



ESG Performance Report for Listed Companies in 2025

NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED Symbol : NOBLE
Market : SET Industry Group : Property & Construction Sector : Property Development

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, Noise pollution management

The company has established the policy and guidelines to environmental quality and energy conservation policy as follows:

1. Promote, adhere to, and comply with the rules and regulations related to business development while strictly conserving the environment. This includes the Enhancement and Conservation of National Environmental Quality Act, Land Code Act, Condominium Act
2. Focus on designing and constructing projects under the concept of conserving energy and the environment by selecting materials and equipment that reduce or conserve energy use and are environmentally-friendly along with selecting safe materials without residual hazardous substances.
3. Promote use of new innovations to create housing projects under the framework of environmentally-friendly management.
4. Promote use of resources to create maximum benefit throughout the value chain. Reduce waste creation and promote reuse of resources by strictly following the 5Rs principle (reduce, reuse, recycle, renewable and reject).
5. Create awareness and impart conscientiousness about environment conversation to executives, employees at every level, and stakeholders to promote operations under environment preservation guidelines by supplying appropriate personnel, budget, instrument, time and training resources.
6. Apply environmental risk management and environmental crisis management in all business processes to reduce impacts on stakeholders, communities, and the environment along with specifying guidelines for managing and reducing potential impacts.

The Company's policy and guidelines for environmental quality and energy management have been announced to all employees for acknowledgement and strict adherence, and disclosed on the Company's website, as well as disseminated through the Company's intranet so that employees can access information to study and review the policy regularly, while enabling the organization to grow in accordance with sustainable development guidelines.

Reference link for environmental policy and guidelines : <https://investor.noblehome.com/storage/document/cg/noble-environment-energy-and-biodiversity-management-policy-en.pdf>

Page number of the reference link : 1

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 : No

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Other : Environmental Impact Assessment

Compliance with energy management principles and standards

Energy management principles and standards : Other : Environmental Impact Assessment

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

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 principles and standards : Thailand Greenhouse Gas Management Organization (TGO),
Others : Environmental Impact Assessment

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The Company recognizes and gives importance to environmental management by conducting its business in strict compliance with laws, regulations, and standards, such as the Environmental Impact Assessment (EIA) report, as well as continuously monitoring and preparing reports on environmental performance to reduce impacts on the environment, communities, and society throughout the value chain. In addition, the Company also gives importance to reducing energy consumption, using environmentally friendly materials, and managing waste to support the UN SDGs and to be in line with various factors and trends at the national and international levels. The Company aims to reduce greenhouse gas emissions by 1,500,000 kilograms of carbon dioxide by 2026 in preparation to achieve carbon neutrality by 2050 and net zero emissions by 2065, in alignment with the country's long-term sustainability vision.

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	:	-
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	-

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company gives importance to energy management from the design of the building, the use of energy-saving electrical equipment, and the use of environmentally friendly technologies, especially electricity which is a major factor in business operations that focus on optimizing the construction process, managing energy, and conserving energy to ensure maximum efficiency, as well as considering the feasibility of using renewable energy to enhance the Company's greenhouse gas reduction operations.

Energy Management Guidelines in Office Buildings

The Company has continuously implemented energy-saving measures within the office by increasing the air conditioning temperature by 1C and reducing operating hours by one hour before the end of the workday, resulting in a 10% reduction in air conditioning energy consumption. Additionally, the company encourages employees to use stairs instead of elevators, turn off electrical devices when not in use, and report malfunctions via LINE@ promptly.

In 2025, the Company expanded its energy conservation initiatives through the "Save Water Save Energy Save Noble" campaign, encouraging employees to participate in behavioral changes such as turning off lights during lunch breaks and switching off air conditioning after work hours. As a result, electricity consumption decreased significantly by 33.07% compared to the previous year, reflecting the success of sustainable energy management within the organization through employee engagement.

Energy Management Guidelines in Construction Projects

Under its sustainable development approach, the Company places strong emphasis on efficient energy management in construction projects, while minimizing environmental impact. This includes prioritizing the use of clean energy, efficiency-enhancing technologies, and automation systems to support the reduction of greenhouse gas emissions and the responsible use of resources. These initiatives contribute to long-term cost savings while elevating operational standards in alignment with ESG principles and the organizations long-term sustainability objectives.

1. Solar rooftops are installed on the temporary offices in construction projects, which is clean energy obtained from sunlight and converted into direct current electricity for office use. It helps to reduce the use of electricity that produces greenhouse gases and is environmentally friendly.
2. Solar cell light poles are installed around construction projects, which can store solar energy during the day and then use it as electricity at night. The lights are able to turn on and off automatically and last longer than ordinary streetlights. They are easy to install, help to reduce electrical system wiring costs, and help to reduce maintenance costs.
3. Motion-sensor-controlled lights that turn on and off automatically are installed in places where lights do not always need to be on, such as in corridors, restrooms, or other rooms where lights are turned on only temporarily. This helps to extend the useful life of lightbulbs, reduce electricity waste, and save on electricity costs.

Reference link for company's energy management plan : <https://sustainability.noblehome.com/en/environmental/energy-management>

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2021	2026 : Reduced by 5%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Companys electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	375,077.00	392,260.00	567,608.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	375,077.00	392,260.00	567,608.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	538.90	461.48	608.37

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	1,008.27000000	880.00000000	589.00000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	2,239,899.00	2,201,810.05	2,405,920.62
Percentage of total electricity expense to total expenses (%) ^(**)	0.03	0.02	0.03
Percentage of total electricity expense to total revenues (%) ^(**)	0.02	0.02	0.03
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	3,218.25	2,590.36	2,578.69

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Diesel (Litres)	12,897.48	8,778.37	6,810.26
Gasoline (Litres)	25,743.86	30,435.24	33,542.77

Additional explanation : Not include external fuel consumption

Companys fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	1,429,610.08	1,674,352.94	1,638,919.82
Percentage of total fuel expense to total expenses (%) ^(**)	0.02	0.02	0.02
Percentage of total fuel expense to total revenues (%) ^(**)	0.01	0.01	0.02

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) ⁽¹⁾	761.80	781.41	965.84

Remark: ⁽¹⁾ Year 2023 (2566) Electricity: 375.08 MWh Diesel: 12,897.48 0.0107 = 137.00 MWh Gasoline: 25,743.86 0.0097 = 249.72 MWh Total = 761.80 MWh Year 2024 (2567) Electricity: 392.26 MWh Diesel: 8,778.37 0.0107 = 93.93 MWh Gasoline: 30,435.24 0.0097 = 295.22 MWh Total = 781.41 MWh Year 2025 (2568) Electricity: 567.61 MWh Diesel: 6,810.26 0.0107 = 72.87 MWh Gasoline: 33,542.77 0.0097 = 325.36 MWh Total = 965.84 MWh

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00007635	0.00006755	0.00012724
Intensity of total energy consumption within the organization (Kilowatt-Hours / Baht)	3,669,509.08000000	3,631,420.13000000	4,044,840.44000000

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water is a natural resource that is necessary for the survival of all stakeholders, as well as the Company's business operations. Therefore, water resource management is an important issue that the Company recognizes to efficiently manage water consumption, as well as to adhere to the responsibility and sustainably comply with water management principles throughout the value chain in order to reduce the risk of water shortage to the Company's business operations and stakeholders in all dimensions.

The Company considers the efficient use of water from the process of selecting water-saving equipment such as plumbing, sanitary ware and taps, and gives importance to the improvement and maintenance of the wastewater treatment system with modern technology to ensure that wastewater is treated to reduce or eliminate contamination before it is released into public spaces to ensure water consumption sustainability. In this regard, the Company has set water management targets and supports the use of water-saving sanitary ware for at least 20% of the total sanitary ware used in the common areas of the project

Water Resource Management Guidelines in Office Buildings

- Promote the economic use of water in all areas, whether it is the bathroom, kitchen or other washing areas
- Raise awareness about the impact of excessive water usage, providing communication channels such as LINE@ for employees to report water leakage incidents quickly and efficiently.
- Implement weekly checks on the plumbing system, equipment, and sanitary wares to ensure optimal and efficient water use.

In 2025, the Company's water consumption within the office decreased by 30.78% compared to 2024, reflecting improved efficiency in water resource management. This was driven by the implementation of water-saving measures and increased awareness of responsible water usage among employees, contributing to an overall reduction in water consumption and supporting the Company's environmental sustainability efforts.

Water Resource Management Guidelines in Construction Projects

The Company efficiently manages water resources within construction projects with key approaches including the selection of water-saving devices and products, as well as the use of high-quality, standardized plumbing pipes to prevent leakage and reduce unnecessary water loss.

Additionally, the Company promotes water conservation awareness among construction workers through public announcement activities on-site and ensures an adequate supply of water storage tanks in construction areas and worker housing for emergency use.

Regarding water quality control and drainage systems, the Company has installed drainage pipes and water holding tanks before discharging water into the public system. Regular cleaning of construction sites and entrances/exits is conducted daily to prevent soil or construction material residue from clogging or obstructing water flow.

Reference link for company's water management : <https://sustainability.noblehome>.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2021	2026 : Reduced by 5% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,535.00	2,052.00	1,464.00
Water withdrawal by third-party water (cubic meters)	1,535.00	2,052.00	1,464.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	2.21	2.41	1.57
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	1,535.00	2,052.00	1,464.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00015383	0.00017739	0.00019287
Intensity of total water consumption (Cubic meters / Person (employee))	4.13000000	5.88000000	4.07000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	31,080.00	42,052.00	53,280.00
Total water withdrawal expense from third-party water (Baht)	31,080.00	42,052.00	53,280.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00

	2023	2024	2025
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	44.66	49.47	57.11

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste management is one of the issues to which the company gives importance and adheres to waste management guidelines according to the 5Rs, Reduce, Reuse, Recycle, Renew, and Reject, to reduce the environmental impact of waste disposal in order to achieve the goal of zero landfill from business operations. At present, the Company is focused on minimizing the amount of waste disposal as much as possible.

Information on setting goals for waste management

Setting goals for waste management

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
Increase of waste recovery Waste type: Non-hazardous waste	2021	2026 : Increased by 10%	<ul style="list-style-type: none">• Reuse• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Waste Management in Offices

Inside the company's offices, containers have been arranged to accommodate each type of waste, and employees are encouraged to dispose of garbage correctly by sorting waste into general waste, recyclable waste, hazardous waste, agricultural was and infectious waste, covering the area of the main offices in Ploenchit and the Remix offices. In addition, the company also organizes various activities, such as Waste to Wear, Noble E-Cycle, Noble Recycle Day, and Noble Cleanup Day, to raise awareness and participation among to make the most use of resources for sustainable environmental care. As a result of the activities in 2025, the company was able to recycle a total of 7,375 kilograms of

waste, carbon dioxide emissions were reduced by 19,568 kilograms carbon dioxide equivalent, or the equivalent of planting 1,715 trees.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	N/A	451,688.00	468,022.00
Total non-hazardous waste (kilograms)	N/A	451,688.00	468,022.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.04	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.04	0.06

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	3,461.00	7,119.00	11,408.02
Reused/Recycled non-hazardous waste (Kilograms)	3,461.00	7,119.00	11,408.02
Percentage of total reused/recycled waste to total waste generated (%)	N/A	1.58	2.44
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	1.58	2.44

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

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

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 net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 155.00 tCO ₂ e	2026 : Reduced by 1,500.00 tCO ₂ e in comparison to the base year	2026 : Reduced by 1,500.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) : NoneScience-based Targets (SBTi) : None
Scope 2	2023 : Greenhouse gas emissions 556.00 tCO ₂ e	2026 : Reduced by 1,500.00 tCO ₂ e in comparison to the base year	2026 : Reduced by 1,500.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) : NoneScience-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	711.00	1,416.00	3,097.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	155.00	114.00	555.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	556.00	1,302.00	1,125.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	1,417.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000071	0.000122	0.000408
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.02	1.67	3.32

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	0.65000000	1.50690000	3.21600000

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 emissions : Yes

List of greenhouse gas verifier entity : Other : CREATIVE CARBON CARE CO., LTD.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	14,750.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	14,750.00	N/A	N/A

Absorption and removal of Greenhouse Gas

	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 : NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED Symbol : NOBLE

Market : SET Industry Group : Property & Construction Sector : Property Development

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 is committed to operating in accordance with the principles of good corporate governance and recognizes its responsibility to society. It upholds and strictly adheres to human rights as prescribed by law and international standards. To ensure that the Company's business operations are free from human rights violations, the Board of Directors has deemed it appropriate to establish a Human Rights Policy and Guidelines. These are intended to prevent any violations across all operational processes, including the management of business partners within the value chain and other business collaborators.

The Company emphasizes mutual respect and equality, without discrimination based on race, religion, gender, sexual orientation, language, age, skin color, social status, disability, political opinions, association membership, or any other irrelevant social status or characteristic. The Company does not employ child labor or forced labor and supports the legal employment of migrant workers.

The Company is committed to fair employment practices, non-discrimination, and providing equitable compensation and career development opportunities based on individual performance. Continuous efforts are made to promote, support, and improve a safe working environment, aiming to safeguard the health and well-being of all employees and stakeholders.

Treat everyone equally on the human rights basis without discrimination

Conduct business without affecting directly and indirectly on violation of human rights

Encourage the rightful exercise of one's citizenship rights in accordance with the Constitution and Thai law.

Support and respect human rights protection

Provide measures to ensure that the Company business is not involved in violation of human rights

Monitor, audit, and assess the risks and effects on human rights regularly and establish the plans or measures on risk management appropriately

Communicate, disseminate, and give knowledge of international human rights principles to executives and employees of the Company, subsidiaries, and joint ventures where under the Company control

Arrange the assessment process and identify the risks of human rights violations and effects to allow the Company to plan and determine the solutions to prevent human rights violations

Place great importance on respecting the rights of business partners, suppliers, and all relevant stakeholders across the entire value chain. It conducts business with fairness, transparency, and accountability while adhering to applicable laws, international standards, and relevant business ethics. This commitment fosters sustainable collaboration, free from discrimination, and ensures respect for human rights for all parties involved.

Commit to developing and delivering high-quality projects and services that meet safety standards and customer satisfaction. It prioritizes respect for customer rights by ensuring the protection of personal data in compliance with relevant laws and standards. The Company treats all customers fairly, equitably, and without discrimination while

maintaining accurate, transparent, and verifiable communication. These efforts aim to foster trust and maximize customer satisfaction

Priority respect for the rights and responsibilities toward communities and society by adhering to relevant laws, regulations, and requirements. It conducts environmental, health, and community impact assessments alongside stakeholder engagement processes, allowing surrounding communities to express their opinions and concerns regarding business operations. This approach facilitates appropriate measures for resolution, remediation, and the prevention of human rights violations.

Provide complaint management system and effective retention of data, as well as developing the whistleblowing channels regarding human rights violations regularly

Reference link for social and human rights policy and guidelines : <https://investor.noblehome.com/storage/document/cg/noble-human-rights-policy-en.pdf>

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, Consumer/customer rights, Community and environmental rights, Non-discrimination, Supplier rights

1. **Revise and enhance the content to comprehensively cover principles related to human rights, equality, and non-discrimination.**

The Company recognizes the importance of human dignity, fundamental human rights, and the respect for human rights as a core value. It is committed to upholding its responsibility toward stakeholders, society, communities, and the nation across all its activities. Therefore, the Company actively promotes awareness of fundamental human rights among its executives and employees in accordance with international principles, including the Universal Declaration of Human Rights. Additionally, it fosters organizational values and a corporate culture that respects human rights.

