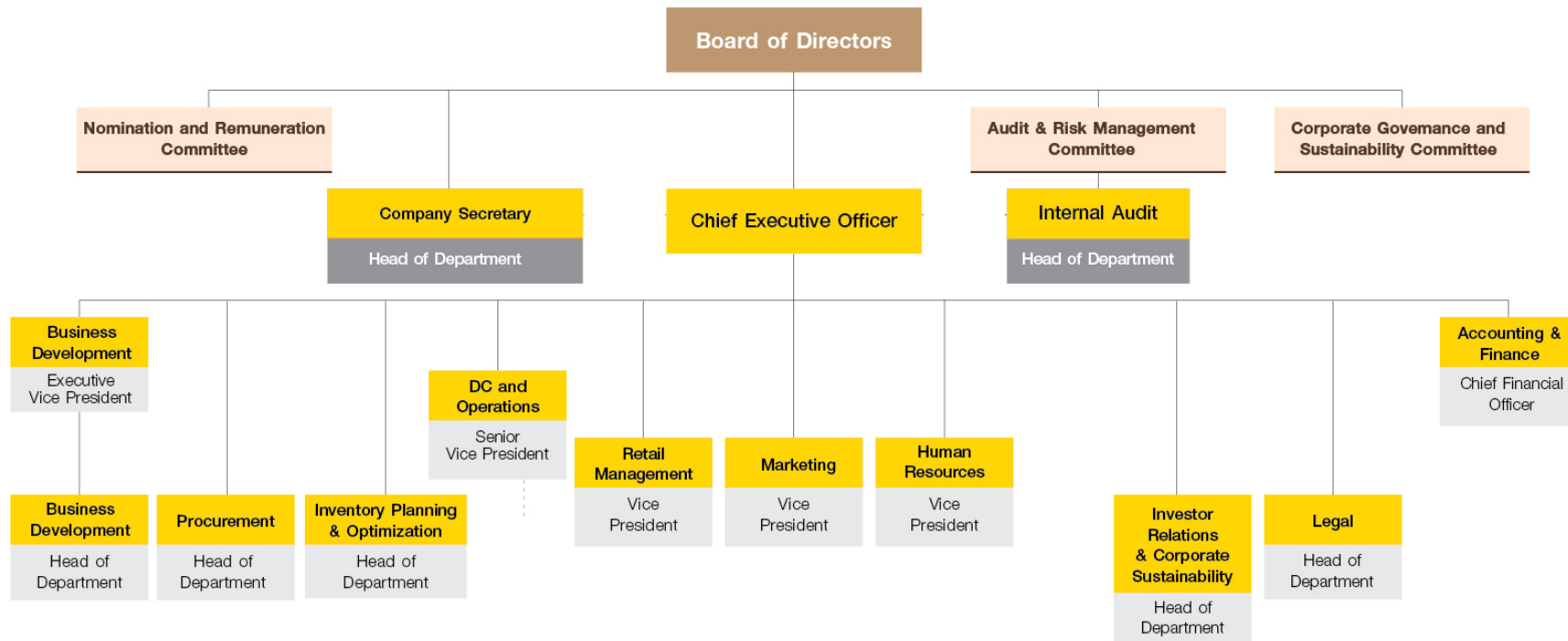
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	0		0		7	
	0	0	0	0	4	3
Executive directors	0		0		2	
	0	0	0	0	1	1
Non-executive directors	0		0		5	
	0	0	0	0	3	2
Independent directors	0		0		4	
	0	0	0	0	2	2
Non-executive directors who have no position in independent directors	0		0		1	
	0	0	0	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	0.00		0.00		100.00	
	0.00	0.00	0.00	0.00	57.14	42.86
Executive directors	0.00		0.00		28.57	
	0.00	0.00	0.00	0.00	14.29	14.29
Non-executive directors	0.00		0.00		71.43	
	0.00	0.00	0.00	0.00	42.86	28.57
Independent directors	0.00		0.00		57.14	
	0.00	0.00	0.00	0.00	28.57	28.57
Non-executive directors who have no position in independent directors	0.00		0.00		14.29	
	0.00	0.00	0.00	0.00	14.29	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	0		0		51	
	0	0	0	0	49	53

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Ong Chu Jin Adrian Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 19,459,776 Shares (0.323408 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>28 Nov 2023</p>	<p>Business Administration, Economics, Finance, Accounting, Commerce</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. Kanoklada Rerkasem Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 150,000 Shares (0.002493 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Nov 2023	Economics, Accounting, Marketing, Business Administration, Commerce

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Loo Chong Peng Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 410,000 Shares (0.006814 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>28 Nov 2023</p>	<p>Business Administration, Energy & Utilities, Property Development, Commerce, Information & Communication Technology</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. Nuntana Taveeratanasilp Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 450,528 Shares (0.007487 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>28 Nov 2023</p>	<p>Marketing, Business Administration, Economics, Finance, Finance & Securities</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Anajuk Chareonwongsak Gender: Male Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 450,528 Shares (0.007487 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Nov 2023	<p>Digital Marketing, Transportation & Logistics, Finance, Business Administration, Information & Communication Technology</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Chin Guanguai Gender: Male Age : 36 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,607,000 Shares (0.026707 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Nov 2023	Marketing, Business Administration, Transportation & Logistics, Digital Marketing, Commerce

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. Titanan Sun Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 158,064,964 Shares (2.626931 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 987,063,084 Shares (16.404307 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Nov 2023	Marketing, Transportation & Logistics, Economics, Business Administration, Food & Beverage

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors



Board of Directors

- | | |
|--|---|
| <p>1 Mr. Ong Chu Jin Adrian</p> <ul style="list-style-type: none"> • Director (Authorized Director) • Chairman of the Board of Directors • Member of the Nomination and Remuneration Committee <p>2 Mrs. Kanoklada Rerkasem</p> <ul style="list-style-type: none"> • Independent Director • Chairman of the Audit and Risk Management Committee • Member of the Corporate Governance and Sustainability Committee <p>3 Mr. Loo Chong Peng</p> <ul style="list-style-type: none"> • Independent Director • Member of the Audit and Risk Management Committee • Chairman of the Nomination and Remuneration Committee <p>4 Ms. Nuntana Taveeratanasilp</p> <ul style="list-style-type: none"> • Independent Director • Chairman of the Corporate Governance and Sustainability Committee • Member of the Nomination and Remuneration Committee | <p>5 Mr. Anajak Chareonwongsak</p> <ul style="list-style-type: none"> • Independent Director • Member of the Audit and Risk Management Committee <p>6 Mr. Chin Guangui</p> <ul style="list-style-type: none"> • Director (Authorized Director) • Member of the Corporate Governance and Sustainability Committee • Chief Executive Officer <p>7 Ms. Titanan Sun</p> <ul style="list-style-type: none"> • Director (Authorized Director) • Executive Vice President of Business Development Department |
|--|---|

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. Ong Chu Jin Adrian	Chairman of the board of directors		✓		✓	✓
Total (persons)		2	5	4	1	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mrs. Kanoklada Rerkasem	Director		✓	✓		
3. Mr. Loo Chong Peng	Director		✓	✓		
4. Ms. Nuntana Taveeratanasilp	Director		✓	✓		
5. Mr. Anajuk Chareonwongsak	Director		✓	✓		
6. Mr. Chin Guangui	Director	✓				✓
7. Ms. Titanan Sun	Director	✓				✓
Total (persons)		2	5	4	1	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	4	57.14
2. Food & Beverage	1	14.29
3. Finance & Securities	1	14.29
4. Property Development	1	14.29
5. Energy & Utilities	1	14.29
6. Commerce	4	57.14
7. Transportation & Logistics	3	42.86

Skills and expertise	Number (persons)	Percent (%)
8. Information & Communication Technology	2	28.57
9. Marketing	4	57.14
10. Accounting	2	28.57
11. Finance	3	42.86
12. Digital Marketing	2	28.57
13. Business Administration	7	100.00

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

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing an independent director to jointly consider the agenda of the board of directors meeting

The Company had appointed Mr. Ong Chu Jin Adrian as Chairman of the Board, as the Company considered him to possess the appropriate knowledge, capability, and experience relevant to the Company's business. It was noted that although Mr. Ong Chu Jin Adrian serves as Chairman of the Board, he is not an Independent Director. Therefore, the Board of Directors has determined that the composition of the Company's Board shall comprise independent directors in a proportion of more than one-half of the total number of directors and resolved to approve the appointment of an independent director, Mrs. Kanoklada Rerkasem, to jointly work with the Chairman of the Board in considering and determining the board meeting agendas to balance power between the Board of Directors and Management, in accordance with the Principles of Good Corporate Governance for Listed Companies B.E. 2560 (2017).

Information on the roles and duties of the board of directors

Board charter : Have

The authorities, duties and responsibilities of the Board of Directors are stipulated by the Public Company Act, the Securities Act and other relevant laws and regulations, including the Company's regulations. In accordance with the laws and regulations of the Company, the Board of Directors has the power and duty to make decisions and oversee the operations of various matters, except for matters that the laws or regulations of the Company require the Board of Directors to obtain approval from the shareholders meeting before proceeding. In addition, the Extraordinary General Meeting of Shareholders No. 3/2023 on 27 November 2023 has established the Board Charter to define the roles, duties and responsibilities in supervising the operations of the Board to comply with the laws, objectives, regulations and resolutions of the shareholders meeting. In addition, the Board of Directors Meeting No. 7/2025 on 14 November 2025 has resolved to approve the amendment to the Board Charter, Details of the Board Charter are as follows:

1. ensure compliance with the laws, Articles of Association, objectives and resolutions of the meetings of the Board and the shareholders with responsibility, prudence and honesty in the best interest of the Company;
2. set the corporate values and promote a good corporate governance culture within the Group, which reinforces ethical, prudent and professional behavior and ensure that its obligations to shareholders and other stakeholders are met;
3. review, challenge and decide on proposals put forward by the Management for the Company, and monitor its implementation by Management;
4. review and oversee the implementation of the strategic business plan of the Group to ensure that it supports long-term value creation and promotes sustainability, taking into consideration the economic, environmental and social considerations;
5. oversee the conduct of the Group's business and operations to ensure that the businesses are being properly managed;
6. review and ensure the adequacy and integrity of the internal controls, internal audit and management systems of the Group, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
7. identify the principal risks of the business of the Group through consideration of internal and external factors and recognise that the business decisions involve the taking of appropriate risks.
8. set the risk appetite and risk management policy within which the Board expects the Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks.
9. ensure that all members of the Board and the Management are of sufficient caliber, including having in place a process to provide for the orderly succession of the Board and the Management.
10. ensure that the Group has in place the appropriate corporate disclosure procedures to ensure effective communication with its shareholders and other stakeholders.

11. ensure that all members of the Board are able to understand financial statements and form a view on the information presented;
12. ensure the integrity of the Groups financial and non-financial reporting and that timely and accurate disclosure of all material information is made consistent with applicable requirements;
13. impose: (i) a supervisory mechanism which enables the Company to oversee the management and the operations of the subsidiaries that operate core business in accordance with the SEC Notification No. TorJor 39/2559 as if being a unit of the Company; and (ii) measures for keeping track of and monitoring the management of such subsidiaries to protect the Companys investment in accordance with the requirements as stipulated in the SEC Notification No. TorJor 39/2559;
14. appoint company secretary in compliance with the SEC Act (the Company Secretary);
15. fulfil other duties as determined in the notifications, requirements, acts or laws governing the Company.
16. The following are the matters reserved for collective decision of the Board and may be varied from time to time as determined by the Board:

Strategic and Operational

- A. Business strategy/plan, performance targets, annual budget (including capital expenditure budget) and any changes thereof;
- B. Investment or divestment in a company, business, property, undertaking or capital project which represents a significant diversification from the existing business activities;
- C. Major changes in the business activities and any other significant business decision of the Group;
- D. Bank mandate;
- E. Delegation of Authority (DOA);
- F. Acquisitions and dispositions of assets transactions and related party transactions in accordance with the SEC Act and relevant rules and regulations of the SET and Capital Market Supervisory Board;
- G. Various policies and guidelines, such as corporate governance policy, code of business ethics, anti-bribery and corruption policy, applicable to all Directors, executives, and employees of the Group; and
- H. Sustainability strategy and initiatives.

Financial

- A. Quarterly and annual financial statements and release of the said financial announcements;
Interim dividends and recommendation for yearly dividends;
- B. Financing facilities and banking arrangements including changes to authorized signatories and approval limit;
- C. Adoption of accounting policies;
- D. Review of the effectiveness of the groups system of internal controls. This function is delegated to the Risk Management Committee which will in turn report to the board on its findings.

Conduct of the Board

- A. Appointment of Directors (to the extent permitted by applicable laws) and Chairman, and recommendation for appointment or removal of Directors to shareholders meeting;
- B. Appointment and removal of a Company Secretary and determination of the scope of duties and responsibilities of the Company Secretary;
- C. Appointment and removal of a CEO and determination of the scope of duties and responsibilities of the CEO;
- D. Establishment of sub-committees and appointment / changes of sub-committees member; and
- E. Charter Remuneration and Succession Planning.

Remuneration and Succession Planning

- A. Recommendation of the Directors fee/remuneration as well as structure and policy arrangements for Directors;
- B. Consideration of the performance evaluation criteria or key performance indicator (KPI) and results of the performance of the CEO and other key Management as deemed appropriate including determination of remuneration and benefits of such CEO and other key Management;

C. Recommendation of any proposed Employees Share Option Scheme and/or amendments to the scheme, subject to other approvals that may be required by laws or regulations; and

D. Succession planning for the Board and the key Management.

Other Matters

A. Any other matters requiring the convening of a general meeting of shareholders; and

B. Any other matters as may be required by applicable laws or the governing authorities

Reference link for the board charter : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/mrdiy-charter-of-the-board-of-directors-en.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees⁽¹⁾

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. In respect of nomination matters

1.1 determine the qualifications of directors, member of sub-committee, and the CEO to be aligned with laws, regulations and/or the Companys business strategy as well as considering knowledge, expertise, variety of skills, and work experiences which are beneficial to the business of the Company;

1.2 determine criteria and procedures for nomination process for directors, members of sub-committees and the CEO;

1.3 recommend to the Board and/or shareholders meeting (as the case may be) suitable candidates for appointment as directors including members of sub-committees and the CEO, taking into consideration the following aspects when considering new appointments on the Board and/or shareholders meeting:

- (a) the candidates skills, qualifications, knowledge, expertise, experience, professionalism and integrity;
- (b) in the case of candidates for the position of independent directors, the independence and qualifications in accordance with the criteria and conditions of the notifications issued by the Office of Securities and Exchange Commission (the SEC) and the Stock Exchange of Thailand (the SET) as well as the ability to discharge such responsibilities/functions as expected from independent directors; and
- (c) the Boards diversity in terms of age and gender.

1.4 review annually the Board structure, size, balance and composition as well as selection criteria to ensure that the Board has the appropriate mix of skills, experience and other qualities including core competencies to function effectively and efficiently and is in compliance with the Securities and Exchange Act, B.E. 2535 (1992) (as amended) (the SEC Act) and the relevant notifications as issued by the SEC and the SET;

- 1.5 periodically review and recommend to the Board succession planning for the chairman of the Board, executive directors, sub-committees and key executives including the CEO;
 - 1.6 recommend director(s) who are retiring (by casual vacancy and by rotation) for re-election at the Companys annual general shareholders meeting;
 - 1.7 in case of reappointing independent director(s) who has/have served a cumulative term limit of nine (9) years at the Companys annual general shareholders meeting, review the necessity and reasonableness of such reappointment;
 - 1.8 deliberate and recommend any termination of membership of any director, member of sub-committees or the CEO due to appropriate reasons in accordance with the relevant laws and regulations;
 - 1.9 ensure that all directors and key executives including the CEO undergo appropriate induction and continuous training programmes to enhance their performance;
 - 1.10 recommend to the Board, the terms of employment and Key Performance Indicator (KPI) of the CEO, and assess the performance of the CEO against these KPIs; and
 - 1.11 assess annually the effectiveness of the Board as a whole, the sub-committees of the Board and the contribution of each individual director including independent directors. The NRC shall ensure that all assessments and evaluations carried out by the NRC in the discharge of all its functions shall be properly documented.
2. In respect of remuneration matters
- 2.1 review and recommend to the Board for approval the remuneration policies, criteria and procedures for the Board, sub-committees, the CEO, and other key executives as deemed appropriate, as well as types of remuneration (either monthly or based on the performance of the Company), whereby independent professional advice may be obtained in determining the remuneration framework;
 - 2.2 review and recommend to the Board the directors remuneration and benefits (if any) payable to directors and member of sub-committees for recommendation to the shareholders of the Company for approval, whereby for the directors remuneration, the NRC shall take into account the comparability to the practices in the same industry, the experiences, tasks and scope of duties and responsibilities of the directors;
 - 2.3 recommend to the Board, proposal on the criteria for determining the total amount of the annual remuneration, benefits and bonus for the Companys directors and members of sub-committees;
 - 2.4 review and recommend to the Board, proposal on remuneration and benefits of the CEO and other key executives as deemed appropriate including share option and compensation payment in the event of termination of the employment/service contracts (if any) by the Company and/or the Group. The recommendation should be made based on their respective performance relative to the KPI set;
 - 2.5 consider the performance evaluation criteria or key performance indicator (KPI) and results of the performance of the CEO and other key executives as deemed appropriate, and propose to the Board for approval;
 - 2.6 consider and determine the overall share options allocation, including number of shares to be granted to a selected employee and vested in him/her subject to the provisions in the ESOP (if any) as well as the performance target based on performance measure i.e., KPI to be achieved under the ESOP (if any);
 - 2.7 recommend to the Board for approval, where it deems necessary, any amendment, modification, addition or deletion of the ESOP (if any);
 - 2.8 take all other actions within the purview of the NRC pursuant to the ESOP for the necessary and effective implementation and administration of the ESOP (if any); and
 - 2.9 prepare reports to the Board for consideration where appropriate or requested by the Board.
3. Consider other matters as may be referred to the NRC by the Board from time to time.