The Company is committed to treating employees fairly and with respect for human rights, emphasizing and promoting the value of diversity among employees in line with **be different, be noble**. The Company adheres to personnel management policies and practices that comply with legal requirements and align with international human rights principles, emphasizing freedom, equality, and respect in all interactions. It upholds a non-discriminatory approach, ensuring that employees are not treated differently based on race, religion, gender, sexual orientation, language, age, skin color, social status, disability, political views, group affiliations, or any other factor unrelated to job performance. The Company strictly prohibits child labor and forced labor while supporting the lawful employment of migrant workers. Furthermore, the Company prioritizes fair employment practices, ensuring equal opportunities for career growth and fair compensation based on employee performance. It continuously promotes, supports, and improves a safe working environment to prevent any adverse impacts on employees health and well-being, as well as those of relevant stakeholders.

To ensure that the Companys directors, executives, and employees, as well as those of its subsidiaries and joint ventures under its control, recognize the importance of and respect human rights in all aspects for all individuals, including customers, suppliers, business partners, stakeholders, society, and communities, the Company adheres to the following policy guidelines:

2. Expand the scope to include the rights of business partners, customers, and communities.

- Encourage the rightful exercise of one's citizenship rights in accordance with the Constitution and Thai law.
- Place great importance on respecting the rights of business partners, suppliers, and all relevant stakeholders across the entire value chain. It conducts business with fairness, transparency, and accountability while adhering to applicable laws, international standards, and relevant business ethics. This commitment fosters sustainable collaboration, free from discrimination, and ensures respect for human rights for all parties involved.
- Commit to developing and delivering high-quality projects and services that meet safety standards and customer satisfaction. It prioritizes respect for customer rights by ensuring the protection of personal data in compliance with relevant laws and standards. The Company treats all customers fairly, equitably, and without discrimination while maintaining accurate, transparent, and verifiable communication. These efforts aim to foster trust and maximize customer satisfaction
- Priority respect for the rights and responsibilities toward communities and society by adhering to relevant laws, regulations, and requirements. It conducts environmental, health, and community impact assessments alongside stakeholder engagement processes, allowing surrounding communities to express their opinions and concerns regarding business operations. This approach facilitates appropriate measures for resolution, remediation, and the prevention of human rights violations.

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, Others : Universal Declaration of Human Rights: UDHR

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company regularly conducts status verification to identify human rights risks and impacts on the Company's stakeholders. The Company has managed and formulated guidelines and measures for risk management in a timely and appropriate manner. All work groups related to the Company's business activities and suppliers, including business partners and investments in related businesses (mergers, acquisitions or joint ventures), shall be responsible for governing, monitoring, managing and identifying potential human rights impacts and/or risks under such groups responsibilities. This is especially true of the worker hiring process to avoid getting involved in human trafficking, labor employment discrimination, forced labor and child labor issues, which goes through a comprehensive human rights risk inspection and assessment process conducted systematically by the Company every year to acquire information for consideration before deciding to invest in related businesses. The consideration shall include relevant stakeholders. The comprehensive human rights due diligence and risk assessment process covers a wide range of issues, including employment conditions, health, occupational safety, forced labor, child labor, human trafficking, discrimination, fair and equal compensation, migration, land acquisition, privacy, personal data protection, and other rights such as those of persons with disabilities and protection from abuse.

Human Rights Due Diligence consists of a systematic process with the following systems and objectives:

1. **Scoping:**The Company defines clear boundaries for the Human Rights Due Diligence process to ensure comprehensive examination of human rights issues involving all relevant stakeholders. This includes considerations of various human rights issues such as labor rights, community rights, supply chain concerns, security and safety, environmental impacts, and consumer rights.
2. **Identification of potential human rights risk issues:**The Company has identified potential human rights risks arising from its business operations throughout the value chain. Guidelines for considering these human rights issues are also applied to mergers and acquisitions and new business partnerships. Furthermore, the Company conducts regular reviews to develop risk plans and assess trends in human rights issues systematically.
3. **Human rights risk assessment:** The Company conducts human rights risk assessments considering the severity of impacts and the likelihood of human rights violations resulting from its operations. These assessments categorize severity into three levels: low severity, moderate severity, and high severity.
4. **Development of mitigation measures:** The Company conducts an analysis of potential risks and establishes control measures as well as existing mitigation measures, including the development of additional measures to reduce the likelihood and severity of impacts related to human rights issues. These actions may affect stakeholders.
5. **Human rights issues monitoring and review:**The Company monitors the methods of addressing and mitigating the impacts on human rights that may occur, and regularly evaluates its policies and operations regarding human rights. It also reports assessment results to the Company's Board of Directors annually.
6. **Remediation actions:** When there are human rights impacts resulting from business operations, the Company will collaborate in various processes that emphasize fairness, transparency, and compliance with the United Nations Guiding Principles on Business and Human Rights (UNGP). This includes implementing recovery measures, both in financial assistance and other forms, to alleviate the impacts on those affected by the company's activities, which may cause human rights violations in any form.

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Actual number of disclosure boundaries	:	2
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

Employment

The Company adheres to ethical principles and good corporate governance in its recruitment and employment practices. All employees are treated fairly and equitably, without discrimination based on race, religion, gender, language, skin color, or social status. Equal opportunities are provided across all processes, from recruitment and selection to performance management and employee development, with primary consideration given to knowledge and competencies. The Company also ensures fair and appropriate compensation management.

As of 31 December 2025, the Company employed a total of 963 permanent and contract employees (including senior management). The return-to-work rate of employees following maternity leave was 100%. In addition, the Company places importance on inclusive employment opportunities and has collaborated with the Foundation for the Blind in Thailand to provide employment opportunities for persons with disabilities, employing a total of 6 individuals.

Employee Development and Training

The Company recognizes that its employees are a key resource and are directly linked to the quality of its overall operations. Therefore, the Company places strong emphasis on employee development by enhancing job-related skills, knowledge, and creativity, enabling employees to grow alongside the organization. In 2025, the Company organized both in-house and public training programs for employees at all levels, with a total of 788 participants and 8,922 training hours. The training programs were designed to strengthen employees' competencies and capabilities, based on the results of development needs assessments. Individual Development Plans (IDPs) are established collaboratively between supervisors and employees, complemented by a company-wide development framework under the Development Model, to ensure that employees continuously develop in alignment with the Company's growth.

In addition, the Company recognizes the rapid changes in the global environment and has therefore promoted a hybrid learning approach to enhance accessibility and flexibility in learning. This approach enables employees to learn anytime, anywhere, based on their individual needs, beyond the limitations of traditional classroom settings.

Accordingly, the Company has implemented three key learning formats as follows:

1. **Classroom Training:** Focuses on in-person learning to support programs that require intensive, hands-on practice. Course content is designed and customized in alignment with the annual development plan.

2. **Online Learning:** Enables employees to develop their skills anytime and anywhere under the anytime, anywhere concept. Learning is delivered through the Company's e-learning platform to support flexible and unlimited access to knowledge.
3. **Virtual Learning:** A modern learning format that allows employees to participate in virtual classrooms, engage in group activities, and exchange ideas simultaneously without location constraints, supporting collaboration in a borderless world.

Employee Development Outcomes

The Company conducts annual competency assessments to ensure continuous employee development, with a target for employees to achieve 100% of the defined competency levels.

Employee competency assessment results for 2025 are as follows:

- Core Competency: 80.34%
- Leadership Competency: 72.88%
- People Management Competency: 75.63%

Employee Engagement

The Company places strong emphasis on enhancing employee experience and fostering employee engagement, recognizing these as key drivers of sustainable business growth. The Company aims to create a sense of belonging among employees, encouraging them to feel connected to the organization and to develop a sense of shared ownership through active participation in expressing ideas and contributing to organizational development. This, in turn, drives the organization toward effective and sustainable success.

To maintain a high level of employee engagement, the Company conducts an employee engagement survey (Noble Caring Survey) every two years. The survey covers seven key dimensions as follows:

1. Senior Leadership
2. Colleagues
3. Job Characteristics
4. Supervisor Support
5. Organizational Practices
6. Human Resource Management Practices
7. Quality of Life

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : No
and labor management goals?

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 : No
management

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	706	864	972
Percentage of employees to total employment (%)	98.58	98.38	95.99
Percentage of non-employee workers to total employment (%)	1.42	1.62	4.01
Total employees (persons)	696	850	933
Male employees (persons)	300	386	443
Percentage of male employees (%)	43.10	45.41	47.48
Female employees (persons)	396	464	490
Percentage of female employees (%)	56.90	54.59	52.52
Total of workers who are not employees (Person)	10	14	39
Male workers who are not employees (Person)	3	3	11
Percentage of male non-employee workers (%)	30.00	21.43	28.21
Female workers who are not employees (Person)	7	11	28
Percentage of female non-employee workers (%)	70.00	78.57	71.79

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	227	249	240
Percentage of employees under 30 years old (%)	32.61	29.29	25.72
Total number of employees 30-50 years old (Persons)	438	559	639
Percentage of employees 30-50 years old (%)	62.93	65.76	68.49
Total number of employees over 50 years old (Persons)	31	42	54
Percentage of employees over 50 years old (%)	4.45	4.94	5.79

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	79	108	120
Percentage of male employees under 30 years old (%)	26.33	27.98	27.09
Total number of male employees 30-50 years old (Persons)	205	258	297
Percentage of male employees 30-50 years old (%)	68.33	66.84	67.04
Total number of male employees over 50 years old (Persons)	16	20	26
Percentage of male employees over 50 years old (%)	5.33	5.18	5.87

Number of female employees categorized by age

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

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	148	141	120
Percentage of female employees under 30 years old (%)	37.37	30.39	24.49
Total number of female employees 30-50 years old (Persons)	233	301	342
Percentage of female employees 30-50 years old (%)	58.84	64.87	69.80
Total number of female employees over 50 years old (Persons)	15	22	28
Percentage of female employees over 50 years old (%)	3.79	4.74	5.71

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	638	790	873
Percentage of employees in operational level (%)	91.67	92.94	93.57
Total number of employees in management level (Persons)	51	51	51
Percentage of employees in management level (%)	7.33	6.00	5.47
Total number of employees in executive level (Persons)	7	9	9
Percentage of employees in executive level (%)	1.01	1.06	0.96

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	273	358	414
Percentage of male employees in operational level (%)	91.00	92.75	93.45
Total number of male employees in management level (Persons)	21	22	23
Percentage of male employees in management level (%)	7.00	5.70	5.19
Total number of male employees in executive level (Persons)	6	6	6
Percentage of male employees in executive level (%)	2.00	1.55	1.35

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	365	432	459
Percentage of female employees in operational level (%)	92.17	93.10	93.67
Total number of female employees in management level (Persons)	30	29	28
Percentage of female employees in management level (%)	7.58	6.25	5.71
Total number of female employees in executive level (Persons)	1	3	3
Percentage of female employees in executive level (%)	0.25	0.65	0.61

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	7	6
Percentage of disabled workers to total employment (%)	0.00	0.81	0.62
Total number of employees with disabilities (Persons)	0	7	6
Percentage of disabled employees to total employees (%)	0.00	0.82	0.64
Contributions to empowerment for persons with disabilities fund	Yes	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	610,437,221.00	691,784,752.00	501,171,685.00
Total male employee remuneration (baht)	244,174,888.40	276,713,901.00	300,703,011.00
Percentage of remuneration for male employees (%)	40.00	40.00	60.00
Total female employee remuneration (baht)	366,262,332.60	415,070,851.00	200,468,674.00
Percentage of remuneration for female employees (%)	60.00	60.00	40.00
Average of remuneration of employees (Baht/persons)	877,064.97	813,864.41	537,161.51
Average of remuneration for male employees (Baht/persons)	813,916.29	716,875.39	678,787.84

	2023	2024	2025
Average of remuneration for female employees (Baht/persons)	924,904.88	894,549.25	409,119.74
Rate of average of remuneration between female employees and male employees	1.14	1.25	0.60

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company supports the Provident Fund Committee in selecting fund managers who adhere to the Investment Governance Code (I Code) for institutional investors and manage investments responsibly by considering Environmental, Social, and Governance (ESG) factors. The selected fund managers must demonstrate strong investment governance practices and transparently disclose their selection criteria to fund members. This approach aims to ensure that the management of the Company's provident fund prioritizes the long-term best interests of its members.

In 2025, the Company's Provident Fund Committee reviewed the performance of the provident fund management company and approved the continued appointment of **Eastspring M Choice Provident Fund** (registered exclusively for Noble Development Public Company Limited) as the Company's provident fund manager

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

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)	696	850	583

	2023	2024	2025
Number of employees joining in PVD (persons)	377	399	391
Number of PVD members / Total employees (%)	54.17	46.94	41.91
Number of PVD members / Total eligible employees (%)	54.17	46.94	67.07

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	18,717,721.46	20,950,136.00	18,707,656.37

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 (%)
NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED	Yes	933	583	391	41.91	67.07

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)	10.99	12.48	9.19

	2023	2024	2025
Total amount spent on employee training and development (Baht)	7,215,596.07	3,858,660.57	3,220,014.66
Percentage of training and development expenses to total expenses (%) ^(*)	0.000865	0.000370	0.000441
Percentage of training and development expenses to total revenue (%) ^(*)	0.000723	0.000334	0.000424

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)	1,378,112.00	1,615,152.00	1,937,344.00

Statistic of accident and injuries of employees from work

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	188	255	256
Total number of male employee turnover leaving the company voluntarily (persons)	67	103	113
Total number of female employee turnover leaving the company voluntarily (persons)	121	152	143
Proportion of voluntary resignations (%)	27.01	30.00	27.44
Percentage of male employee turnover leaving the Company voluntarily (%)	35.64	40.39	44.14
Percentage of female employee turnover leaving the Company voluntarily (%)	64.36	59.61	55.86

	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

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, Security measures of personal data

Responsible sales and marketing policy and guidelines

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

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

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

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

Customer Satisfaction Assessment

The Company places importance on customer satisfaction and safety by conducting systematic assessments throughout the entire service lifecycle, from project visits, reservation and contracting, payment, inspection and unit handover, to after-sales services and repair requests during the warranty period, supported by the centralized Call Center. Customer feedback is regularly monitored and evaluated to support continuous improvement in product and service quality, as well as to enhance safety standards and customer satisfaction.

In 2025, the Company enhanced its customer satisfaction assessment by expanding the evaluation scope to include payment procedures and ownership transfer processes, such as appointment scheduling and information provision. This improvement aimed to ensure more comprehensive coverage of the service journey and to enable the Company to utilize the results more effectively in improving operational efficiency and service quality.

- Reference link for company's customer management plan : <https://hub.optiwise.io/en/documents/211776/noble-or2025-en.pdf>
- Page number of the reference link : 130-132

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 0-2251-9955 Ext. 1500

Fax : 0-2251-9977

Email : cg@noblehome.com

Company's website : www.noblehome.com

Address : Noble Development Public Company Limited (Head Office)
NOBLE Building, 1035 Ploenchit Rd., Lumpini, Pathumwan,
Bangkok 10330, Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan

Company's community and social management plan : No

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

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Social Contribution and Public Sector Collaboration Activities 2025

1. NOBLE GIVE FOR ALL 2025 -

Volunteer Cooking Activity for Bon Kai Community

The Company collaborated with the Scholars of Sustenance (SOS) Foundation, a non-profit environmental organization, to implement the NOBLE GIVE FOR ALL 2025 project. The initiative aimed to enhance the quality of life of communities and society while promoting food security by utilizing surplus food ingredients that remained safe for consumption to prepare meals and distribute them to vulnerable communities and underserved groups in the Bon Kai community, located near the Company's project areas. This project reflects strong employee participation and the creation of positive social impact through collaboration with community partners, reinforcing community engagement and supporting sustainable social development.

2. noble PLAY - Sustainable Community Support Project

The Company is committed to giving back to society by transforming the business districts in the heart of the city that can generate income for the Noble Ploenchit Project into public spaces where people can use and interact with one another, and into creative spaces to increase the quality of life of people in society and create open spaces for artists or creative workers to have a platform to showcase their work to society as an inspiration playground. Furthermore, opportunities are given to interested parties and there are ways for them to create their own work in an artistic space where they can expand on their ideas, develop their skills, view creative work or use the space free of charge. The

noble PLAY area is divided into five zones, namely, the Workshop, Art Space, Co-Working Space, Curated Store, and Pop-Up Cafe. The shops and exhibition spaces are different and get switched up every quarter to create new experiences for visitors and open opportunities for more diverse individuals.

3. Give Blood, Save a Life

The Company collaborated with the Thai Red Cross Society to organize the Give Blood, Save a Life campaign to support blood donation and promote continuous social contribution. Residents of Noble projects, executives, employees, and the public were invited to participate as donors to help patients in need of blood nationwide. In 2025, the Company organized two donation events in April and October, coordinating with the Thai Red Cross Society to provide a mobile blood donation unit with medical staff at Noble Ploenchit, a centrally located project with convenient access. The initiative attracted strong participation and successfully collected a total of 56,850 cc of blood to support patients across the country. This activity reflects employee and community engagement and the Company's commitment to creating social value by encouraging humanitarian support and sustainable social development.

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 : NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED Symbol : NOBLE
Market : SET Industry Group : Property & Construction Sector : Property Development

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Realizing the importance of good corporate governance, the primary factor in enhancing an effective management system, reflecting high standards and transparent management, leading the Company to achieve sustainable growth, and building up confidence in shareholders, foreign and domestic investors, and stakeholders, including customers and creditors; hence, the Company adopts the corporate governance principles set by the Stock Exchange of Thailand as the guideline in operation and considers it as the core business policy.

The Company's corporate governance policy (the policy) has been approved by the Board of Directors for everyone in the organization as a guideline in practices across the screen. The Company reviews the policy annually to improve it properly and to comply with international standards, laws, rules, and regulations. The policy has been communicated to all stakeholders via the Company's website at <https://investor.noblehome.com/storage/document/cg/20240527-noble-corporate-governance-policy-th.pdf> and is being used as the best practice to strictly comply continuously, of which the policy covers areas of

- Rights and Equalities of Shareholders
- Roles of the Stakeholders
- Information Disclosure and Transparency
- Board of Directors
- Internal control and Risk Management

Reference link for the full version of corporate governance policy and guidelines : <https://investor.noblehome.com/storage/document/cg/20240527-noble-corporate-governance-policy-en.pdf>

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The shareholders meeting will vote on the nomination of the Board of Directors. The Nomination and Remuneration Committee will consider and determine the qualifications of directorial candidates that best suit the Company and propose the candidates to the Company's directors. The Company's directors will propose the candidates in the shareholders meeting for approval.

For new director nominations, the Company will rely on the Board Skill Matrix approved by the Board of Directors to consider specific knowledge and expertise required for the Board of Directors to ensure that the Board can establish strategies and policies and oversee the implementation of those strategies.

Determination of director remuneration

The Company has clearly determined the policy controlling remuneration of directors which was approved at the shareholders meeting. The Directors will receive remuneration annually. Remunerations for the Board of Directors in 2025 are detailed in the Remuneration in monetary value section.

Before presenting it to the Board of Directors, the Nomination and Remuneration Committee was appointed by the Board of Directors to review the criteria and manners of remuneration awarded to the directors, Chief Executive Officer, and Executives. The remunerations are determined by the Company's operating results and individual performances, as well as comparisons to the comparable industry. The goal is to inspire and build a competitive advantage.

Director development

The Company encourages all directors to attend seminars on knowledge development and the ability to perform duties as a director on a continual basis. At present, the Company's directors have completed the Thai Institute of Directors Association's Director Certification Program (DCP) and Director Accreditation Program (DAP), totaling 1 person and 10 persons, respectively, from a total of 11 directors, representing 100%, as detailed in each director's biographical information. Besides, Board of Directors emphasis in enhancing knowledge development of directors by encouraging at least 1 director to attend Director Certification Program (DCP) or related training continuously to enhance operation knowledge, the being professional executives and Corporate Governance development, leading to the Company's sustainable success. The company secretary will regularly inform all directors, including new directors, of the requirement for additional training.

Board performance evaluation

The Board of Directors set up every director to evaluate the Board of Directors performance in the evaluation procedure, using the self-assessment form based on Board Self-Assessment, which are set up into 2 types:

1. Self-Assessment of the Board of Directors as a Whole
2. Individual director form self-assessment

This assessment is based on the Board of Directors self-assessment of the Stock Exchange of Thailand' (Sample). This evaluation will assist each director and the Board of Directors in reviewing their work and challenges during the previous year, as well as monitor and analyze whether the Board of Directors' work is effective in performing all the duties of directors.

Corporate governance of subsidiaries and associated companies

Under the proportion of the Company's interests in each company, the Company is responsible for the monitoring and control of the administration of various subsidiaries and joint venture companies. To manage and control the operations of the subsidiaries and affiliated firms, the Company assigned a representative and a director of the Company to serve as a director of subsidiaries and joint venture companies. They are in charge of setting policy and overseeing major business operations, such as transactions, acquisitions, and dispositions of significant assets.

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, Government agencies, Community and society

Shareholder

To be the best representative of our shareholders to achieve a sustainable growth and competency, the Company upholds the principles of business operations with honesty and treats all shareholders equally including disclose all information to shareholders correctly. The practices regarding shareholders are summarized as follows.

1. Respecting and treating shareholders equally.
2. Acting with integrity and operating prudently for the best benefit of shareholders.
3. Publicizing data and information through the Company's website at www.noblehome.com
4. Reporting financial performance, overall operation and more information with accuracy, adequacy and timely decision making.

Employee

Employees are valuable resources of the Company as they play a key role in fostering the Company's growth.

Therefore, the Company has determined the policies and regulations related to employees in the manual of business code of conduct and work-related rules of the Company. These policies emphasize equal and fair treatment of employees, including the determination of remuneration and benefits according to the Company's performance both in short- and long-term remunerations which also consider from knowledge, experiences, individual performance, annual profitability of the Company,

In addition, the Company places importance on providing employee welfare and benefits, safety and hygiene in the workplace, as well as continuously developing employees knowledge, capabilities, and potential, in order to strengthen long-term employee stability and engagement with the organization.

The Company realizes the importance and necessity of the safety and health of employees along with the Company business to ensure that employees are safe and exempt from accidents and occupational diseases. The Company has also hired professional safety officers to plan and implement preventive measures and to continuously enhance occupational safety and health standards within the organization. An automated external defibrillator (AED) installation, a fire evacuation drill, and various safety.

The Company has developed a Crisis Management System to address potential incidents that may impact on employee safety and business operations, such as earthquakes, fires, or other emergency situations. The system encompasses unified communication, decision-making, and crisis management processes, supported by a clearly defined Crisis Management Team and a centralized command and communication framework (Single Command / Single Message) to ensure consistent decision-making and aligned communication, minimize confusion, and provide clarity to employees at all levels. Furthermore, the Company has integrated digital solutions to monitor employees safety status during emergency situations, enabling employees to report and update their location and safety conditions. This allows the Company to promptly assess situations, provide necessary assistance, and manage resources effectively and efficiently.

In addition, the Company regularly reviews, updates, and conducts drills of its emergency and crisis management plans to ensure that the system is practical, effective, and capable of responding promptly to evolving situations. In 2025, none of the Company's employees was involved in a work-related accident that resulted in a work stoppage.

Customer

As our most important supporters and stakeholders, we value our customers and do our best to protect their benefit. The Company aims and acknowledges all employees that after-sales service as its best, the doorstep, is not the end of relationship but it is where the relationship, and responsibility starts. We develop not only the design, the quality, and the standard of our houses, but also gives priority to the pleasant environment in the housing project after the transferring of ownerships. The practices regarding customers are summarized as follows.

1. Treat customers equally, fairly and based on suitable benefit for both parties.
2. The Company provides the After Sales Service Department to maintain a good environment and to maintenance customers houses in the housing projects.
3. Giving true and complete information about home styles, materials used by the Company. So that customers can compare the quality and standards of the house to the products from other development companies before deciding to buy.

4. Providing accurate and adequate information to customers. In order that customers can determine the period, rights and obligations which are all true without misleading about quality, quantity, or any other condition.
5. Keeping the confidentiality of customers information and not using it wrongfully for its advantage or related.
6. Contacting customers with courtesy and serving their needs quickly and efficiently.

Business competitor

The Company promotes a free-trade policy and fair competition under legal regulation and business ethics and avoids unfair competition to defeat competitors by adhering to the practices outlined below. However, the Company had no disputes with competitors in the previous year.

- Supporting free trade and do not force a partner to solely trade with the Company.
- Operating under the rules of the competition.
- No inquiring confidential information of the competitors by dishonest or inappropriate method.
- No destructing the reputation of competitors with malicious accusation.

Business partner

The Company specifies business partners selection policies with fairness and transparency, strictly complies with terms of trade, and provides products by taking into account the Company's maximum benefit. Both parties receive a fair return by specifying requirements as follows:

- Treat business partners based on equality basis and fair return to both parties.
- Have criteria for selecting and assessing business partners and procure construction materials from business partners at level equally along with preparing contracts by mutual agreement with consideration given to corporate social and environmental responsibility.
- Consider problems faced by contractors for regular joint solutions to the problems. For example, normally, the company hires contractors with lump sum wages and construction material costs. However, if a shortage of construction materials exists, and the company has better bargaining power, the company will help providing the construction materials for mutual support so as to create maximum benefits to running business jointly between the company and its trading partners.
- Set up the compliance system to ensure the contracts conformity and to protect fraud and misconduct.
- Aimed at sustainably developing and keeping relationships with business partners.

The company does not initiate or request any kind of unfaithful benefit to business partners.

Creditor

The Company has a policy to give priority to all creditors with all conditions strictly. The Company manages loans to comply with the terms of the loan agreement and controls the loan repayments and interest to be paid to all creditors in full by a specified time in order to ensure the financial performance and the ability to pay debts of the Company.

The practices regarding creditors are summarized as follows:

- Comply with the contract or conditions with creditors strictly in terms of repayments and other conditions. If the Company cannot fulfil the obligations in the agreement, it will find solutions and prevent damage together.
- Manage to assure creditors to be confident of the financial performance and the ability to pay debts of the Company.

Disclose the information to creditors completely, and not amend documents for your own benefit.

Government agencies

The Company respects and follows the relevant laws and regulations strictly. We emphasize and understand the intention and objective of each of every related land and building Act e.g., Land Allocation Act, Condominium Act, Building Construction Control Act to advantage our customer, environment, community, and society.

Community and society

The Company realizes that although profit is the ultimate goal, but it should not be based on an unfair or disturbing basis but be responsible to the community, society, and environment by complying with policies, rules, and

regulations. Therefore, we develop our marketing group to maintain a pleasant environment and offer maintenance services to customers even after the proprietorship is transferred. The topic Driving Business for Sustainability reports on the activities carried out in 2025.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company operates under moral and ethical code of conduct to maintain a good standard of administration and operation with honesty and fairly to the Company itself and to every stakeholder. The Company clearly determined written Corporate Governance and code of conduct in the Company website at <https://investor.noblehome.com/en/corporate-governance/policies-and-compliance> including the rights of shareholders, roles of stakeholder, information disclosure and Transparency, internal audit and risk management, transaction with relating persons, policy of conflict of interest, policy of anti-corruption and anti-bribery, policy of educating and training employees in environmental matters, the Companys policy under environment standard, the whistle-blower policy including the protection of the employees and complainants, and operation with honesty and fairly under the laws and regulations to guideline and direct Board of Directors, management and employees to the same direction for the Company, all of stakeholders, public and society including follow up this policy continuously.

Reference link for the full version of business code of conduct : <https://investor.noblehome.com/storage/document/cg/20230421-noble-code-of-conduct-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, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Information and IT system security, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company specifies policy to monitor items which may cause conflict of interest, from operations and taking up positions of entire directors, management and employees, who take personal vested interests. The guidelines are summarized below:

1. Avoid the self-connected transaction that may raise the issue of conflict of interest with the Company.
2. In necessity case for the benefit of the Company, the transaction per se must be done as if it is the typical business practice. However, the transaction must be approved by non-stakeholders in that transaction.
3. Directors, Management and employees are prohibited from taking advantage of the opportunity given or information derived from the Company to gain personal interest or compete with the Company itself.

Anti-corruption

The Company realizes importance of undertaking business with honest and being ethical with seriously paying attention to anti-corruption practice. The Company has a corruption risk assessment process and has determined policy and guideline against corruption throughout not encouraging directors, executives and employees of all levels to giving or receiving a bribery. The regulations are as follow:

1. Must not initiate or request money, gift and other forms, to any related parties.
2. Must not offer money or other kinds of benefit to government officers, clients, suppliers, competitors and other related parties to involve in illegal activities.
3. Money borrowing or soliciting form the Companys customers or trading partners is prohibited, except borrowing money from bans or financial institutions as their customers.
4. Perform duty responsibly in supervising use of the Companys assets to ensure for their maximum benefit. Personal use or other peoples use is prohibited.
5. No discrimination against customers be done.
6. Avoid any financial engagement or relationship with external parties. When it is necessary to decide or approval an item with potential conflict of interest, they must report to the Company and withdrawing from any involvement in such item.
7. The Company has set up a central agency which is responsible for monitoring and evaluation including sanctions for violations or non-compliance with such policies and guidelines.

Prevention of Misuse of Inside Information

The Information Disclosure Policy is determined by the Company in order to supervise directors, executives, and employees in order to maintain confidentiality and avoid the abuse of the Companys internal information for personal benefit including engaging in any transaction of the Company shares within one month before the financial statements are disclosed to the public, that may affect the securities trading prices, as follows:

1. The company prohibits directors and executive including their spouses and dependents from abusing the unpublicized internal information for their personal benefits.
2. The Board of Directors and executives have the duty to submit the report on any changed regarding their securities holding to the company, SET and SEC. The company also informed its executives of their duties and obligations in preparing such report and disclosure of securities holding, including the stipulations on penalties in Article 275 of the Securities and Exchange Act B.E.2535 (A.D.1992), which are maximum 500,000 Baht fine and maximum 10,000 Baht fine per day until the report in question has been filed. They must as well report same matter to the company in the same day.
3. The executives will be punished if they use the internal information for their personal benefits.
4. According to Article 59 of Securities and Exchange Act B.E.2535 (A.D.1992), the executives must report any change regarding their securities holding, SET and SEC. They must as well report same matter to the company in the same day.

Gift giving or receiving, entertainment, or business hospitality

The Company has determine the policy and guideline for offering and acceptance of gifts, hospitality, or other similar forms for all employees to benefit operation and credibility to the Company. The regulations are as follow:

1. On common decency and good traditionally ground, employees are allowed to offer gift to other parties, if that gift does not affect the business decision making.
2. Gift offering should be worth not much, or not exceeding Baht 3,000. And it should not be cash or cash equivalent gift.
3. In case of received the gifts on traditional occasions undeniably, must comply with guidelines for offering and accepting of gifts, hospitality, or other similar forms of rewards.
4. Giving or taking gift shall be transparently and openly done and in compliance with the Company policy and guidelines.