Reference link for the charter

-

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. In response to corporate governance matters

1.1 consider and review the Companys Good Corporate Governance Policy, Code of Business Ethics, Policy on Insider Information and IT Management, Prevention of Conflicts of Interest Policy, and other relevant policy as in compliance with the good corporate governance principles and submit them to the Board for approval;

1.2 determine, review and propose policies, strategies, operating frameworks, and goals to achieve corporate governance, integrity and ethical principles in business operations to the Board, ensuring that these will become a standard for the Group;

1.3 provide recommendations and oversee performance of the directors, management, and employees of the Group to ensure due compliance with good corporate governance principles under the Good Corporate Governance Policy and the CG Code;

1.4 promote internal assessment of good corporate governance standards, and participate in any assessments conducted by reputable and recognized external organizations on a regular basis (if any);

1.5 promote the organizational culture of good corporate governance for a better understanding among the Groups personnel at all levels to create practical results in the Group; and

1.6 oversee, ensure, and assess the effectiveness of implementation of the good corporate governance principles and the CG Code

at least once a year.

2. In respect of corporate sustainability matters

2.1 consider and review the Companys Environmental, Social, and Governance Policy, and other relevant policy and submits them to the Board for approval;

2.2 consider, determine and review the Groups sustainability goals, policies, strategies, and action plans for responsible business operations, maintaining balances in various aspects, such as environmental, social and governance (ESG) and corporate social responsibility (CSR) in accordance with international standard practices;

2.3 consider and determine the sustainability commitment, business value chain, stakeholders, materiality topics, frameworks, and strategies to be in line with the Groups business operations, as well as promote and support the implementation of sustainability activities or initiatives;

2.4 provide oversight of sustainability reporting by ensuring the effective identification, management and reporting of material sustainability matters (i.e. risks and opportunities) affecting the ESG aspects of the Groups businesses towards achievement of sustainability goals across the Group;

2.5 provide recommendations and propose principles and policies to align with the Groups sustainable development policies, ensuring that the goals are achieved as set out, and promote the organizational sustainable development guidelines among the Groups personnel to ensure that they comply with the guidelines effectively; and

2.6 monitor, track, and assess the sustainable development performance to maintain balance and enhance effectiveness to ensure the utmost benefit for the Group and its stakeholders.

3. In respect of other matters

3.1 review and approve the assessment form and the results of the performance assessment of the Board;

3.2 report the operation performance of the CGS to the Board and disclose in the form 56-1 One Report;

3.3 report any factors or events which may significantly affect the Group to the Board for acknowledgement and consideration as soon as possible; and

3.4 consider other matters as may be referred to the CGS by the Board from time to time.

Reference link for the charter

<https://investor.mrdiy.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/mrdiy-charter-of-corporate-governance-and-sustainability-committee-en.pdf>

Remark: ⁽¹⁾ The Company has established the Audit and Risk Management Committee to oversee the financial reporting process, internal controls, internal audit, risk management, compliance with applicable laws, rules, and regulations, and to review related party transactions and matters involving conflicts of interest.

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mrs. Kanoklada Rerkasem ^(*) Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	18 May 2023	Economics, Accounting, Marketing, Business Administration, Commerce
2. Mr. Loo Chong Peng Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	7 Aug 2023	Business Administration, Energy & Utilities, Property Development, Commerce, Information & Communication Technology

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. Anajuk Chareonwongsak Gender: Male Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : No Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	18 May 2023	Digital Marketing, Transportation & Logistics, Finance, Business Administration, Information & Communication Technology

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. Loo Chong Peng	The chairman of the subcommittee (Independent director)
	Mr. Ong Chu Jin Adrian	Member of the subcommittee
	Ms. Nuntana Taveeratanasilp	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Committee	Ms. Nuntana Taveeratanasilp	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mrs. Kanoklada Rerkasem	Member of the subcommittee (Independent director)
	Mr. Chin Guangui	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Chin Guangui Gender: Male Age : 36 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	1 Jun 2023	Marketing, Business Administration, Transportation & Logistics, Digital Marketing, Commerce

List of executives	Position	First appointment date	Skills and expertise
<p>2. Ms. Titanan Sun Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Executive Vice President of Business Development	1 Jun 2023	Marketing, Transportation & Logistics, Economics, Business Administration, Food & Beverage
<p>3. Ms. Onuma Chairatanatrai^(*) Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Chief Financial Officer	1 Jun 2023	Finance, Accounting
<p>4. Mr. Foong Yew Fai Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Senior Vice President of Distribution Center and Operations Department	1 Jun 2023	Business Administration, Transportation & Logistics, IT Management

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. Tan Jun Hao</p> <p>Gender: Male</p> <p>Age : 41 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : -</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice President of Retail Management Department</p>	<p>1 Jun 2023</p>	<p>Business Administration</p>
<p>6. Mr. Arnupharp Kongmalai</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice President of Marketing Department</p>	<p>1 Jun 2023</p>	<p>Marketing, Digital Marketing, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
7. Ms. Panaiyada Liang-amnuay Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President of Human Resources Department	1 Jun 2023	Human Resource Management, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

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

Remuneration policy for executive directors and executives

The Company appropriately determines executive remuneration and benefits, considering factors such as experience, duties, scope of authority and responsibility, good corporate governance practices, and compliance with applicable laws. Executive remuneration is paid according to the principles and policies established by the Nomination and Remuneration Committee.

Reference link for remuneration policy for executive directors and executives : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 139

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	28,922,180.00	34,746,381.00	42,289,108.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	28,922,180.00	34,746,381.00	42,289,108.00

Monetary remuneration consists of salary, position allowance, bonus, travel expenses, telephone expenses, and company car allowance.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	N/A	859,519.20
Employee Stock Ownership Plan (ESOP)	No	No	Yes
Employee Joint Investment Program (EJIP)	No	No	No

The Company issued and offered warrants to purchase ordinary shares to directors, executives, and employees of the Company and/or its subsidiaries (the **ESOP Warrants**) in the amount of not exceeding 60,000,000 units. The ESOP Warrants were offered at an offering price of Baht 0 per unit, with an exercise price of Baht 8.60 per share. The key terms and conditions and the allocation criteria are as follows:

Allocation Criteria

1. The Board of Directors and/or the Chief Executive Officer, or persons authorized by them, determine the list of eligible directors, executives, and employees of the Company and/or its subsidiaries who are entitled to receive an allocation of ESOP Warrants. The allocation to each individual is determined based on appropriate criteria, including position, experience, length of service, performance, potential, and contribution to the Company and/or its subsidiaries.
2. In the event that any eligible person declines to accept the ESOP Warrants during the offering period or is unable to exercise the rights in accordance with the specified conditions, the Company may reallocate such warrants to other eligible directors, executives, and/or employees of the Company and/or its subsidiaries. The reallocation shall be considered by the Nomination and Remuneration Committee, the Chief Executive Officer, or persons authorized by them, using the same criteria and procedures.
3. Upon the expiration of the final exercise date, any ESOP Warrants that remain unexercised shall lapse and become void and shall no longer be exercisable, and no compensation shall be payable by the Company to the holders of such warrants.