Information and assets usage and protection

The Company encourages entire directors, Management, and employees to effectively and fully use the Companys resources and assets to enhance competitiveness and offering good service to customers. The regulations are as follow:

1. Directors, Management and employees have duties and responsibilities to protect the Companys assets not to discredit, loss and use assets effectively to fully benefit and not use the Companys assets for personal interests which means both tangible and intangible assets such as property, technology, academic knowledge, patent, copyright including the secret of information that undisclosed to public such as business plan, financial budget and humans information.
2. Not use the companys inside information has not been disclose to public for personal gain allowed.

Information and IT system security

The Company is committed to providing modern information technology systems, standardized, and secure business as a guideline for the operation of the executives and all employees. It also aims to promote, develop the employees knowledge, and competency in the field of Information technology to enable them to work efficiently. The regulations are as follow:

1. Use computer and information technology in related work according to Computer-Related Crime Act B.E. 2550 (2007).
2. Computer, information technology and all system network are the Companys assets. Employees shall not use them for their own interest.
3. Employees must not change, duplicate, erase, dispose, forward the computers data without prior permission.
4. Disclosure of data in the Computers system network or data bought by the Company is prohibited without prior permission.
5. Employees shall keep username and password for personal use without sharing them with other parties, nor publicize, distribute or let known the matter to other parties.
6. Employees shall use internet to work only and try to avoid the unfamiliar, unlawful, and immoral website. They are also prohibited from using website that may cause damage to the computer and the Companys network.
7. Employees are prohibited from forwarding email relating to threat, sexual harassment, non-decency subject matter, privacy violation and the like.
8. Employees must not use the Companys computer and network to download non-work related files.
9. Any software programmes which are not installed by the Company are prohibited.
10. Changing or installing or removal any hardware, except standard hardware installed by the Company, is not allowed.

Human rights

The Company respects the rights and freedom of everybody. As a result, it specifies policy on being lawful and human rights to be principle for all employees practice as follow:

1. Comply with international human rights regulations strictly.
2. Define regulatory measures to prevent the Company's business to be involved in human rights abuses.
3. Not support activities that violate the international law and human rights.
4. Provide an understanding of the international human rights for management and employees of the Company.

Safety and occupational health at work

The Company is determined to develop business to grow under responsibility to environment. The Company, hence, strictly pays attention to practice according to environmental policy. The regulations are as follow:

1. The Company shall conform to laws and regulations in regard to safety, occupational health, and environment.
2. The Company shall create a decent working environment by enhancing safety to life and personal property of employees.
3. The Company shall a preventive system, and try, on the best effort basis, to control all the damage that may be caused by accident or operational malfunction.

4. The Company shall launch the intra communication to build knowledge and understanding about policy/procedure/precaution on safety, occupational health, and environment to management, employees and other related parties, in order to avoid harmful operating result.
5. The Company shall pursue social responsibility regarding safety, occupational health and environment. The Company shall make a good use of natural resource in a non-harmful way to every stakeholder. The Company will continuously support the social activity to protect environment and improve quality of living of people in society for the sustainable growth.
6. All employees shall participate in all activities organized by the Company in regard to safety, occupational health and environment.

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 Company makes compulsory that the Board of Directors, executives, and employees are assumed duty to strictly recognize and apply the above business Code of Conduct, without exception and not being voluntary practice. And they cannot claim that they do not know direction of this Code of Conduct, which the working regulations company has determined punishment clauses if it is defied. The Company has arranged training course and regularly monitor by Human Resources practice.

All management of the organization must be responsible and shall regard as an important matter to ensure their direct subordinates really understand the business Code of Conduct and realize that they have to seriously comply with the code.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : Certificate_No.1 CAC_12072024.pdf

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 : No
guidelines over the past year

Implementation of the CG Code for listed companies

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

To ensure compliance with company policy, the companys corporate governance policy and code of conduct which compliance with the Corporate Governance Code 2017 (CG Code) are reviewed and the results of those reviews are reported at the Board of Directors meeting at least once a year. The Company, therefore, provides a guide of corporate governance policy and code of conduct in both Thai and English to disseminate to the directors, executives, and employees to comply with the guide of code of conduct of the Company. The Human Resources Group is assigned to be responsible for promoting such matter to ensure that directors, executives, and employees are acting in compliance with the corporate governance policy and codes of conduct through the Companys internal communications channels such as Email, website, and activities. In addition to that, the Company provides whistle blowing channels, cg@noblehome.com to receive feedback, complaints and or reports in case that if there is any action that is against the good governance policy, unethical.

Other corporate governance performance and outcomes

In 2025, the Company received honorary awards, including:

- Received excellent, 5-star evaluation for corporate governance from Thai Institute of Directors (IOD).
- Received 100 full score or excellent rating of the 2025 Annual General Meeting of Shareholders Assessment Project (AGM Checklist), conducted by the Thai Investors Association.
- Achieved the highest rating of AAA in the SET ESG Rating 2025 and has been on the list of sustainable stocks for four consecutive years, aiming to be an organization that emits net zero carbon dioxide (Net Zero) from the Stock Exchange of Thailand.
- Received a certificate from the ESG DNA Program organized by the Stock Exchange of Thailand (SET), reflecting its strong commitment to promoting and instilling ESG (Environmental, Social, and Governance) knowledge and understanding among its personnel. This was achieved through foundational sustainability training, enabling employees to apply the acquired knowledge in practical operations at all levels, in line with the organizations aspiration to embed ESG into its corporate DNA and foster sustainable long-term growth from the Stock Exchange of Thailand.

Corporate Governance Structure

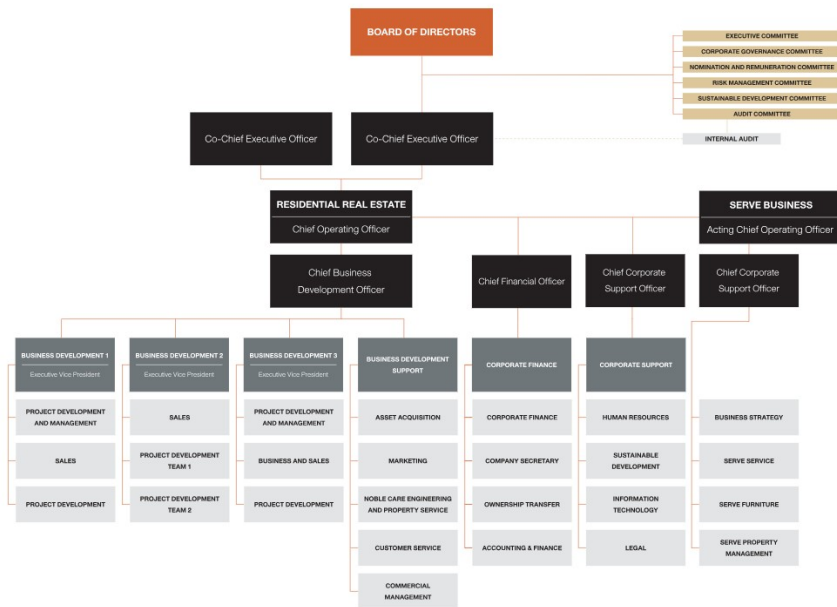
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Feb 2026

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	10		11		11	
	9	1	10	1	9	2
Executive directors	4		4		4	
	4	0	4	0	3	1
Non-executive directors	6		7		7	
	5	1	6	1	6	1
Independent directors	5		5		5	
	4	1	4	1	4	1
Non-executive directors who have no position in independent directors	1		2		2	
	1	0	2	0	2	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	90.00	10.00	90.91	9.09	81.82	18.18
Executive directors	40.00		36.36		36.36	
	40.00	0.00	36.36	0.00	27.27	9.09
Non-executive directors	60.00		63.64		63.64	
	50.00	10.00	54.55	9.09	54.55	9.09
Independent directors	50.00		45.45		45.45	
	40.00	10.00	36.36	9.09	36.36	9.09
Non-executive directors who have no position in independent directors	10.00		18.18		18.18	
	10.00	0.00	18.18	0.00	18.18	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	52		54		55	
	51	64	53	65	54	58

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. Ms. PUNNEE CHAIYAKUL Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Mass Communication and Media Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Chairman of the board of directors (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>	13 Nov 2019	Property Development, Marketing, Strategic Management, Risk Management, Governance/ Compliance
<p>2. Mr. FRANK FUNG KUEN LEUNG Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Operational Research 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>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Sep 2018	Property Development, Strategic Management, Governance/ Compliance, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THONGCHAI BUSRAPAN Gender: Male Age : 56 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 : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 193,001,200 Shares (14.093710 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 1,539,000 Shares (0.112384 %) 	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>25 Feb 2021</p>	<p>Governance/ Compliance, Property Development, Corporate Management, Strategic Management, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. NATCHANONT KOMUTPUTIPONG Gender: Male Age : 52 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting and Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>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>	12 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management
<p>5. Mr. SHUO TING WU Gender: Male Age : 51 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>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2019	Property Development, Strategic Management, Finance, Accounting, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. TORBOON PUANGMAHA Gender: Male Age : 56 years Highest level of education : Doctoral degree Study field of the highest level of education : Technopreneurship and Innovation Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	13 Nov 2019	Property Development, Marketing, Risk Management, Governance/ Compliance, Corporate Management
<p>7. Mr. WILLIAM WAYNE LAU Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law 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>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	13 Nov 2019	Property Development, Law, Governance/ Compliance, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. VORAPHOT CHANYAKOMOL Gender: Male Age : 58 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>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	25 Feb 2021	Property Development, Finance, Strategic Management, Governance/ Compliance, Marketing
<p>9. Mr. SIRA UDOL Gender: Male Age : 54 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 : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	24 Feb 2022	Property Development, Strategic Management, Governance/ Compliance, Risk Management, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. WITTAYA LUENGSUKCHAROEN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2024	Property Development, Law, Strategic Management, Risk Management, Governance/ Compliance
<p>11. Ms. THIPPAWAN KAROONSATITCHAI Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 300 Shares (0.000022 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	14 Nov 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. THIANZHAN CHALERMSAPHAYAKORN</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years (*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	31 Oct 2025	<p>Ms. THIPPAWAN KAROONSATITTHAI</p> <p>Appointment date of replacement director : 14 Nov 2025</p>

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.

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. Ms. PUNNEE CHAIYAKUL	Chairman of the board of directors		✓	✓		
2. Mr. FRANK FUNG KUEN LEUNG	Vice-chairman of the board of directors	✓				✓
3. Mr. THONGCHAI BUSRAPAN	Vice-chairman of the board of directors	✓				✓
4. Mr. NATCHANONT KOMUTPUTIPONG	Director		✓	✓		
5. Mr. SHUO TING WU	Director		✓		✓	
6. Mr. TORBOON PUANGMAHA	Director		✓	✓		
7. Mr. WILLIAM WAYNE LAU	Director		✓	✓		
8. Mr. VORAPHOT CHANYAKOMOL	Director		✓	✓		
9. Mr. SIRA UDOL	Director	✓				✓
10. Mr. WITTAYA LUENGSAKCHAROEN	Director		✓		✓	
11. Ms. THIPPAWAN KAROONSATITTHAI	Director	✓				
Total (persons)		4	7	5	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Property Development	11	100.00
2. Law	2	18.18
3. Marketing	4	36.36
4. Accounting	3	27.27
5. Finance	4	36.36
6. Corporate Management	4	36.36
7. Strategic Management	9	81.82
8. Risk Management	5	45.45
9. Governance/ Compliance	11	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	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

Additional explanation :

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

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

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

The measures for balancing the power between the : Have

board of directors and the Management

Methods of balancing power between the board of directors and Management : Others : The Chairman of the Board and the Chief Executive Officer are not the same person

The Chairman of the Board and the Chief Executive Officer are not the same person, and their responsibilities are separate to create a balance of power and adequate and suitable management audits.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors plays an important role in driving the organization. The Board of Directors has the role and responsibilities in overseeing the Company's business to be in accordance with the objectives, goals, laws, article of association, and resolutions of the shareholders meeting strictly with responsibility, carefully, loyalty, and protecting the interests of the Company in accordance with the principles of good corporate governance and code of best practice for directors of listed companies in order to maximize the Company's own benefit and that of shareholders. The Board of Directors has thus resolved to adopt this board's charter so that every director is aware of his or her roles and responsibilities to the shareholders and all stakeholders of the Company and can perform its duties and responsibilities effectively.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
- To perform their duties cautiously and faithfully in compliance with laws, under the scope of the Company's objectives and articles of associations, together with the shareholders resolutions for the maximum benefits of the shareholders
- To set the Company's business plan, strategies, goals, policies, and budget together with the management
- To supervise, monitor, and assess the management's ability to perform their duties effectively and transparently in accordance with the Company's policy and business plan.
- To review and ensure the efficiency of the internal control system to ensure that the Company's financial statements are reliable, accurate, and correct, and to prevent fraud in using the Company's properties and improper transactions between the related parties.
- To establish the appropriate structure of the Board of Directors to create a balance of power and adequate, and appropriate management monitoring.
- To determine the Company's vision and mission to be a framework to determine the operating direction of the Company. It will have to reconsider the vision and mission of the Company every year to comply with the changing

conditions.

- To determine the corporate governance policy and the code of conduct, including promoting and following up to ensure that directors, management, and employees are acting in compliance with such policies, and to review them annually according to the corporate governance committee proposal.
- To define and assign roles and responsibilities to the Board of Directors, subcommittee, executive committee, and chief executive officer distinctly. The Board of Directors has the highest approval authority and provides internal control and risk management.
- To oversee the overall risk management policy, identify important risk factors that may arise and set guidelines for comprehensively managing the risks, together with reviewing and assessing the systems periodically and in the wake of a change in risk levels, according to the risk management committee proposal.
- To determine the conflicts of interest policy and connected transactions. The audit committee is responsible for connected transactions or conflict of interest to be legally and comply with the law and regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, and the board will control compliance with the conflicts of interest policy and connected transactions to ensure that the transactions are appropriate and most beneficial to the Company and shar

Scope of authorities, role, and duties

The Board of Directors plays an important role in driving the organization. The Board of Directors has the role and responsibilities in overseeing the Company's business to be in accordance with the objectives, goals, laws, article of association, and resolutions of the shareholders meeting strictly with responsibility, carefully, loyalty, and protecting the interests of the Company in accordance with the principles of good corporate governance and code of best practice for directors of listed companies in order to maximize the Company's own benefit and that of shareholders. The Board of Directors has thus resolved to adopt this board's charter so that every director is aware of his or her roles and responsibilities to the shareholders and all stakeholders of the Company and can perform its duties and responsibilities effectively.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/nolbe-charter-board-directors-en.pdf>

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- To review the Company's financial report ensuring its accuracy and adequacy.
- To review the Company's internal control system and internal audit system to ensure that they are suitable and efficient, to consider the independence of the Internal Audit Group as well as to approve the appointment, transfer and dismissal of the chief of an Internal Audit Group or any other units in charge of the internal audit.
- To review for ensuring the Company's compliance with the laws on securities and exchange, the Stock Exchange of Thailand's regulations, and the laws relating to the Company's business.
- To consider, select, nominate and dismiss an independent person to be the Company's auditor and to propose such a person's remuneration as well as to attend a nonmanagement meeting with an auditor at least once a year.
- To review the connected transactions, or the transactions that may lead to conflict of interest, to ensure that transactions are following the laws and the Stock Exchange of Thailand's regulations, reasonable and for the maximum benefit of the Company.
- To prepare the Audit Committee report and to disclose in the Company's annual report, such report shall be signed by the Chairman of the Audit Committee and in compliance with the Stock Exchange of Thailand's regulations.