The qualifications of directors, executives, and employees of the Company and its subsidiaries who are eligible to receive an allocation of ESOP Warrants are as follows:

a. Directors

Eligible directors must hold the position of director of the Company and/or its subsidiaries as of the date on which the list of eligible persons is determined and must continue to hold such position as of the warrant issuance date.

In the case of independent directors, the total number of ESOP Warrants allocated to such independent directors, together with ordinary shares allocated in the IPO (if any) or held by such independent directors and their related persons, must not exceed 1 percent of the total number of voting shares of the Company.

b. Executives and/or Employees

Eligible executives and/or employees must have been employed by the Company and/or its subsidiaries for not less than 1 year prior to the initial public offering (IPO), must not be under probation, and must continue to be employed as of the warrant issuance date.

c. The number of ESOP Warrants allocated to each eligible directors, executives, or employees may vary depending on factors such as position, experience, length of service, performance, potential, and contribution to the Company.

d. Any exceptions to the above qualifications shall be subject to consideration and approval by the Board of Directors or persons authorized by the Board on a case-by-case basis.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Pitawan Minakool	pitawan.m@mrdiy.com	-

List of the company secretary

General information	Email	Telephone number
1. Ms. Sirapa Jeamworanantkul	sirapa.j@mrdiy.com	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Phunapa Nacosiri	phunapa.n@mrdiy.com	-

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Suparee Jayapoom	suparee.j@mrdiy.com	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	4,898,380.00	-	1. Mr. WICHART LOKATEKRAWEE Email: wichart. lokatekrawee@th.ey.com License number: 4451 2. Mr. SAMRAN TAENGCHAM Email: samran. Taengcham@th.ey.com License number: 8021 3. Mr. SOMSAK CHIRATDHITIAMPHYVONG Email: somsak. chiratdhitiampkyvong@th. ey.com License number: 8874 4. Mr. CHAWALIT CHALUAYAMPORNBUT Email: chawalit. Chaluayampornbut@th.ey. com License number: 8881

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Loo Chong Peng	Director	28 Nov 2023	Business Administration, Energy & Utilities, Property Development, Commerce, Information & Communication Technology
Ms. Nuntana Taveeratanasilp	Director	28 Nov 2023	Marketing, Business Administration, Economics, Finance, Finance & Securities

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Process for the Nomination of Independent Directors

The Nomination and Remuneration Committee is responsible for defining the qualifications, criteria and procedures for the selection of individuals who meet the required qualifications and do not have any disqualifications under the Public Limited Companies Act, the Securities and Exchange Act, relevant SEC regulations, and other applicable laws. Such qualifications include knowledge, expertise, a diversity of skills,

and work experience that are beneficial to the Company's business, as well as the candidate's ability to perform the duties of an independent director. The Committee will then propose the selected candidates to the Board of Directors and the shareholders meeting for appointment.

In the case where an independent director who has served a cumulative term of nine (9) years is proposed to the Annual General Meeting of Shareholders for reappointment as an independent director, the Nomination and Remuneration Committee shall review and assess the necessity and reasonableness of such reappointment.

Qualifications of the Company's Independent Directors

- Holding no more than 1% of the total voting shares of the Company, the parent company, subsidiaries, associated companies, major shareholders, or controllers of the Company. This includes shares held by related parties of the independent director.
- Neither being nor having been an executive director, employee, salaried consultant, or controlling persons of the Company, the parent company, subsidiaries, associated companies, or major shareholders. This exclusion applies unless the individual has been free of such relationships for at least 2 years before taking up the directorship. This does not include cases where the independent director was a government official or consultant to a government agency that is a major shareholder or controlling person of the Company.
- Not being a person related by blood or legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of another director, executive, major shareholder, controlling person, or of a proposed director, executive, or controlling person of the Company or its subsidiaries.
- Not having a business relationship with the Company, the parent company, subsidiaries, associated companies, major shareholders, or controlling persons in a manner that might interfere with their independent judgment; and neither being nor having been a significant shareholder or controlling person of entities with business relationships with the Company, the parent company, subsidiaries, associated companies, major shareholders, or controlling persons, unless they have been free of such relationships for at least 2 years before taking up the directorship.
- Such relationships include normal commercial transactions conducted in the course of business, leasing or renting real estate, transactions related to assets or services, or providing or receiving financial assistance through loans, guarantees, or pledging assets as collateral, as well as other similar activities that result in the Company or the counterparty having a debt obligation to the other party at least 3% of the Company's net tangible assets, or at least THB 20 million, whichever is lower. The calculation of such debt obligations should follow the valuation methods outlined in the SEC's notification regarding criteria for connected transactions by analogy. For evaluating such debt obligations, any debt incurred within one year prior to the business relationship with the same person should also be considered.
- Neither being nor having been an auditor of the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the Company, and not a significant shareholder, controlling person, or partner of the auditing firm that serves as the auditor for the Company, its parent company, subsidiaries, or affiliates where the Company's major shareholders or controlling persons are involved, unless at least 2 years have passed since they ceased such roles.
- Neither being nor having been a provider of any professional services, including legal or financial advisory services, receiving annual service fees exceeding THB 2 million from the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the Company, and not a significant shareholder, controlling person, or partner of the firm providing such professional services, unless at least 2 years have passed since they ceased such roles.
- Not being appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.
- Not undertaking any business of the same nature and in significant competition with the Company or its subsidiaries, nor a significant partner in a partnership, nor a director with responsibilities in managing business, employee, consultant receiving regular compensation, or holding more than 1% of the voting shares of another company engaged in the same type of business that competes significantly with the Company or its subsidiaries.

- Not having other characteristics that could compromise their ability to provide independent judgment on the Company's business affairs.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 3

Rights of minority shareholders on director appointment

In the event that a director retires by rotation, the Company provides an opportunity for minority shareholders, either individually or collectively, who hold not less than 5 percent of the total voting shares of the Company, to propose suitable candidates for consideration and selection as directors prior to the annual general meeting of shareholders. In 2025, the Company invited shareholders to nominate qualified candidates for election as Directors in advance, during 14 November 2025 to 31 December 2025, by announcing through the Stock Exchange of Thailand's information system and disclosing the relevant criteria and procedures for nominating individuals on the Company's website at www.mrdiy.co.th under Investor Relations > Shareholder Information > Shareholders Meeting. However, no shareholder proposed any candidate for election as a Director to the Company.

In this regard, the Nomination and Remuneration Committee shall nominate suitable candidates to the Board of Directors for consideration and subsequent proposal to the shareholders meeting for appointment. The shareholders meeting shall elect the Company's directors in accordance with the following criteria and procedures:

1. Each shareholder shall have one (1) vote for one (1) share held.
2. Each shareholder may exercise all his/her votes under (1) above to elect one or several persons as directors but may not split his or her votes in an unequal number to vote for any particular candidates.

3. The candidates shall be ranked in descending order based on the number of votes received, from the highest to the lowest, and shall be elected as directors in that order until all of the director positions to be filled. In the case where those persons who are elected, in descending order, receive equal votes which are more than the number of directors to be elected at that time, the Chairman of the shareholders meeting shall have a casting vote.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Ong Chu Jin Adrian (Chairman of the board of directors)	Participating	Other <ul style="list-style-type: none"> • 2025: Business Continuity Management Training Services and Business Continuity Management Call Tree Implementation Guidelines and Approach, organized by Centegy Governance Advisory Sdn. Bhd. • 2025: Integrated Reporting Awareness and Gap Analysis, organized by Nova Fusion Sdn Bhd • 2025: National Sustainability Reporting Framework, IFRS S1 and IFRS S2, organized by Polar Advisory Group
2. Mrs. Kanoklada Rerkasem (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. Loo Chong Peng (Director, Independent director)	Non-participating	-
4. Ms. Nuntana Taveeratanasilp (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)
5. Mr. Anajuk Chareonwongsak (Director, Independent director)	Non-participating	-
6. Mr. Chin Guangui (Director)	Non-participating	-
7. Ms. Titanan Sun (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board-level evaluation

The evaluation criteria covered 7 areas: (1) Board structure and qualifications; (2) roles, duties and responsibilities; (3) Board meetings; (4) Board performance; (5) relationship with management; (6) sustainability; and (7) Board development.