Scope of authorities, role, and duties

The Audit Committee is responsible for reviewing the suitability and efficiency of the internal control system to ensure that the internal control system of the company is suitable and sufficient to protect the company's assets and the best interests of shareholders. Therefore, assigning the Internal Audit Group to focus on inspecting the operations of all departments for efficient and continuous development, including to follow up and rectify the internal audit results that are material issues especially risk factors that may affect operations or connected transactions that may cause a reasonable conflict of interest.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/noble-charter-audit-en.pdf>

Executive Committee

Role

- Others
- The Executive Committee is responsible for managing the Company's business in accordance with the objectives of the company's business operations, provided that management of the company's business shall be subject to policies, rules or orders prescribed by the Board of Directors. In addition, the Executive Committee is responsible for reviewing matters to be proposed to the Board of Directors for further approval.
- To prepare the vision, business strategies and direction, business policies, targets, guidelines, operational plans and the annual budget of the company and its subsidiaries, and to present to the Board of Directors for approval.
- To efficiently oversee and monitor the company's operations in accordance with the company's management policies and guidelines as approved by the Board of Directors.
- To consider and approve specific matters or any action to be taken in the ordinary course of the company's business within the amount or annual budget as approved by the Board of Directors and as authorized, provided that in taking such action.
- To consider and approve investment expenditure or financial transaction performing with financial institutions for account opening, borrowing, pledge, mortgage, guarantee and any other activities, including any trading/registering land ownership for normal transaction performing of the company and its subsidiaries under the specified financial limit power.
- The Executive Committee may establish working groups and/or appoint any person to review the matters proposed to the Executive Committee, or to take any action which will benefit the performance of duties of the Executive Committee, or to take any action on behalf of the Executive Committee, to the extent of the power granted to the Executive Committee.

Scope of authorities, role, and duties

The Board of Directors has established the Executive Committee in accordance with good corporate governance principles for listed companies in managing the company's business in compliance with the strategy, policy, business plan, regulations and announcements including key target under the framework assigned by the Board of Directors. The Board of Directors has appointed the Executive Committee and defined this Charter of the Executive Committee so that every committee is aware of his/her roles and responsibilities and perform their duties perfectly, lawful and consistent with good governance principles.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/noble-charter-executive-en.pdf>

The Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration
- Others
- To consider the structure and member of the Board of Directors in which suitable size, category and business complication, qualifications of each director regarding the skills, experiences, expertise relating to the business or industry operated by the Company.
- To set the criteria and required qualifications of directorial candidates by consideration of various subjects which are the suitability of knowledge, experience and expertise of a director and consideration of the independent status and time dedication of directors to the Company.
- To determine the selection process for directorial candidates that best suits the Companys unique characters. For example, the Committee may propose the current directors be reappointed or inquire the directors to nominate suitable candidates.
- To select persons whose qualifications best meet the criteria prescribed by the regulations for the Board of Director consideration to propose to the shareholder for its consideration of appointment.
- To supervise the Company to organize the orientation for the new directors and provide documents or information which benefit the directors duty as well as to prepare the knowledge development plan of the directors continuously.
- To establish a succession plan for directorship position, chief executive officer and executives. In such case that directors, chief executive officer or executives retire or cannot perform their duties, the Companys business can be continuously operated. Such plans are reviewed annually.
- To consider the structure and criteria for the remuneration of directors, chief executive officer and executives. To construct an appropriate and fair remuneration package.
- To establish the criteria for evaluating the performance of chief executive officer and executives and propose the criteria to the Board of Directors for consideration of approval.
- To determine the annual remuneration packages of directors, chief executive officers and executives in accordance with established structure and criteria. The Board of Directors must propose the directors remuneration to the Shareholders meeting for consideration and approval.

Scope of authorities, role, and duties

The Nomination and Remuneration Committee has responsibilities to consider the criteria and process to select the qualified person for a director position and consider the structure and criteria for the remuneration of directors, chief executive officers, and top executives.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/noble-nomination-remuneration-charter-en.pdf>

The Risk Management Committee

Role

- Risk management
- Others
- To determine the overall risk management policy of the Company for the Board of Directors consideration and approval.
- To determine guidelines to manage key risks including determining strategies of risk management ensuring its consistency with risk management policy to maintain acceptable risk levels.
- To analyze and monitor key risk factors, both external and internal including finance risks, operating risks, investment risks, business risks and external situation risks.

- To follow up with risk management regularly, for example, assigning the management to prepare the risk management report and present it to the Risk Management Committee on a regular basis.
- To ensure the risk management policy is fully communicated across the organization.
- To supervise and support the sufficiency verification and review the overall risk management policy of the organization regularly for at least once a year to assure that such risk management policy is following and suitable for the conditions of overall business operation as well as to provide assessment on the effectiveness of the policy compliances as stipulated.
- To support and enhance risk management in consistency of the universal standard.

Scope of authorities, role, and duties

The Risk Management Committee has responsibilities to analyze and audit risk factors, establish guidelines and strategies for risk management, review the adequacy of the overall risk management policy and the effectiveness of the system and compliance with the policies.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/noble-charter-risk-management-en.pdf>

The Corporate Governance Committee

Role

- Corporate governance
- Others
- To study and establish the Corporate Governance Policy and the Code of Conduct under the laws, criteria, rules and current regulatory of the governance agencies.
- To govern and advise the Board of Directors and executives to practice according to regulation and in compliance with the Corporate Governance Policy to ensure the Board of Directors and executives perform duties precisely, effective in practice and continue with appropriateness as expected by shareholders and stakeholders
- To review the Corporate Governance Policy and the Code of Conduct regularly to ensure they are appropriate and complied with universal standards as well as laws, regulations, rules and recommendation of internal corporate governance unit.
- To promote the good corporate governance practice and participation of social development sustainability activities to all for its understanding and for the active practice.
- To follow up and evaluate the compliance with the Corporate Governance Policy of the Board of Directors and executives performance annually.
- To provide an annual assessment of the Corporate Governance report as clause 4.5 and propose to the Board of Directors as well as express opinions and recommendation as deemed appropriate.

Scope of authorities, role, and duties

The Corporate Governance Committee has responsibilities to govern over the operations of the Company and the performance of the Board of Directors including executives and employees ensuring they are in compliance with corporate governance principles and consistent with the Company's policy and related laws.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/noble-charter-cg-en.pdf>

The Sustainable Development Committee

Role

- Sustainability development

- Others
- To consider and set goals, policies, strategies, and action plans on sustainability that in line with the Company's business operations in the economic dimension, social dimension, and environmental dimension.
- To identify key sustainability issues (Materiality) and give opinions to the Board of Directors regarding the sustainability development policy that is consistent with the Company's good corporate governance guidelines and propose to the Board of Directors for approval.
- To monitor and supervise the management to take sustainability issues as part of the strategy formulation and annual plans as well as indicators of the Company's sustainability performance.
- To supervise the disclosure of information regarding the Company's sustainability report.
- To supervise the Company's operations with responsibility towards the economy, society, environment, and all stakeholders.

Scope of authorities, role, and duties

The Sustainability Committee has responsibilities to supervise the operations of the Company regarding social, environment and all stakeholder responsibility by focusing on economic dimension, social dimension, and environmental dimension to support sustainable business growth to be in line with the vision and mission of the Company.

Reference link for the charter

<https://investor.noblehome.com/storage/document/charter/20220829-noble-charter-sustainability-committee-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. NATCHANONT KOMUTPUTIPONG ^(*) Gender: Male Age : 52 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting and Finance 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 : Continuing director (Full term of directorship and being re- appointed as a director)	13 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Mr. TORBOON PUANGMAHA</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Technopreneurship and Innovation Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	13 Nov 2019	<p>Property Development, Marketing, Risk Management, Governance/ Compliance, Corporate Management</p>
<p>3. Ms. PUNNEE CHAIYAKUL</p> <p>Gender: Female</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Mass Communication and Media Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	13 Nov 2019	<p>Property Development, Marketing, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. VORAPHOT CHANYAKOMOL ^(*) Gender: Male Age : 58 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 Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	25 Feb 2021	Property Development, Finance, Strategic Management, Governance/ Compliance, Marketing

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. THONGCHAI BUSRAPAN Gender: Male Age : 56 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	The chairman of the executive committee	13 Aug 2020

List of committee members	Position	Appointment date of executive committee member
<p>2. Mr. FRANK FUNG KUEN LEUNG Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Operational Research Thai nationality : No Residence in Thailand : No</p>	<p>Vice-chairman of the executive committee</p>	<p>13 Aug 2020</p>
<p>3. Mr. THEERAPHON VORANITHIPHONG Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Aug 2020</p>
<p>4. Mr. SIRA UDOL Gender: Male Age : 54 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</p>	<p>Member of the executive committee</p>	<p>13 Aug 2020</p>
<p>5. Mr. ARAT SAWATATAT Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Land Development Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Aug 2020</p>

List of committee members	Position	Appointment date of executive committee member
<p>6. Mrs. ORRANUCH ITTIKOSIN Gender: Female Age : 58 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</p>	Member of the executive committee	25 Jun 2021
<p>7. Ms. THIPPAWAN KAROONSATITCHAI Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	17 Jan 2024
<p>8. Ms. PACHARAWAN SETTHIKUL Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Human Resources Management Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	17 Jan 2024

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. THIANTHAN CHALERMSAPHAYAKORN Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	31 Oct 2025	-

Other Subcommittees

Subcommittee name	Name list	Position
The Nomination and Remuneration Committee	Ms. PUNNEE CHAIYAKUL	The chairman of the subcommittee (Independent director)
	Mr. TORBOON PUANGMAHA	Member of the subcommittee (Independent director)
	Mr. NATCHANONT KOMUTPUTIPONG	Member of the subcommittee (Independent director)
	Mr. VORAPHOT CHANYAKOMOL	Member of the subcommittee (Independent director)
The Risk Management Committee	Mr. TORBOON PUANGMAHA	The chairman of the subcommittee (Independent director)
	Ms. PUNNEE CHAIYAKUL	Member of the subcommittee (Independent director)
	Mr. SIRA UDOL	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. WITTAYA LUENGSIKCHAROEN	Member of the subcommittee
The Corporate Governance Committee	Mr. NATCHANONT KOMUTPUTIPONG	The chairman of the subcommittee (Independent director)
	Mr. TORBOON PUANGMAHA	Member of the subcommittee (Independent director)
	Mr. VORAPHOT CHANYAKOMOL	Member of the subcommittee (Independent director)
The Sustainable Development Committee	Mr. SIRA UDOL	The chairman of the subcommittee
	Mr. THIANTHAN CHALERMSAPHAYAKORN	Member of the subcommittee
	Ms. PACHARAWAN SETTHIKUL	Member of the subcommittee
	Mrs. ORRANUCH ITTIKOSIN	Member of the subcommittee

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
The Sustainable Development Committee	Mr. THIANTHAN CHALERMSAPHAYAKORN	Member of the subcommittee	31 Oct 2025	Mrs. ORRANUCH ITTIKOSIN Appointment date of replacement committee member : 14 Nov 2025

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. FRANK FUNG KUEN LEUNG</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Operational Research</p> <p>Thai nationality : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Co-Chief Executive Officer (The highest-ranking executive)</p>	<p>28 Sep 2018</p>	<p>Property Development, Strategic Management, Governance/ Compliance, Corporate Management</p>
<p>2. Mr. THONGCHAI BUSRAPAN</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</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>Co-Chief Executive Officer (The highest-ranking executive)</p>	<p>25 Apr 2019</p>	<p>Governance/ Compliance, Property Development, Corporate Management, Strategic Management, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. THEERAPHON VORANITHIPHONG</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</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>Chief Business Development Officer</p>	<p>1 Feb 2026</p>	<p>Property Development, Strategic Management, Governance/ Compliance, Risk Management</p>
<p>4. Mr. SIRA UDOL</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</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>Chief Operating Officer - Real Estate Business and Acting Chief Operating Officer - Serve Business</p>	<p>17 Jan 2024</p>	<p>Property Development, Strategic Management, Governance/ Compliance, Risk Management, Corporate Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. ARAT SAWATATAT (***)</p> <p>Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Land Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Business Development Officer</p>	<p>1 Feb 2026</p>	<p>Property Development</p>
<p>6. Mrs. ORRANUCH ITTIKOSIN^(***)</p> <p>Gender: Female Age : 58 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</p>	<p>Chief Business Development Officer</p>	<p>1 Feb 2026</p>	<p>Property Development, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
7. Ms. THIPPAWAN KAROONSATITCHAI ^(*) Gender: Female Age : 50 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	Chief Financial Officer	1 Oct 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance
8. Ms. PACHARAWAN SETTHIKUL Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Human Resources Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Corporate Support Officer	1 Oct 2025	Corporate Social Responsibility, Human Resource Management, Sustainability

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 Nomination and Remuneration Committee is to consider the policy and the criteria of remuneration payment and remuneration packages for Chief Executive Officer and Executives to ensure appropriateness, fairness, clarity, transparency, and sufficiency by comparison with the payment of other businesses at the same level and industry and to reflect to Chief Executive Officer and Executive's responsibilities. The criteria and policy will be proposed to the Board of Directors for consideration and approval which include short-term and long-term remunerations. The members of the Executive Committee and the Company's executives are the same people. Each director's remuneration is included in the Company's remuneration.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	76,689,126.00	81,620,206.78	71,023,689.80
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	76,689,126.00	81,620,206.78	71,023,689.80

- The criteria of short-term remuneration which are salary and bonus, travel expense and welfare.
- The criteria of long-term remunerations which are remunerations calculated from the achievement of performance by assessing Balance Scorecard and Objectives and Key Results (OKR). Both systems are determination of remunerations that encourage CEO and Executive Officers to apply their knowledge and skills in achieving work goals for which they will receive appropriate return that suit their dedication and effort made for the Company.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	3,495,104.45	4,135,046.44	4,420,589.80
Employee Stock Ownership Plan (ESOP)	No	No	No

	2023	2024	2025
Employee Joint Investment Program (EJIP)	No	No	No

Non-monetary compensation is provided by the Company in the form of health and life insurance, as well as directors and officers liability insurance.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 4,525,824.00
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. Mr. Pawitphat Chinsawangwatanakul	pawitphat.c@noblehome.com	02-251-9955

List of the company secretary

General information	Email	Telephone number
1. Ms. Chansri Umpornsuwan	chansri@noblehome.com	02-251-9955

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Somchai Tunkul	somchai.t@noblehome.com	02-251-9955

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. Mr. Chittikhun Kulchittivej	chittikhun.k@noblehome.com	02-251-9955

Company's auditor

Details of the companys auditor ⁽¹⁾

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	7,000,000.00	Types of non-audit service : Transfer pricing report Details of non-audit service : Transfer pricing report Amount paid during the fiscal year 160,150.00 baht Amount to be paid in the future 395,000.00 baht Total non-audit fee 555,150.00 baht	-

Remark: ⁽¹⁾ An audit fee totaling 7,000,000 baht to the Companys external auditor, PricewaterhouseCoopers ABAS Ltd., of which the Companys audit fee was 3,140,000 baht and its subsidiaries fee was 3,860,000 baht.

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. FRANK FUNG KUEN LEUNG	Vice-chairman of the board of directors	28 Sep 2018	Property Development, Strategic Management, Governance/ Compliance, Corporate Management
Mr. NATCHANONT KOMUTPUTIPONG	Director	12 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management
Mr. SHUO TING WU	Director	12 Nov 2019	Property Development, Strategic Management, Finance, Accounting, Governance/ Compliance

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Ms. THIPPAWAN KAROONSATITTHAI	Director	14 Nov 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance

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

Selection of independent directors

Criteria for selecting independent directors

The Nomination and Remuneration Committee will consider and determine the qualifications of directorial candidates that best suit the Company and propose the candidates to the Company's directors. The Company's directors will propose the candidates in the shareholders meeting for approval.

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

Rights of minority shareholders on director appointment

The Company values and treats all shareholders fairly procedures to propose subject matters to be included as the agenda and to propose a candidate to be nominated for director. To promote transparency, criteria to propose subject matters must be included as the agenda is clearly defined according to the information publicized on the Company's website. The same concept applies to propose candidate to be nominated as the director, the criteria is posted on the website and the Company gives the opportunity to the shareholder to elect the individual directors as one share one vote.

Method of director appointment : Others : The Company uses the voting method, whereby a share is equivalent to one vote. On the agenda for the election of directors, shareholders must vote for each director individually. This agenda item requires a majority vote of the shareholders present at the meeting and casting their 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. Ms. PUNNEE CHAIYAKUL (Chairman of the board of directors, Independent director)	Participating	Other <ul style="list-style-type: none">• 2025: I- Boardroom Excellence: A Key to Corporate Success, IOD
2. Mr. FRANK FUNG KUEN LEUNG (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none">• 2019: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. THONGCHAI BUSRAPAN (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Accreditation Program (DAP)
4. Mr. NATCHANONT KOMUTPUTIPONG (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Advanced Audit Committee Program (AAP) • 2024: Board Nomination and Compensation Program (BNCP) Other • 2024: Seminar on Preventing, Deterring and Suppressing improper behaviors of listed companies, The Securities and Exchange Commission, The Stock Exchange of Thailand and Thai Institute of Directors
5. Mr. SHUO TING WU (Director)	Non-participating	-
6. Mr. TORBOON PUANGMAHA (Director, Independent director)	Participating	Other • 2025: Directors Briefing 4/2025 Subject: ESG Risks Mitigation, The Stock Exchange of Thailand
7. Mr. WILLIAM WAYNE LAU (Director, Independent director)	Non-participating	-
8. Mr. VORAPHOT CHANYAKOMOL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Risk Management Program for Corporate Leaders (RCL) • 2024: Board Nomination and Compensation Program (BNCP)
9. Mr. SIRA UDOL (Director)	Participating	Other • 2025: Directors Briefing 4/2025 Subject: ESG Risks Mitigation, The Stock Exchange of Thailand

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. WITTAYA LUENG SUKCHAROEN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP)
11. Ms. THIPPAWAN KAROONSATITICHAI (Director)	Non-participating	Thai Institute of Directors (IOD) • 2026: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

This assessment is based on the Board of Directors self-assessment of the Stock Exchange of Thailand' (Sample). This evaluation will assist each director and the Board of Directors in reviewing their work and challenges during the previous year, as well as monitor and analyze whether the Board of Directors' work is effective in performing all the duties of directors to increase the effectiveness of the Board of Directors.

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

The Board of Directors set up every director to evaluate the Board of Directors performance in the evaluation procedure, using the self-assessment form based on Board Self-Assessment, which are set up into 2 types:

1. Self-Assessment of the Board of Directors as a Whole
2. Individual director form self-assessment

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

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 : 8
past year (times)
Date of AGM meeting : 28 Apr 2025
EGM meeting : Yes
Date of the EGM over the past year (1st time) : 30 Oct 2025

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. Ms. PUNNEE CHAIYAKUL (Chairman of the board of directors, Independent director)	8	/	8	1	/	1	1	/	1
2. Mr. FRANK FUNG KUEN LEUNG (Vice-chairman of the board of directors)	6	/	8	1	/	1	1	/	1
3. Mr. THONGCHAI BUSRAPAN (Vice-chairman of the board of directors)	7	/	8	1	/	1	1	/	1
4. Mr. NATCHANONT KOMUTPUTIPONG (Director, Independent director)	8	/	8	1	/	1	1	/	1
5. Mr. SHUO TING WU (Director)	8	/	8	1	/	1	1	/	1
6. Mr. TORBOON PUANGMAHA (Director, Independent director)	8	/	8	1	/	1	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)
7. Mr. WILLIAM WAYNE LAU (Director, Independent director)	7	/	8	1	/	1	1	/	1
8. Mr. VORAPHOT CHANYAKOMOL (Director, Independent director)	8	/	8	1	/	1	1	/	1
9. Mr. SIRA UDOL (Director)	8	/	8	1	/	1	1	/	1
10. Mr. WITTAYA LUENG SUKCHAROEN (Director)	8	/	8	1	/	1	1	/	1
11. Ms. THIPPAWAN KAROONSATITCHAI (Director)	2	/	2	1	/	1	1	/	1
12. Mr. THIAN THAN CHALERMSAPHAYAKORN (Director)	5	/	5	1	/	1	0	/	0

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. Ms. PUNNEE CHAIYAKUL (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. FRANK FUNG KUEN LEUNG (Vice-chairman of the board of directors)	6/8 (75.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
3. Mr. THONGCHAI BUSRAPAN (Vice-chairman of the board of directors)	7/8 (87.50%)	1/1 (100.00%)	1/1 (100.00%)
4. Mr. NATCHANONT KOMUTPUTIPONG (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
5. Mr. SHUO TING WU (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Mr. TORBOON PUANGMAHA (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. WILLIAM WAYNE LAU (Director)	7/8 (87.50%)	1/1 (100.00%)	1/1 (100.00%)
8. Mr. VORAPHOT CHANYAKOMOL (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
9. Mr. SIRA UDOL (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
10. Mr. WITTAYA LUENGSAKCHAROEN (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
11. Ms. THIPPAWAN KAROONSATITICHAI (Director)	2/2 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
12. Mr. THIANTHAN CHALERMSAPHAYAKORN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	95.83%	100.00%	100.00%

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 remuneration in Monetary Value can divide the annual 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. Ms. PUNNEE CHAIYAKUL (Chairman of the board of directors, Independent director)			1,770,000.00		1,770,000.00
Board of Directors (Chairman of the board of directors)	240,000.00	220,000.00	460,000.00	No	
Audit Committee (Member of the audit committee)	250,000.00	900,000.00	1,150,000.00	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
The Risk Management Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
2. Mr. FRANK FUNG KUEN LEUNG (Vice-chairman of the board of directors)			440,000.00		440,000.00
Board of Directors (Vice-chairman of the board of directors)	240,000.00	200,000.00	440,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. THONGCHAI BUSRAPAN (Vice-chairman of the board of directors)			375,000.00		375,000.00
Board of Directors (Vice-chairman of the board of directors)	175,000.00	200,000.00	375,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
4. Mr. NATCHANONT KOMUTPUTIPONG (Director, Independent director)			1,810,000.00		1,810,000.00
Board of Directors (Director)	200,000.00	200,000.00	400,000.00	No	
Audit Committee (Chairman of the audit committee)	300,000.00	1,000,000.00	1,300,000.00	No	
The Corporate Governance Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
5. Mr. SHUO TING WU (Director)			490,000.00		490,000.00

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)	290,000.00	200,000.00	490,000.00	No	
6. Mr. TORBOON PUANGMAHA (Director, Independent director)			1,770,000.00		1,770,000.00
Board of Directors (Director)	200,000.00	200,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	250,000.00	900,000.00	1,150,000.00	No	
The Risk Management Committee (The chairman of the subcommittee)	120,000.00	0.00	120,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
The Corporate Governance Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
7. Mr. WILLIAM WAYNE LAU (Director, Independent director)			375,000.00		375,000.00
Board of Directors (Director)	175,000.00	200,000.00	375,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Mr. VORAPHOT CHANYAKOMOL (Director, Independent director)			1,650,000.00		1,650,000.00
Board of Directors (Director)	200,000.00	200,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	250,000.00	900,000.00	1,150,000.00	No	
The Corporate Governance Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
9. Mr. SIRA UDOL (Director)			500,000.00		500,000.00
Board of Directors (Director)	200,000.00	200,000.00	400,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Sustainable Development Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Risk Management Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
10. Mr. WITTAYA LUENGSIKCHAROEN (Director)			500,000.00		500,000.00
Board of Directors (Director)	200,000.00	200,000.00	400,000.00	No	
The Risk Management Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
11. Ms. THIPPAWAN KAROONSATITTHAI (Director)			76,301.00		76,301.00
Board of Directors (Director)	50,000.00	26,301.00	76,301.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
12. Mr. THEERAPHON VORANITHIPHONG (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
13. Mr. ARAT SAWATATAT (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
14. Mrs. ORRANUCH ITTIKOSIN (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Ms. PACHARAWAN SETTHIKUL (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
16. Mr. THIANTHAN CHALERMSAPHAYAKORN (Director)			291,027.00		291,027.00
Board of Directors (Director)	125,000.00	166,027.00	291,027.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Sustainable Development Committee (Member of the subcommittee)	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	2,295,000.00	2,212,328.00	4,507,328.00
2. Audit Committee	1,050,000.00	3,700,000.00	4,750,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Nomination and Remuneration Committee	210,000.00	0.00	210,000.00
5. The Risk Management Committee	420,000.00	0.00	420,000.00
6. The Corporate Governance Committee	160,000.00	0.00	160,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
7. The Sustainable Development Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	4,170,000.00	3,625,000.00	4,135,000.00
Other monetary remuneration (Baht)	5,720,000.00	5,857,158.47	5,912,328.00
Total (Baht)	9,890,000.00	9,482,158.47	10,047,328.00

Remunerations or benefits pending payment to the board of directors

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

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding

By appointing representatives of the Company to become directors of subsidiaries and associated companies, the Company has established guidelines for supervising subsidiaries and associated companies.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Audit Committee shall first provide comments on the necessity of entering the transaction and the appropriateness of the transactions pricing for all transactions involving related parties of the Company, subsidiaries, and persons who may have conflicts of interest or invested interests. The Company, then, shall comply with applicable rules concerning connected transactions under related law, and the rules and regulations of relevant regulatory bodies. In 2025, there are no directors or executives of the Company who have taken on the role of director in other companies with the same business characteristics as the Company.

In 2025, the Company had connected transactions with its subsidiaries and associated companies as stated in Connected Transactions, including short-term loans and interest receivable.

As a result, in 2025, the Company educated its directors, executives, and employees on conflicts of interest prevention by signing a contract agreeing to follow the conflicts of interest prevention policy 100% completely through the Company's e-learning.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The information disclosure policy has been reviewed by the Board of Directors in 2025 to prevent misusing inside information of directors, executives, advisors, employees who work with significant information of the Company, and all relevant person who are assumed to know or possess inside information related to the Securities and Exchange Act. During the previous year, the company secretary had notified the directors and executives via email to refrain from trading the Company's securities during the blackout period. There were no securities trading transactions during the trading prohibition period, and the Company was not complained about the infringement of shareholders' rights or the offense of directors and management regarding insider trading of the Company's securities. This demonstrates the Company's performance in handling this matter.

In addition, in 2025, the Company educated its directors, executives, and employees through the Company's e-learning, under the topic of the information disclosure policy, by signing a contract agreeing to follow the policy 100%.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The Company was certified as a member of Thai Private Sector Collective Action against Corruption (CAC), that the first renewed the certificate of certified to be a member of Thai Private Sector Collective Action Coalition Against Corruption on December 28, 2023, which terminate on March 30, 2027.

In 2025, the Audit Committee has monitored and supervised the Company by assigning the Internal Audit Group in auditing each group in the organization to ensure that it follows the anti-corruption policy and that there were no complaints through the complaint channels which allow employees and outsiders to submit the clues of offenders arising from non-compliance with the Company's anti-corruption policy. Additionally, the Company has communicated to employees and third parties via e-mail to inform suppliers, business partners, and related companies of the no gift policy and encourage them to join the anti-corruption coalition (change agent).

The topic of anti-corruption policy was included in the topic of new employee orientation, and the Company stated that employees at all levels must conduct an annual test to raise awareness and assess understanding of the Company's anti-corruption policy. In 2025, the Company educated its directors, executives, and employees on the topic of the anti-corruption policy via e-learning, managed a test, and signed a contract agreeing to follow the policy 100%.

The Board of Directors meeting held on November 13, 2025, reviewed and approved the anti-corruption policy and its guidelines to fulfill the requirements for the first renewal, certifying membership in the CAC, therefore the comprehensive anti-corruption policy and guidelines were disseminated on the Company's website.

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

According to the Company's whistleblower channels, which include the Company's website at <https://investor.noblehome.com/en/corporate-governance/whistleblowing-and-complaint>, email at cg@noblehome.com, and the information center at the Company's headquarters through the Chairman of the Audit Committee, the Company has not received any complaints or observed any acts of corruption as of 2025.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 10

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NATCHANONT KOMUTPUTIPONG (Chairman of the audit committee)	10	/	10	10/10 (100.00%)
2 Mr. TORBOON PUANGMAHA (Member of the audit committee)	10	/	10	10/10 (100.00%)
3 Ms. PUNNEE CHAIYAKUL (Member of the audit committee)	10	/	10	10/10 (100.00%)
4 Mr. VORAPHOT CHANYAKOMOL (Member of the audit committee)	10	/	10	10/10 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Based on the conduct within the scope of duties and responsibilities as assigned by the Board of Directors stipulated in the Charter with prudence and independence, the Audit Committee is of the opinion that the Group operates the business under an effective internal control system, has appropriate risk management which is appropriate for its business operation. No transactions or circumstances related to the internal control system were found as being significant weaknesses adversely affecting the Groups financial position and operating results. Related party transactions, conflict of interest transactions and connected transactions were adequately disclosed in the Groups financial statements. Also, the Group complied with the law, rules and regulations related to its business operation as well as the operations which conformed to the principles of good corporate governance as well as development of the operating system to ensure quality and appropriateness to fit in a fast-changing business environment.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 83

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THONGCHAI BUSRAPAN (The chairman of the executive committee)	62	/	83	62/83 (74.70%)
2 Mr. FRANK FUNG KUEN LEUNG (Vice-chairman of the executive committee)	0	/	83	0/83 (0.00%)
3 Mr. THEERAPHON VORANITHIPHONG (Member of the executive committee)	77	/	83	77/83 (92.77%)
4 Mr. SIRA UDOL (Member of the executive committee)	77	/	83	77/83 (92.77%)
5 Mr. ARAT SAWATATAT (Member of the executive committee)	76	/	83	76/83 (91.57%)
6 Mrs. ORRANUCH ITTIKOSIN (Member of the executive committee)	80	/	83	80/83 (96.39%)
7 Ms. THIPPAWAN KAROONSATITICHAI (Member of the executive committee)	71	/	83	71/83 (85.54%)
8 Ms. PACHARAWAN SETTHIKUL (Member of the executive committee)	79	/	83	79/83 (95.18%)
9 Mr. THIANTHAN CHALERMSAPHAYAKORN (Member of the executive committee)	59	/	65	59/65 (90.77%)
Average meeting attendance rate				(79.97%)

The results of duty performance of Executive Committee

The Executive Committee performed its duties within the scope of authority and responsibilities as described in the Executive Committee Charter. The Committee is responsible for managing the Company's business in accordance with the objectives of the company's business operations, efficiently oversee and monitor the company's operations in accordance with the company's management policies and guidelines as approved by the Board.

Meeting attendance of The Nomination and Remuneration Committee

Meeting The Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of The Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PUNNEE CHAIYAKUL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. TORBOON PUANGMAHA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. NATCHANONT KOMUTPUTIPONG (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mr. VORAPHOT CHANYAKOMOL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Nomination and Remuneration Committee

The Committee has performed its responsibilities independently in compliance with fiduciary duties, due care of loyalty, and the principles of good corporate governance to preserve all stakeholders and the Company's best interests.