The individual-level evaluation

The evaluation criteria covered 3 areas: (1) Board structure and qualifications; (2) Board meetings; and (3) roles, duties and responsibilities.

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

The Board of Directors and its sub-committees conducted a performance self-evaluation for the year 2025. The evaluation covered the performance of the Board and each subcommittees as a whole, as well as that of individual directors and members of subcommittees. Overall, the results of both the board and individual evaluations were rated at a good level.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	Good	Good
	Self-assessment	Good	Good
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	Good	Good
	Self-assessment	Good	Good
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Committee	Group assessment	Good	Good
	Self-assessment	Good	Good
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee is responsible for determining and recommending to the Board, for approval, the remuneration policies, criteria and procedures applicable to the Chief Executive Officer, as well as types of remuneration (either monthly or based on the performance of the Company), and may obtain independent professional advice in determining the remuneration framework. Furthermore, the Committee is responsible for reviewing and recommending to the Board the proposal remuneration and benefits of the Chief Executive Officer, taking into account his/or her performance relative to the annual KPI set.

For the year 2025, the Nomination and Remuneration Committee determined the Key Performance Indicators for the Chief Executive Officer and proposed them to the Board of Directors for consideration and approval, as follows:

1. Net profit after tax performance indicator
2. Same-store sales growth performance indicator
3. Performance indicator relating to the successful completion of the IPO and the listing of the Company's shares on the Stock Exchange of Thailand
4. Performance indicator on compliance with corporate governance rules and policies
5. Performance indicator on the opening of new branches
6. Performance indicator on the launch of new branch formats

The Nomination and Remuneration Committee shall evaluate the performance of the Chief Executive Officer based on the aforementioned Key Performance Indicators and submit its recommendations to the Board of Directors for consideration and approval of the Chief Executive Officers remuneration accordingly.

Reference link for the performance evaluation : <https://mrdiyth.listedcompany.com/misc/one-criteria-for-the-executives-reports/20260401-mrdiyt-or2025-en.pdf>

Page number of the reference link : 141

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 7
past year (times)

Date of AGM meeting : 21 Mar 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. Ong Chu Jin Adrian (Chairman of the board of directors)	7	/	7	1	/	1		/	
2. Mrs. Kanoklada Rerkasem (Director, Independent director)	7	/	7	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. Mr. Loo Chong Peng (Director, Independent director)	7	/	7	1	/	1		/	
4. Ms. Nuntana Taveeratanasilp (Director, Independent director)	7	/	7	1	/	1		/	
5. Mr. Anajuk Chareonwongsak (Director, Independent director)	7	/	7	1	/	1		/	
6. Mr. Chin Guangui (Director)	7	/	7	1	/	1		/	
7. Ms. Titanan Sun (Director)	7	/	7	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. Ong Chu Jin Adrian (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. Kanoklada Rerkasem (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Loo Chong Peng (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Ms. Nuntana Taveeratanasilp (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Anajuk Chareonwongsak (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
6. Mr. Chin Guangui (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
7. Ms. Titanan Sun (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The 2025 Annual General Meeting of Shareholders, held on 21 March 2025, resolved to approve the remuneration of the Company's directors and members of subcommittees, comprising monthly remuneration, meeting allowances, bonuses and other benefits. The remuneration policy is as follows:

Position	Monthly Remuneration (Baht/Month/Person)	Meeting Allowance (Baht/Meeting/Person)
Board of Directors		
Chairman of the Board	100,000	10,000
Director	-	-
Independent Director	100,000	10,000
Subcommittees		
Chairman of the Audit and Risk Management Committee	-	30,000
Chairman of other subcommittees	-	20,000
Member	-	10,000

Furthermore, the Company would arrange the flight tickets and hotel rooms for the Chairman of the Board and independent directors who reside outside Thailand. However, as Mr. Anajuk Chareonwongsak was currently

working in the airline business, he would receive travel expenses THB 10,000 per trip from the Company. In addition, the executive directors did not receive a monthly remuneration and meeting allowance.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. Ong Chu Jin Adrian (Chairman of the board of directors)			1,290,000.00		0.00
Board of Directors (Chairman of the board of directors)	70,000.00	1,200,000.00	1,270,000.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	Yes	
2. Mrs. Kanoklada Rerkasem (Director, Independent director)			1,440,000.00		0.00
Board of Directors (Director)	70,000.00	1,200,000.00	1,270,000.00	No	
Audit Committee (Chairman of the audit committee)	150,000.00	0.00	150,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
3. Mr. Loo Chong Peng (Director, Independent director)			1,360,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	70,000.00	1,200,000.00	1,270,000.00	Yes	
Audit Committee (Member of the audit committee)	50,000.00	0.00	50,000.00	Yes	
Nomination and Remuneration Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	Yes	
4. Ms. Nuntana Taveeratanasilp (Director, Independent director)			1,330,000.00		0.00
Board of Directors (Director)	70,000.00	1,200,000.00	1,270,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
5. Mr. Anajuk Chareonwongsak (Director, Independent director)			1,320,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	70,000.00	1,200,000.00	1,270,000.00	Yes	
Audit Committee (Member of the audit committee)	50,000.00	0.00	50,000.00	Yes	
6. Mr. Chin Guangui (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Ms. Titanan Sun (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	350,000.00	6,000,000.00	6,350,000.00
2. Audit Committee	250,000.00	0.00	250,000.00
3. Executive Committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
4. Nomination and Remuneration Committee	80,000.00	0.00	80,000.00
5. Corporate Governance and Sustainability Committee	60,000.00	0.00	60,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	0.00	740,000.00
Other monetary remuneration (Baht)	0.00	0.00	6,000,000.00
Total (Baht)	0.00	0.00	6,740,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The determination of the scope of duties and
responsibility for operations in subsidiaries and responsibilities of directors and executives as company
associated companies approved by the board of representatives in establishing important policies,
directors Disclosure of financial condition and operating results,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating
the core business is appropriate and sufficient in the
subsidiary operating the core business

The Company has established mechanisms to supervise subsidiaries and associated companies operating in its core business through the appointment of directors or executives as the Company's representatives to help set policies and

monitor operations in compliance with applicable laws, the Groups policies, and resolutions of the Board of Directors. These mechanisms also require the accurate, complete, and timely disclosure of financial position and operating results, while related party transactions and intercompany transactions must be conducted in accordance with relevant requirements and in a manner that avoids conflicts of interest. In addition, significant transactions, such as loans, guarantees, transfers or acquisitions of businesses, business combinations, as well as acquisitions or disposals of material assets, are subject to approval in line with the prescribed authority levels. For subsidiaries operating in the core business, appropriate and robust internal control, risk management, and internal audit systems must also be in place, with directors, executives, and internal auditors of the parent company having direct access to relevant information to ensure effective oversight and monitoring.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company placed strong emphasis on the prevention of conflicts of interest, connected transaction, and related party transactions. Accordingly, the Company has established a Prevention of Conflict of Interest Policy, setting out guidelines and considerations for directors, executives and employees to acknowledge and comply with. In 2025, the Company implemented the following measures to prevent conflicts of interest:

- The Board of Directors approved the criteria and procedures for reporting interests of directors, executives and their related persons to the Company, requiring initial disclosure within 30 days from the date of Board approval and regular updates on a quarterly basis.
- The Company prepared summaries of related party transactions and connected transactions, and submitted them to the Audit and Risk Management Committee and the Board of Directors for acknowledgement on a quarterly basis, including disclosed such transactions in the Company's 56-1 One Report.

Number of cases or issues related to conflict of interest

	2023	2024	2025

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

Prevention of the use of inside information to seek benefits

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

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

The Company places importance on ensuring that the use of inside information is conducted in accordance with good corporate governance principles and applicable laws. The Company has established a written Policy on Inside Information and IT Management to provide guidance to directors, executives and employees regarding the use and disclosure of inside information. In 2025, the Company implemented the following measures to prevent the misuse of inside information for seeking personal benefit:

- The Company prescribed blackout periods for trading in the Companys securities, comprising (a) a period of one month prior to the disclosure of the Companys quarterly and annual financial statements, or such other period as determined by the Company, and (b) a period of 24hours following the disclosure of such financial statements. These restrictions apply to directors, executives, controlling persons, employees of the Group who are responsible for or have access to inside information, as well as any persons attending the Board of Directors and/or subcommittees meeting.
- The Company organised training sessions for directors, executives and employees on the prohibition of insider trading as prescribed under the Securities and Exchange Act.
- The Company provided training to directors and executives on their duties to prepare, disclose and submit reports on changes in their securities holdings and derivatives, as well as those of related persons, to the Office of the SEC in accordance with Section 59 of the Securities and Exchange Act and relevant notifications, including the associated legal offences and liabilities.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Assessment and identification of corruption risk,
Communication and training for employees on anti-
corruption policy and guidelines, The monitoring of the
evaluation of compliance with the anti-corruption policy,
Review of the completeness and adequacy of the process
by the Audit Committee or auditor

The Company is committed to conducting its business with integrity, transparency, and fairness in accordance with the organizations anti-corruption policy, which applies to the operations of its subsidiaries and associated companies.