Meeting attendance of The Risk Management Committee

Meeting The Risk Management Committee : 4
(times)

List of Directors	Meeting attendance of The Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. TORBOON PUANGMAHA (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of The Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Ms. PUNNEE CHAIYAKUL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. SIRA UDOL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
4 Mr. WITTAYA LUENGSIKCHAROEN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Risk Management Committee

The Risk Management Committee performed its duties within the scope of authority and responsibilities as described in the Risk Management Committee Charter. Based on the performances described above, the Risk Management Committee effectively supervised the Company's risk management practices, ensuring comprehensive coverage of risk factors and effective control of significant risks at acceptable levels. This enabled the Company to achieve its strategic objectives and generate appropriate and sustainable value for the Company, shareholders, and all stakeholders.

Meeting attendance of The Corporate Governance Committee

Meeting The Corporate Governance Committee : 2
(times)

List of Directors	Meeting attendance of The Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NATCHANONT KOMUTPUTIPONG (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of The Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. TORBOON PUANGMAHA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. VORAPHOT CHANYAKOMOL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Corporate Governance Committee

The Corporate Governance Committee raising awareness and compliance in order to encourage a good corporate governance culture and ensure that the principles of fairness, accountability, and transparency are crucial to the Company's operations.

Meeting attendance of The Sustainable Development Committee

Meeting The Sustainable Development : 2
Committee (times)

List of Directors	Meeting attendance of The Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SIRA UDOL (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. THIANTHAN CHALERMSAPHAYAKORN (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of The Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Ms. PACHARAWAN SETTHIKUL (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mrs. ORRANUCH ITTIKOSIN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Sustainable Development Committee

The Sustainable Development Committee held the meeting in accordance with predetermined agendas to ensure effective oversight of the Company's sustainability strategy such as reviewed material topics and material aspects relevant to the Company's sustainability operations and key stakeholder groups, Reviewed and provided opinions on the Company's sustainability performance for 2025 and the sustainability action plan for 2026. The Sustainable Development Committee fulfilled its responsibilities with diligence and realized the importance of considering and providing opinions on various matters for the utmost benefit of the Company.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company developed sustainable management policies and goals to specify the Company's sustainable development framework based on good governance, engagement from the Company's stakeholders including the organization's internal and external risks with coverage of the economic & governance dimension, social dimension, and environmental dimension in order to support sustainable growth of business operations consistent with the Company's vision and mission.

Economic & Governance

The Company has the obvious guidelines to make the good entrepreneurship results on the terms with the fair and equal competition foundation under the policy on work management and capital management strictly and transparently according to good governance principles, as well as the readiness to effectively adjust the strategies to suit the changing situations.

Social

The Company treats all business partners fairly and transparently and realizes the importance of corporate management on the good governance and social responsibility basis as well as strives for developing the business to create a higher level of life quality for the residents and care for all stakeholders to create a better society.

Environment

The Company believes that sustainable cohabitation relies on systematic relationships, each of which has its own mechanisms that conform with the natural mechanisms to maintain the balance of the environment. With this, the Company integrates the concept of the design of green residences combined with appropriate application of technology to create innovations that meet the customer needs and lifestyles while perfectly conserving the environment.

The Company developed the concept of "Live Different," which believes that diversity is the starting point of creative thinking. With this concept and perspective, we aim to conduct business beneficially in every aspect of urban life. We are dedicated to supporting all differences in society and creating a favourable environment to drive the organization towards sustainable prosperity for a better tomorrow.

Reference link for sustainability policy : <https://investor.noblehome.com/storage/document/cg/noble-environment-energy-and-biodiversity-management-policy-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company specified key sustainability issues including 5-year plan (2022-2026) to be consistent with business strategies and met stakeholder expectations including the United Nations Sustainable Development Goals (SDGs) in a balanced manner as follows:

1. DIFFERENT FOR A BETTER EXPERIENCE

- Achieve a net profit of THB 3,000 million by 2029
- Provide management of sustainability risks in every area.
- Generate income and reduce costs by creating modern innovations.

2. DIFFERENT FOR A BETTER SOCIETY

- Promote education and build good relationships with neighboring communities.
- Achieve an Employee Engagement Score of 80% by 2026.

3. DIFFERENT FOR A BETTER ENVIRONMENT

Towards Net Zero Greenhouse Gas Emissions

1. Reduce total energy consumption at head office and sale offices by 5% within 2026
2. Reduce total water consumption at head office and sale offices by 5% within 2026
3. Reduce greenhouse gas emissions by 1,500,000 kgCO₂e within 2026

Reduce greenhouse gas emissions for the companys activities by 1,250,000 kgCO₂e

Reduce CO₂ emissions from air pollution by 20,000 kgCO₂e

Reduce general waste by 10% or equivalent to 35,000 kgCO₂e

Reduce CO₂ emissions from construction site wastes by 195,000 kgCO₂e

<p>United Nations SDGs that align with the organization's sustainability management goals</p>	<p>: Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals</p>
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Information on review of policy and/or goals of sustainable management over the past year

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

The Company upholds its responsibility to all stakeholders across every aspect of its operations. To enhance efficiency and drive sustainable growth, the Company has adopted value chain management and development as a core strategic approach in its business planning. This commitment is carried out alongside efforts to support social and environmental well-being. The Companys value chain consists of four key activities as follows:

1. Land Acquisition

1.1 Process: Select the location / find the land and study the feasibility of the project

Value creation:

Establishing a vision for project development in high-potential locations to meet customer needs through thorough research and feasibility analysis. Emphasizing the importance of responsible project development that aligns with social and environmental sustainability, with a firm commitment to ensuring that no new company projects are located in the nature conservation areas.

1.2 Process: Request for approval to buy the land and seek funding sources

Value creation:

Adhering to transparency and fairness in every step of land acquisition, as well as securing appropriate funding sources

2. Project Development

2.1 Process: Project design

Value creation:

Committed to developing sustainable residential project designs that enhance the quality of life for residents, with a focus on environmental responsibility by selecting energy-efficient and eco-friendly materials.

2.2 Process: Application for construction permit

Value creation:

Requesting permission to carry out various operations with the relevant authorities, ensuring compliance with applicable laws, regulations, requirements, and guidelines.

2.3 Process: Selection of the contractors, Selection of materials and equipment

Value creation:

- Establishing a policy for selecting new and existing business partners, outlining a fair, transparent, and accountable process for selecting contractors and materials. The policy emphasizes the importance of choosing contractors and partners who operate with social and environmental responsibility.
- Designing prefabricated systems to reduce construction time.
- Setting targets for the use of environmentally friendly materials in the annual materials bidding process.
- Creating a "Supplier Code of Conduct" to guide business partners in operating with care and responsibility. The company recognizes that fostering cooperation within the business chain can generate broad positive impacts and drive the company's sustainability mission, alongside benefits for society and the environment.
- Implementing a Vendor Sustainability Assessment Survey (VAS) to evaluate the sustainability of partners, along with assessing risks associated with business partners.

2.4 Process: Management of neighboring communities, Environmental management during construction.

Value creation:

- Managing contractors and those involved in the construction process to ensure activities are carried out in accordance with standards, minimizing social and environmental impacts, such as reducing effects on air, water, noise, and the environment. This also includes prioritizing the health and safety of neighboring communities that may be affected by the construction.
- Implementing communication processes and information channels to foster understanding with the surrounding community in the event of any impacts arising from the construction.

3. Marketing and Sales

3.1 Process: Advertising and communication

Value creation:

- Adhering to the principles of good corporate governance in fair competition, including responsibility towards stakeholders by providing accurate and sufficient information. Respecting customer rights, fulfilling commitments made to customers, and prioritizing the protection and lawful handling of customers' personal data.
- Utilizing advertising media that is appropriate for the surrounding environment or nearby areas, ensuring that it does not pose any danger or cause negative environmental impacts.

3.2 Process: Communication and distribution Channels

Value creation:

- Committed to enhancing communication and distribution channels to facilitate customer access to accurate and comprehensive information, as well as to streamline payment processes for reservations, contract agreements, and installments.
- Developing and implementing an online project reservation system, including online payment for reservations, contract agreements, and installments, as well as issuing electronic receipts (e-Receipts) to enhance customer convenience and efficiency.

3.3 Process: Building relationships with customers

Value creation:

Focusing on customer satisfaction by offering a variety of activities to foster strong relationships with customers and providing channels for feedback to enhance and improve services.

4. Delivery and Customer Service

4.1 Process: Deliver the residence that enhances the quality of life

Value creation:

- Conducting quality inspections of condominium units/houses before handover using a defect recording system to ensure efficiency and convenience for customers.
- Delivering high-quality, standard compliant residences with attention to detail in every handover process. Enhancing after-sales services through Noble Care, which provides consultation on repairs and maintenance to preserve a well-maintained environment and ensure residents' peace of mind.
- Developing the CRM Platform Noble ID to offer comprehensive, long-term care and services for residents.
- Providing property management services for projects, including resale and rental management, as well as furniture procurement services for residents.

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
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Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Welfare and compensation. - Knowledge development. - Career stability. - Equity and Opportunity for Advancement. - Good working environment and safety. - Executive and employees personal information management. 	<ul style="list-style-type: none"> - Implemented a Well-being Day Policy to encourage employees to take care of their physical and mental health, as well as their families, and to contribute positively to society and the environment. - Provided training programs for employees at all levels, including both in-house and public training sessions. - Conducted the annual performance-based job promotion process for employees. - Organized regular Townhall meetings to foster communication between 	<ul style="list-style-type: none"> • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Others <ul style="list-style-type: none"> - Website: www.noblehome.com - Email: hr@noblehome.com - Email: cg@noblehome.com - Intranet System - Official Line: HR Noble - Townhall Meeting - Employee Engagement Survey - Suggestion Box

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>management and employees.</p> <ul style="list-style-type: none"> - Employee engagement score for 2025 stood at 76%, reflecting a strong level of organizational commitment. - Conducted annual safety training sessions, including the use of Automated External Defibrillators (AED), fire evacuation drills, and other safety-related training programs. - No incidents of personal data breaches (PDPA) involving employees or executives were reported. 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Quality products and services. - Communication Product Information and the correct service. - Attentive and fast after-sales service. - Communication channels that are convenient, diverse, and respond to the needs of customers completely and quickly. - Follow-up and customer satisfaction surveys. - Customers personal information management. 	<ul style="list-style-type: none"> - Organized press releases to announce the Companys financial performance. - Carried out the 2025 Customer Satisfaction Survey, with results used to enhance service quality and improve customer experience. - No incidents of customer personal data breaches (PDPA) were reported during the year. 	<ul style="list-style-type: none"> • Press Release • Online Communication • Satisfaction Survey • Others <ul style="list-style-type: none"> • - Facebook: https://www.facebook.com/NobleDevelopment - Line Application @Nobledev - Marketing/customer activities/ Public relations - Customer satisfaction surveys - Communication through various public relations channels such as quarterly or annual press releases.
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> - Environmental operations in accordance with various laws/regulations. - Responsibility to community, society and 	<ul style="list-style-type: none"> - Conducting a community feedback survey to assess the impact of construction activities and implemented 	<ul style="list-style-type: none"> • Social Event • Complaint Reception • Others

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>environment.</p> <ul style="list-style-type: none"> - Protecting construction impacts such as noise pollution and dust. - Various complaints be fixed quickly. 	<p>mitigation and preventive measures to address environmental impacts, in compliance with relevant laws and Environmental Impact Assessment (EIA) regulations.</p> <ul style="list-style-type: none"> - Supporting the use of the Noble PLAY space and providing curatorial guidance for student exhibitions free of charge, for the second consecutive year. <p>This initiative allowed thesis exhibitions</p> <ul style="list-style-type: none"> - Implemented the NOBLE GIVE FOR ALL 2025 project with the objective of enhancing the quality of life for 	<ul style="list-style-type: none"> • - Tel: 02-251-9955 - Website: www.noblehome.com - Email: cg@noblehome.com - Email: CEO@noblehome.com - Line Application @Nobledev - Community Relations Activities - Conducting surveys to gather feedback from the community. - Collaborative meetings with the community

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>communities and society, focusing on the effective management of surplus food for redistribution to communities in need. The initiative is carried out in collaboration with Scholars of Sustenance (SOS Thailand), through the preparation and distribution of cooked meals for local communities.</p>	
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> - Operations in accordance with the law, requirements and regulations as specified by the government. - Social Responsibility and environment. 	<ul style="list-style-type: none"> - Conducted a community opinion survey regarding the impacts of construction activities. The Company also implemented corrective and preventive measures to address environmental impacts, in accordance with applicable laws and 	<ul style="list-style-type: none"> • Press Release • Others <ul style="list-style-type: none"> • - Tel: 02-251-9955 - Website: www.noblehome.com - Email: cg@noblehome.com - Email: CEO@noblehome.com - Line Application @Nobledev - Communicating through various public channels such as quarterly press releases or annual press conference

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>relevant Environmental Impact Assessment (EIA) regulations.</p> <ul style="list-style-type: none"> - Organized the 2025 Annual Business Plan Press Conference to communicate the Company's strategic direction and operational goals. - Released quarterly press announcements to report the Company's financial performance and key business highlights throughout the year. 	
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • Good Rewards. • Business is stable sustainable growth. • Good Corporate Governance. • Conducting business with transparency and 	<ul style="list-style-type: none"> • Pay dividends for the 2025 fiscal year • No reports of complaints regarding breaches of organizational ethics, business integrity, and corporate, corruption. 	<ul style="list-style-type: none"> • Press Release • Annual General Meeting (AGM) • Others

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>accountability.</p> <ul style="list-style-type: none"> Ensuring accurate, complete, and timely disclosure of information to shareholders. Investors and shareholders personal information management. 	<ul style="list-style-type: none"> Holding the Annual Shareholders Meeting 2025. Organizing Opportunity Day quarterly. Conducting Roadshow activities within the country. Arrange Analyst Meeting quarterly. Organizing the Annual Press Conference for the 2025 Business Plan. Released quarterly press announcements to disclose the Company's financial performance to the public. No incidents of personal data breaches (PDPA) involving investors or 	<ul style="list-style-type: none"> Annual General Shareholders Meeting Organize quarterly Opportunity Day events Organize roadshows both domestically and internationally. Arrange Analyst Meeting quarterly. Form 56-1 One Report of the Company Tel: (66) 2251-9955 Website: www.noblehome.com Email: cg@noblehome.com Email: CEO@noblehome.com Email: ir@noblehome.com Email: corporate.s@noblehome.com www.set.or.th

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		shareholders were reported.	
<ul style="list-style-type: none"> • Suppliers • Contractors 	<ul style="list-style-type: none"> • Fair and equitable procurement practices. • Collaboration in business development. • Occupational health and safety. • Respect for human rights. 	<ul style="list-style-type: none"> • Communicated the Companys Business Code of Conduct for Partners to all relevant suppliers, with full disclosure published on the Companys official website. • Conducted ESG risk assessments for suppliers and performed on-site operational audits to evaluate compliance and sustainability practices. 	<ul style="list-style-type: none"> • Visit • Others <ul style="list-style-type: none"> • Tel: (66) 2251-9955 • Website: www.noblehome.com • Email: cg@noblehome.com • Email: CEO@noblehome.com • Line Application @Nobledev • Visiting business partners companies. • Self-assessment and inspection of business partners operational areas.
<ul style="list-style-type: none"> • Creditor 	<ul style="list-style-type: none"> • Repayment of debts on time. • Strictly comply with various conditions. 	<ul style="list-style-type: none"> • The net interest-bearing debt-to-equity ratio as of the end of 2025 was 1.71 times, which remains within the financial 	<ul style="list-style-type: none"> • Press Release • Others <ul style="list-style-type: none"> • Tel: (66) 2251-9955 • Website: www.noblehome.com • Email: cg@noblehome.com • Email: CEO@noblehome.com • Line Application @Nobledev • Communicating through various public channels such as quarterly press releases or annual press conference. • Opportunity Day Activity • Arrange Analyst Meeting quarterly.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>covenant limit of 2.50 times applicable to the Companys debt instruments (loans and debentures).</p> <ul style="list-style-type: none"> • Organized quarterly Opportunity Day events. • Arrange Analyst Meeting quarterly. • Organizing the Annual Press Conference for the 2025 Business Plan. • Released quarterly press announcements to disclose the Companys financial performance to the public. 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> - Network collaboration in accordance with government guidelines. - Meeting with industry-related organizations. - Sustainable value creation and economic diversification. 	<ul style="list-style-type: none"> • Organizing the Annual Press Conference for the 2025 Business Plan. • Conducting Press Release for quarterly business performance. • Organizing Opportunity Day quarterly. • Organized a meeting with the Circular Economy in Construction Industry (CECI) collaborative group and participated in the 2025 CECI Steering Committee Meeting. 	<ul style="list-style-type: none"> • Press Release • Others <ul style="list-style-type: none"> • Tel: (66) 2251-9955 • Website: www.noblehome.com • Email: cg@noblehome.com • Line Application @Nobledev • Communicating through various public channels such as quarterly press releases or annual press conference.