Disciplinary penalties are prescribed under the Companys regulations and may include termination of employment and/or legal action.

In 2025, the Company implemented the following anti-corruption measures:

- The Audit and Risk Management Committee reviewed the financial reporting and accounting systems, internal control system, internal audit function and risk management system to ensure that they are robust, up to date, effective and aligned with international standards. In the event of any suspicion or indication of corruption or fraud, the Audit and Risk Management Committee will report the matter to the Board of Directors.
- The Company conducted an orientation training course for new employees to ensure that they understand the Companys anti-corruption policies and measures. New employees are also required to sign an acknowledgement and comply with the policy.
- The Company provides whistleblowing channels and a non-retaliation policy to enabling employees and stakeholders to report suspected misconduct.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

In 2025, the Company received a total of 22 whistleblowing reports and complaints. All cases were investigated, and corrective actions were undertaken, including communication to raise awareness of the issues identified, enhancement of control measures, reporting of such conduct to management for follow-up or appropriate guidance, reassignment of employees to other branches, disciplinary action against employees involved, and the filing of legal complaints against relevant parties.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	22

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Jan 2025 - Dec 2025	<p>Case or issue There was unfair consideration of employee compensation, preferential treatment, or workplace conflicts arising from relationships and/or conflicts of interest between supervisors and subordinates.</p> <p>Topics or issues about Prevention of conflicts of interest</p> <p>Investigation results There was unfair consideration of employee compensation, preferential treatment, or workplace conflicts arising from relationships and/or conflicts of interest between supervisors and subordinates.</p> <p>Corrective actions</p> <ul style="list-style-type: none"> - Transfer of employees to other branches - Communication to raise awareness of conflicts of interest - Internal Audit closely monitored recruitment processes - Measures implemented to ensure that the performance evaluation process is free from conflicts of interest 	Incident no longer subject to action

The monitoring of compliance with other corporate governance policy and guidelines

The Company places importance on good corporate governance and has established relevant policies and practices under its Good Corporate Governance Policy and Code of Business Ethics. The Company also promotes their effective implementation in order to build confidence among all stakeholder groups.

The Company monitors compliance with good corporate governance practices across the following areas:

- conflicts of interest;
- anti-corruption;
- refraining from any involvement in money laundering;
- fair competition;
- non-violation of fundamental rights and non-discrimination;
- efficient use of resources and participation in environmental conservation; and
- protection of assets and intellectual property,

as well as other issues considered material by stakeholders. The monitoring results indicated that the Company had fully implemented the relevant practices for each of these areas.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. Kanoklada Rerkasem (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mr. Loo Chong Peng (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. Anajuk Chareonwongsak (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In 2025, the Audit and Risk Management Committee ("ARMC") has performed its duties completely and effectively as specified in the ARMC Charter. They have concluded that the Company and its subsidiaries have prepared and disclosed financial information accurately and materially in accordance with generally accepted financial reporting standards. The disclosures of information are adequate and reliable, and related party transactions or intercompany transactions are reasonable and in the best interest of the Company.

Additionally, the Company has appropriate and effective internal control and risk management systems, as well as good internal audits. Furthermore, the Company has complied with relevant laws and regulations, including good corporate governance principles.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Loo Chong Peng (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. Ong Chu Jin Adrian (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. Nuntana Taveeratanasilp (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee performed its duties fully and continuously in accordance with its charter and the assignments delegated by the Board of Directors. Its responsibilities covered director nomination, succession planning, review of the Boards structure and skills, as well as the determination of appropriate remuneration for directors and senior executives in line with the Companys performance, business strategy, and industry practices. In addition, the Committee considered and proposed performance evaluation criteria and key performance indicators (KPIs) for key executives, and reviewed its charter to ensure that its roles, duties, and responsibilities remained clear and comprehensive. This reflects its contribution to good corporate governance and effective human capital management at the organisational level.

Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and : 2
Sustainability Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. Nuntana Taveeratanasilp (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. Kanoklada Rerkasem (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. Chin Guangui (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee performed its duties fully and continuously in accordance with its charter and the assignments delegated by the Board of Directors. Its responsibilities covered both corporate governance oversight and the advancement of the Company's sustainability agenda. On the corporate governance side, the Committee acknowledged the results of the annual self-assessment of the Board of Directors and its subcommittees, reviewed the relevant charter and policies, and proposed improvements to the Code of Conduct, Vendor Code of Conduct, and ESG policy. On the sustainability side, the Committee monitored progress under the ESG action plan, approved the ESG action plan for the following year, and acknowledged the employee engagement survey results, while recommending that an action plan be developed to further strengthen employee engagement.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability policy provides a framework for the Company and its subsidiaries to conduct business in accordance with the principles of good corporate governance, transparency, and accountability, while seeking to balance business growth with economic, social, and environmental considerations in order to create sustainable value for stakeholders. The policy covers compliance with applicable laws and international standards, the integration of material sustainability issues into business operations, including climate change, the efficient use of energy, water, and other resources, pollution prevention, and biodiversity conservation, as well as the promotion of stakeholder engagement, and the development of strategies and innovations to reduce environmental impacts, such as the use of renewable energy. It also requires the disclosure of sustainability performance in line with international standards. In this regard, the policy stipulates that all personnel must contribute to driving its implementation, and that it must be reviewed at least once a year

Reference link for sustainability policy : <https://investor.mrdiy.co.th/storage/downloads/sustainability/sustainability-policies/mrdiy-esg-policy-en.pdf>

Page number of the reference link : 1-3

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has incorporated sustainability issues into its business operations in a concrete manner by integrating them into its core corporate strategy under the concept of **D.I.Y. for a Sustainable Future**. This approach supports responsible growth while responding to stakeholder expectations and addressing environmental, social, and governance (ESG) considerations.

In the short term, the Company focuses on enhancing operational standards to improve efficiency and transparency. From a governance perspective, it has strengthened its good governance framework and established a Vendor Code of Conduct for suppliers. The Company has also conducted assessments of domestic suppliers to promote responsible procurement and encourage suppliers to disclose their greenhouse gas (GHG) emissions data.

From an environmental perspective, the Company reduced its electricity intensity by 4.8% and began adopting renewable energy through the installation of solar panels at its stores and distribution centres, with a combined installed capacity of approximately 2 megawatts (MW). In addition, revenue from environmentally friendly products increased to 4.9% of total sales.

From a social perspective, the Company employs more than 12,000 people nationwide and has provided over 270,000 hours of employee training to strengthen workforce capabilities. It has also implemented the MR. D.I.Y. Cares initiative to support communities and create positive social impact.

In the long term, the Company aims to achieve sustainable growth by reducing environmental impacts and supporting the transition to a low-carbon society through the expanded use of clean energy, a higher proportion of environmentally friendly products, and responsible supply chain management. In addition, the Company has undertaken a 10-year reforestation project in collaboration with the Royal Forest Department to help restore ecosystems and increase urban green space, including at Benjakitti Park.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

Over the past year, the Company has reviewed its sustainability management policies and targets to ensure alignment with the guidelines and requirements of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), while integrating the economic, social, and environmental dimensions. The material topics are as follows:

- Climate change
- Resource and waste management
- Biodiversity conservation
- Corporate Governance
- Other related material topics

Information on impacts on stakeholder management in business value chain

Business value chain

The Company places the highest importance on ensuring fair treatment of all stakeholders across the Group. It focuses on integrating stakeholder interests throughout the entire business value chain, from upstream activities such as product sourcing to downstream operations, including warehousing, distribution, marketing, sales, after-sales service, and market analysis. All business activities are conducted in accordance with the principles of good corporate governance and in strict compliance with relevant legal requirements. The Company conducts its business with honesty, transparency, and accountability, while remaining committed to delivering the highest quality and efficiency at every stage, as outlined below:

- **Product Sourcing:** Sourcing and selecting products that meet quality and safety standards, while offering variety and value for money for all customers.
- **Warehousing:** Inspecting product quality and standards, and managing warehouse operations to maintain product quality before delivery to customers.
- **Distribution:** Delivering products to stores efficiently, safely, and in accordance with established requirements.

- **Marketing and Sales** : Promoting sales and managing the brand to strengthen customer recognition, while distributing products through both offline and online channels, including MR. D.I.Y. stores, the Company's website at www.mrdiy.co.th , and Shopee's e-commerce platform, so that customers can shop every day.
- **After Sales Services and Market Analysis**: Providing after-sales service to enhance customer satisfaction and deliver a positive customer experience, managing complaints, comments, and suggestions, and conducting market and customer demand analysis in order to further develop better products for customers.

Business value chain diagram



Business Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Shareholders 	<p>Shareholders expect equitable, transparent, and fair treatment, business conduct in line with good corporate governance, accurate and timely disclosure of material information, as well as appropriate returns and consistent dividend payments.</p>	<p>The Company respects and protects shareholders rights, encourages participation and voting, prevents conflicts of interest, discloses key information transparently, and maintains ongoing communication with investors through Investor Relations (IR) activities.</p>	<ul style="list-style-type: none"> Online Communication Annual General Meeting (AGM) Complaint Reception Others <ul style="list-style-type: none"> Opportunity Day 56-1 One Report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<p>Employees expect fair compensation and benefits, a safe working environment, opportunities for development and career growth, as well as appropriate access to information and channels for raising concerns.</p>	<p>The Company provides appropriate compensation and benefits, promotes workplace safety and equal opportunities, delivers continuous employee development programmes, and offers communication channels for feedback, concerns, and whistleblowing with appropriate protection measures.</p>	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception
<p><u>External stakeholders</u></p>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<p>Customers expect quality and safe products that meet their needs at reasonable and accessible prices, together with prompt and fair service and appropriate protection of their personal data.</p>	<p>The Company provides products that meet relevant standards, offers customer service channels and complaint-handling mechanisms, ensures transparent marketing communication, treats customers fairly and without discrimination, and implements data protection measures in line with applicable laws and internal policies.</p>	<ul style="list-style-type: none"> • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Business partners 	<p>Suppliers and business partners expect fair, transparent, and accountable treatment, strict compliance with contractual terms, accurate and complete information, and collaboration for mutual benefit.</p>	<p>The Company maintains transparent and fair procurement processes, enforces its Vendor Code of Conduct, strictly complies with contractual obligations, provides accurate information, and protects business partners data in accordance with applicable laws and relevant internal policies.</p>	<ul style="list-style-type: none"> • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<p>Communities expect the Company to create local employment opportunities, contribute to community development and quality of life, listen and respond to community views, and conduct its business without causing adverse impacts on society, communities, or the environment.</p>	<p>The Company supports local employment, listens to feedback and suggestions from community members, conducts its business responsibly, and contributes to projects that benefit local community development.</p>	<ul style="list-style-type: none"> • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<p>Government agencies expect the Company to conduct its business in compliance with applicable laws, regulations, and official requirements, while cooperating and coordinating appropriately with relevant regulatory authorities.</p>	<p>The Company strictly complies with applicable laws and regulatory requirements, works closely with government and supervisory authorities, and has established anti-corruption guidelines to ensure that its operations are conducted transparently and lawfully.</p>	<ul style="list-style-type: none"> • Online Communication • Others <ul style="list-style-type: none"> • The company's management team. • Preparing reports or disclosing information in accordance with the relevant requirements.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor • Financial institution 	<p>Creditors and financial institutions expect the Company to strictly comply with contractual terms and conditions and to provide accurate, complete, and factual information.</p>	<p>The Company strictly complies with financial obligations and contractual requirements, maintains financial ratios within agreed limits, and communicates material information to creditors transparently, while working collaboratively to address any constraints affecting compliance.</p>	<ul style="list-style-type: none"> • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • The company's management team.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Competitors 	Competitors expect the Company to conduct its business in compliance with applicable laws and the principles of fair competition, with integrity, honesty, and transparency, and without taking actions that could damage competitors reputations.	The Company strictly complies with competition laws, promotes a fair play culture, conducts business transparently, and avoids the improper use of information or any inappropriate actions that could adversely affect competitors.	<ul style="list-style-type: none"> • Online Communication • Others <ul style="list-style-type: none"> • The company's management team.

Information on organization's material sustainability topics

Organization's material sustainability topics

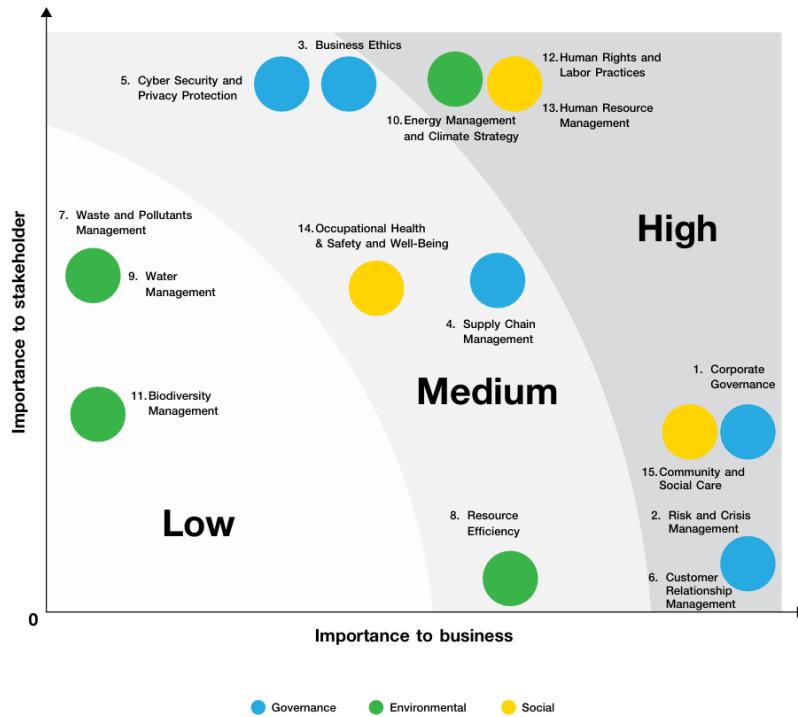
The company has identified its sustainability : Yes
materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Corporate Governance	<ul style="list-style-type: none"> • Good Governance
Human Rights and Labor Practice	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Human Resource Management	<ul style="list-style-type: none"> • Others : Human Resource Management
Risk and Crisis Management	<ul style="list-style-type: none"> • Sustainability Risk Management
Customer Relationship Management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Energy Management and Climate Strategy	<ul style="list-style-type: none"> • Energy Management • Greenhouse Gas Management
Community and Social Care	<ul style="list-style-type: none"> • Community / Social Responsibility
Supply Chain Management	<ul style="list-style-type: none"> • Sustainable Supply Chain Management
Business Ethics	<ul style="list-style-type: none"> • Others : Business Ethics
Occupational Health and Safety and Well-Being	<ul style="list-style-type: none"> • Others : Safety, occupational health, and working environment.
Resource Efficiency	<ul style="list-style-type: none"> • Energy Management • Water Management • Waste and Waste Management
Cyber Security and Privacy Protection (G)	<ul style="list-style-type: none"> • Others : Security against cyber threats and protecting personal data.
Waste and Pollutants Management	<ul style="list-style-type: none"> • Waste and Waste Management
Water Management	<ul style="list-style-type: none"> • Water Management
Biodiversity Management	<ul style="list-style-type: none"> • Biodiversity Management

Diagram of organizations material sustainability topics



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiytr2025-en.pdf>

Page number of the reference link : 50-92

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Group has adopted a Risk Management Policy aimed at ensuring that all employees are aware of the risks related to their respective functions or departments and understand the risk management system as a key tool for strengthening good corporate governance and achieving excellence in management. The Group also promotes risk management as an integral part of its corporate culture by requiring employees at all levels corporate, departmental and operational to comply with the Groups risk management systems and processes. In addition, the Group has established an effective risk management system in accordance with good corporate governance principles, with risk management reports prepared and submitted to the Audit and Risk Management Committee and the Board of Directors for acknowledgement at least on a quarterly basis. The Group has assigned the Audit and Risk Management Committee to establish and review the Groups risk management policies, guidelines and operational framework to ensure alignment with international standards and the Groups business plans.

Reference link to risk management policy and plan : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/corporate-policies/mrdiy-risk-management-policy-en.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes
Standards on ESG risk management : COSO - Enterprise risk management framework (ERM), ISO 31000: Risk management

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Geopolitical Uncertainty

Related risk factors : Strategic Risk
• Other : Geopolitical
Uncertainty

ESG risk factors : No

Risk characteristics

The Company faces geopolitical risks across two critical dimensions: security challenges in Thailand's domestic operations and volatility in its global supply chain.

1. Security Challenges in Thailand's Domestic Operations

Ongoing security concerns in Thailand's southern border provinces, driven by socio-structural and religious fragility as well as political instability, remain a continuing challenge.

2. Volatility in the Global Supply Chain

The Company's reliance on a global supply chain, with key sourcing from China and Southeast Asia, exposes its operations to increasing geopolitical and regulatory volatility.

Risk-related consequences

1. Security Challenges in Thailand's Domestic Operations may result in the following impacts:

- Risks to employee safety, customer safety, and physical assets
- Disruption to operational continuity

2. Volatility in the Global Supply Chain may result in the following impacts:

- Increased geopolitical and regulatory volatility across the supply chain
- Trade disputes, tariffs, and shipping disruptions

Risk management measures

1. Security Challenges in Thailand's Domestic Operations. The Company implements enhanced security measures, including:

- Safe location selection
- Local workforce recruitment
- Specialized safety training, including active shooter procedures
- Enhanced insurance coverage
- Crisis management plans coordinated with local authorities

2. Volatility in the Global Supply Chain. To strengthen supply chain resilience, the Company implements the following measures:

- Maintaining strategic inventory buffers equivalent to approximately four months of sales
- Diversifying sourcing beyond China to include Malaysia, India, Indonesia, and Vietnam
- Maintaining a robust local sourcing network, enabling procurement from domestic manufacturers and trading houses
- Trade & Compliance functions monitor regulatory changes and ensure import compliance

Risk 2 Physical Risks from Climate Change

Related risk factors : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The Company's physical assets, including its stores and warehouses, are exposed to physical climate risks. Thailand's geography makes operations particularly vulnerable to the intensifying frequency and severity of extreme weather events such as flooding.

Risk-related consequences

- significant property damage
- inventory loss
- prolonged operational disruptions
- supply chain interruptions

- potential safety hazards for employees and customers

Risk management measures

The Company has implemented a comprehensive, multi-layered approach to managing physical climate risks in order to address potential impacts, including financial impacts and operational resilience. Key measures include:

- maintaining comprehensive insurance coverage, including protection against damage from natural disasters
- developing an Emergency and Crisis Management Plan, which is regularly reviewed and updated.

Risk 3 Employee Safety and Well-being

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

As a large employer with a workforce spread across numerous retail stores, warehouses, and offices, there is an inherent risk of workplace accidents and injuries. The Company has a fundamental responsibility to protect employee safety and well-being. The retail and logistics environment presents inherent occupational hazards, including manual handling risks, customer interaction incidents, transportation accidents, fire hazards, and in certain locations (particularly the three southern border provinces), security risks from civil unrest and potential terrorism. The duty of care extends to creating a work environment that supports both physical safety and psychological well-being.

Risk-related consequences

- Risks to employee safety, as well as the Company's assets
- Adverse impacts on employees' physical and psychological well-being
- Reduced employee performance if the working environment is not properly managed
- Employee absenteeism due to illness or accidents

Risk management measures

The Company implements occupational health and safety programs comprehensively across all levels of the organization. Key measures include:

- A dedicated safety team oversees the program, including through monthly safety committee meetings.
- Accident investigations, as well as the provision of necessary personal protective equipment (PPE) for employees in roles assessed as high risk
- Regular and mandatory safety training for employees at all levels to promote ongoing preparedness and safety awareness

Risk 4 Fraud and Corruption Prevention

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

The Company maintains zero tolerance for fraud and corruption. As a retail organization with over 1,100 stores, extensive cash handling operations, large inventory volumes, numerous supplier relationships, and employees across

multiple locations. The distributed nature of operations and the involvement of many individuals in financial transactions create multiple potential points of vulnerability.

Risk-related consequences

- Financial losses and loss of Company assets
- Risks to the accuracy of transactions and internal controls
- Adverse impacts on the Companys reputation and stakeholder trust
- Risks of non-compliance with applicable laws and regulatory requirements
- Adverse impacts on operational efficiency and the Companys corporate governance

Risk management measures

- The Board of Directors and senior executives set a clear tone of ethical behavior and zero tolerance for fraud and corruption.
- The Company has established a Code of Conduct and an Anti-Bribery Policy for all employees. These policies are communicated through the new employee orientation process, and employees are required to provide written acknowledgment.
- Management ensures that internal controls are adequate and appropriate.
- The independent Internal Audit function conducts periodic reviews to assess the effectiveness of the internal control system.
- The Company has established segregation of duties in key financial processes to ensure appropriate checks and balances.
- The Company provides whistleblowing channels and enforces a non-retaliation policy to protect whistleblowers, and ensures that all reported matters are reviewed and handled in accordance with established procedures.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established a Policy and framework on Business Continuity Management (BCM) to support organizational preparedness and mitigate risks that may affect the Groups stakeholders, reputation, image, and operations. Under this framework, the Company has prepared a Business Continuity Plan (BCP) covering emergency response, crisis management, and disaster recovery to prevent or minimize potential impacts on the Groups operations. The Chief Executive Officer is responsible for overseeing and coordinating with relevant units and departments in the preparation and review of the plan.

In addition, the Company has developed its BCP based on the critical processes of each function to ensure that the plan appropriately covers the Companys key operations. We've defined a Recovery Time Objective (RTO) for each process to ensure operations can be reactivated within the specified timeframe in the event of a disruption. The BCP is reviewed on a regular basis to ensure alignment with changing risks and business circumstances.

Reference link to business continuity plan (BCP) : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/corporate-policies/mrdiy-policy-on-business-continuity-management-en.pdf>

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines⁽²⁾

Company's sustainable supply chain management : Yes
policy and guidelines

Link for company's sustainable supply chain : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-vendor-code-of-conduct-en.pdf>
management policy and guidelines

Remark: (2) The Company has set out a Vendor and Business Partner Code of Conduct as a framework for ethical, transparent, and compliant business practices, and expects its vendors and business partners to comply with it throughout their business engagement.

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The Company manages its sustainable supply chain by setting out a Vendor and Business Partner Code of Conduct as a framework for operations, requiring vendors to comply with business ethics, applicable laws, as well as environmental, social, and governance (ESG) standards.

The Company conducts a rigorous and traceable vendor selection process. All new vendors are required to acknowledge and sign the Company's Vendor and Business Partner Code of Conduct, which covers environmental, social, and governance (ESG) principles to promote responsible business conduct throughout the supply chain. In addition, the Company plans to further develop an approach to integrate ESG factors into its vendor screening and assessment process in the future.

In 2025, the Company launched a comprehensive supplier oversight program by developing a Self-Assessment Questionnaire (SAQ) covering business, environmental, social, and governance issues as an initial tool for supplier assessment. For this purpose, the Company defines Critical Tier 1 Suppliers as the top 10 domestic suppliers by procurement value.

In addition, the Company conducted initial supplier visits and discussions, focusing on raising awareness of social and environmental issues in line with internationally recognized practices and encouraging suppliers to consider adopting such practices in their own operations. In 2025, the initial phase of the comprehensive supplier oversight program covered five suppliers, including one supplier classified as a Critical Tier 1 Supplier, representing 10% of all Critical Tier 1 Suppliers.

Reference link to sustainable supply chain : <https://mrdiyth.listedcompany.com/misc/one-reports/20260401-mrdiyt-or2025-en.pdf>
management plan

Page number of the reference link : 88-90

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria⁽³⁾

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

Remark: ⁽³⁾ The Company is in the process of developing an approach to integrate ESG factors into its new supplier screening process in the future.

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : <https://investor.mrdiy.co.th/storage/downloads/corporate-governance/code-of-conduct/mrdiy-vendor-code-of-conduct-en.pdf>

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

Key suppliers acknowledging compliance with the supplier code of conduct⁽⁴⁾

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00

Remark: ⁽⁴⁾ the Company defines Critical Tier 1 Suppliers as the top 10 domestic suppliers by procurement value.

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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