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
Economic Dimension	<ul style="list-style-type: none">• Sustainability Risk Management• Sustainable Supply Chain Management• Innovation Development
Social Dimension	<ul style="list-style-type: none">• Human Rights• Fair Labor Practices• Customer / Consumer Responsibility• Community / Social Responsibility
Environmental Dimension	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance• Energy Management• Water Management• Waste and Waste Management• Greenhouse Gas Management• Biodiversity Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

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

1. Risk management is considered as the responsibility of directors, management, and employees at all levels, who must remain aware of the risks inherent in their own operations and those of the Company. All personnel are required to participate in and prioritize the systematic management of various risks to ensure they are maintained at a sufficient and appropriate level.
2. The Company shall establish effective risk management processes covering all operational stages in accordance with the principles of Good Corporate Governance. Risk management is integrated with information technology management to ensure sound administration, aiming to mitigate the likelihood and impact of risks, reduce uncertainty in overall operating results, and increase the probability of success.
3. Appropriate risk management measures shall be established for risks impacting the Company and must be managed systematically to mitigate such risks to an acceptable level (Risk Appetite) and in alignment with the continuously changing environment. Such risk mitigation measures must be approved by the Risk Management Committee prior to implementation.
4. The Company shall support the successful implementation of risk management across the entire organization by ensuring the efficient use of limited resources in the identification, assessment, and appropriate mitigation of risks.

Information on ESG risk factors management standards

ESG risk factors management standards

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from Construction Material Prices and Construction Costs

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : No

Risk characteristics

The Company's real estate development business is exposed to risks arising from fluctuations in construction material prices, which are key factors impacting project cost structures and profit margins. Construction material prices may be affected by several factors, such as government infrastructure investment trends, demand within related economic

sectors, production cost adjustments following environmental and energy policies, and global commodity price volatility driven by international trade policy factors.

In 2025, the overall construction material price index increased by an average of 0.4% from the previous year, representing a relatively low level of growth (Source: Trade Policy and Strategy Office, Ministry of Commerce). However, the prices of certain categories of materials continued to fluctuate based on market conditions. Such volatility could result in increased project construction costs, potentially impacting gross profit margins, budget control capabilities, and the Company's periodic operating results. While certain factors may alleviate price pressures for some materials at specific times, the uncertainty of cost factors remains a risk that the Company must monitor closely.

Risk-related consequences

Result in increased project construction costs, potentially impacting gross profit margins, budget control capabilities, and the Company's periodic operating results.

Risk management measures

To manage these risks, the Company has established prudent cost management guidelines by regularly monitoring and assessing material price trends. This includes selecting contractors through a competitive bidding process involving multiple parties, evaluating price, quality, and operational capability. Additionally, the Company utilizes strategic procurement in appropriate volumes to increase bargaining power, employs contract structures that limit cost exposure such as Turnkey Contracts and conducts rigorous project feasibility studies alongside continuous cost control throughout the development period.

As a result of these measures, the Company was able to reduce costs through centralized procurement by approximately 13% compared to the established budget in 2025.

Risk 2 Risk Related to Land Acquisition and Potential of Land for Project Development

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : No

Risk characteristics

Land is the primary resource for the real estate development business. Land in high-potential locations plays a significant role in project development capability and return on investment. However, land is a limited resource, and land prices in certain areas may increase significantly due to competition among industry operators during the acquisition process. If the Company acquires land at costs that do not align with market purchasing power, or in areas with limited demand, it may result in the project failing to generate anticipated returns. This could further impact the return on investment (ROI), investment turnover period, and the Company's competitiveness.

Risk-related consequences

If the Company acquires land at costs that do not align with market purchasing power, or in areas with limited demand, it may result in the project failing to generate anticipated returns. This could further impact the return on investment (ROI), investment turnover period, and the Company's competitiveness.

Risk management measures

Recognizing these risks, the Company has established a prudent land management policy. This policy focuses on the gradual acquisition of land with targets to commence development within an appropriate timeframe to mitigate risks associated with long-term land holding. Furthermore, the Company has defined guidelines for selecting high-potential land by considering location development trends, purchasing power outlooks, domestic and international market demand, and the level of competition in each specific area.

In addition, the Company continuously collects, monitors, and analyses data regarding unsold inventory, customer purchasing power, and land price levels in various locations. This is conducted alongside an assessment of legal constraints, current city planning regulations, and draft city plans under consideration, to evaluate the suitability of project development and ensure that land investments align with market conditions and the Company's long-term business objectives.

Risk 3 Risk from Delays, Quality of Construction, and Labor Shortage

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : No

Risk characteristics

The Company consistently develops real estate projects, where controlling construction timelines and quality in accordance with defined plans which are critical factors for revenue recognition, operating results, and customer confidence. However, project execution may face risks from construction delays caused by various factors, such as the licensing process and regulatory compliance, design revisions during development, quality control to meet established standards, the adequacy of labour and construction materials, as well as the financial standing and liquidity of contractors, including events beyond the Company's control such as natural disasters.

Risk-related consequences

Result in increased project costs, extended construction periods, higher interest burdens from capital utilization, and impacts on project delivery schedules and revenue recognition, which could potentially affect operating results and stakeholders confidence during specific periods.

Risk management measures

The Company has established prudent project control and monitoring measures. These include selecting contractors with proven potentials and experiences based on specific criteria, regularly monitoring and evaluating contractor performance, and implementing quality and timeline control processes to ensure compliance with project plans. Furthermore, the Company plans and monitors labour adequacy in collaboration with contractors during each project phase and allocates contingency budgets to address unforeseen events beyond the initial risk assessment. Additionally, the Company diversifies its investment across various project types and locations to mitigate the impact of delays in any single project and to support continuous revenue recognition amidst uncertainty.

Risk 4 Risk of Global Economy and Domestic Economy

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates

ESG risk factors : No

Risk characteristics

The global and domestic economic outlook remains characterized by uncertainty arising from various structural factors. These include uneven economic recovery, high levels of household debt and cost of living, and elevated interest rates compared to historical norms. Furthermore, global economic volatility and geopolitical tensions continue to weigh on consumer confidence, borrowing capacity, and overall purchasing power in the real estate market, particularly among middle-to-lower-income segments.

While upper-middle-income earners and foreign buyers have been less impacted by these economic headwinds, this segment represents a limited portion of total market demand. Consequently, the overall residential market continues to face demand-side pressures. Simultaneously, rising project development costs notably land prices and construction expenses may drive up housing prices, potentially hindering the decision-making process for certain consumer groups.

Risk-related consequences

These factors may adversely affect the Company's operational performance in several areas, including protracted sales and ownership transfer periods, challenges in inventory turnover, liquidity management, and operating cash flow, as well as uncertainty in revenue recognition across different periods. The severity of these impacts may vary based on project type, location, and target customer segments.

Risk management measures

The Company has implemented business and marketing diversification policies by rebalancing its project portfolio to align with shifting demand structures. The Company closely monitors economic trends and consumer behaviour both domestically and internationally. Notably, the Company has adopted a proactive policy to accelerate the inventory turnover of completed projects to generate cash flow and reduce financial costs.

Furthermore, the Company has enhanced the flexibility of its sales strategies and customer outreach channels. This includes developing projects in areas that align with the needs of the target customer segments, as well as designing project layouts and features that cater to consumer behaviours and the Company's online sales channels have been developed to be able to provide information and interactions such as a teleconferencing with foreign customers. Organizing online bookings by seamlessly coordinating with international teams, developing a sales model, and providing online information that connects to the Company's inventory system, as well as the Company has a service to coordinate various documents used to transfer ownership to foreign customers, increases convenience for customers who are unable to travel to Thailand and allows the transfer of property ownership to proceed as usual and develops the Management Dashboard, a tool to generate real-time information to support decision-making or solving issues, including providing correlated and suitable incentives for management. The Company remains committed to disciplined inventory management, cost control, liquidity preservation, and the use of data-driven insights to sustainably mitigate the impact of economic volatility.

Risk 5 Risk of Future Operating Results

Related risk factors :

Operational Risk

- Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The Company's operational performance is intrinsically linked to its ability to manage the real estate development life cycle-encompassing project development, sales launches, and the successful transfer of ownership to customers. However, the Company recognizes risks arising from uncontrollable external factors that may cause future performance to deviate from established targets. The Thai economy continues to face challenges from high household debt levels, recently hovering around 86.87% of Gross Domestic Product (GDP). Although showing a slight downward trend from the previous quarter, this remains above sustainable levels (Source: Bank of Thailand). Consequently, the gradual recovery of household income keeps debt burdens tight, directly impacting consumer purchasing power and borrowing capacity. Furthermore, prevailing policy interest rates continue to affect consumers financial burdens. Coupled with financial institutions stringent mortgage lending criteria, the industry faces an elevated Rejection Rate, particularly within the low-to-mid-range residential segments. These factors may adversely impact ownership transfer rates, inventory turnover periods, and the Company's revenue recognition. Additionally, evolving consumer behaviour-characterized by increased caution in purchasing decisions and regulatory constraints, such as the duration of Environmental Impact Assessment (EIA) approval processes, may lead to delays in project development and revenue recognition.

Risk-related consequences

Result in sales, transfers, cash flow, and overall operational performance falling short of periodic targets.

Risk management measures

the Company has adopted a prudent operational approach, focusing on project development and new launches that align with actual market conditions and the genuine purchasing power of target groups in each location. The Company

maintains a diversified project portfolio across various product types and price points to reduce dependency on any single market segment.

In addition, the Company prioritizes rigorous cash flow management and cautious sales and transfer policies. This includes setting appropriate down payment levels, continuous monitoring of customer payments, and managing inventory in accordance with market demand. To enhance transfer efficiency, the Company has implemented proactive measures by coordinating with financial institutions for pre-approval processes at least two months prior to the scheduled transfer date, thereby reducing the risk of final-stage mortgage rejections. Furthermore, the Company facilitates documentation for foreign customers unable to travel to Thailand to ensure that revenue recognition proceeds according to plan.

Risk 6 Risk from the Ability to Pay Debt and Compliance with Financial Covenant

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

As of December 31, 2025, the Company has the Net interest-bearing debt of 12,957 million baht, loans from financial institutions, and other investors (Net) of the Company, details are as follows:

- Loans (net) from financial institutions amounting to 4,086 million baht with an interest rate based on the Minimum Loan Rate (MLR) of the lenders minus 0.00% - 3.25% per annum. As of December 31, 2025, the interest rate was 4.37% - 5.15% per annum. According to the condition of the loans, the Company must maintain the net interest-bearing debt-to-equity ratio not exceeding 2.5 times (as specified in each loan agreement) at the ending date of each quarter throughout the term of the loan agreement.
- Debentures (net) amounting to 8,871 million baht with an interest rate of 4.70% - 6.00% per annum. The company must maintain a net interest-bearing debt-to-equity ratio not exceeding 2.5 times as of the end of each fiscal quarter throughout the loan period (as per the conditions specified in the regulations on the rights and obligations of the issuer and shareholders of each debenture).

Risk-related consequences

Result in a default on the terms of rights of the debentures and the conditions of the credit limit and it may also be lowered to a credit rating by the rating agency, resulting in increased trust for investors and stakeholders. This could have an impact on future finance and borrowing for business expansion.

Risk management measures

The Company has a policy to maintain the said Net interest bearing debt-to-equity at the appropriate level and not to exceed the level stipulated in the terms of rights, includes managing the maturity profile of long-term debt to align with operating cash flows. Furthermore, the Company has established cautious project development and investment plans, setting loan repayment schedules for project developments to coincide with project ownership transfers.

Risk 7 Risk from interest Rates Fluctuation

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The Company procures funding from both financial institutions and capital markets to support its business operations. Consequently, a portion of the Company's liabilities carries floating interest rates, which are indexed to policy interest rates or the reference rates of financial institutions.

In 2025, the Monetary Policy Committee (MPC) reduced the policy interest rate to support an economy showing signs of a slowdown. At its meeting on December 17, 2025, the MPC resolved to decrease the policy rate by 0.25% per annum, and on February 25, 2026, the MPC resolved to decrease the policy rate by 0.25% per annum, resulting in a policy interest rate of 1.00% (Source: Bank of Thailand). This shift in the policy rate reflects the direction of monetary policy amidst ongoing economic uncertainty.

While the downward adjustment of the policy rate during this period may help reduce the Company's financial costs regarding its floating-rate debt, the Company remains exposed to the risk of future interest rate volatility. Such volatility may arise from shifts in economic conditions, monetary policy trends, or the credit assessment guidelines of financial institutions to manage this risk.

Risk-related consequences

Any changes in interest rates may adversely impact the Company's financial costs, operating results, and cash flows.

Risk management measures

The Company diversifies its funding sources and manages its debt structure appropriately. This includes securing a portion of its funding through fixed-rate debt instruments and evaluating financial terms from multiple financial institutions. These actions are part of the Company's interest rate risk management framework. However, the Company may still be affected by future interest rate fluctuations.

Risk 8 Environmental Impact Risk

Related risk factors :

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

The Company is exposed to environmental risks inherent in the real estate development business, specifically relating to construction and project development activities. These activities may result in environmental impacts and affect surrounding communities, including issues such as dust particles, air pollution, waste management, water and energy consumption, as well as traffic congestion and the quality of life for residents in the vicinity.

Risk-related consequences

Failure to implement appropriate controls and management could lead to community complaints, legal risks, and damage to the Company's reputation.

Risk management measures

The Company has established a Sustainability Development Policy and an environmental and safety management system. The Company strictly complies with relevant laws and regulations, such as environmental laws, building control acts, and applicable engineering standards, with a particular focus on designing and constructing buildings that meet safety standards and earthquake-resistant specifications. The Company consistently implements measures to control impacts from construction and operations, including dust and waste control, efficient resource utilization, and the reduction of energy and water consumption. This includes rigorous construction quality inspections and the preparation of emergency response plans. Additionally, the Company provides channels to receive feedback and complaints from stakeholders to ensure that issues are resolved promptly and transparently, thereby mitigating risks that could affect long-term business operations.

Risk 9 Stakeholders' Potential and Safety Risks

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

The Companys operations entail risks to the safety and health of stakeholders, encompassing Occupational Health and Safety (OHS) for employees and contractors, as well as Community Health and Safety for the public in surrounding areas. These risks arise from construction and operational activities, such as workplace accidents, the use of heavy machinery and construction equipment, increased traffic congestion, dust, noise pollution, falling debris, wastewater, and solid waste.

Risk-related consequences

The risk of communicable disease outbreaks may impact health, safety, quality of life, operational expenses, and the Companys reputation.

Risk management measures

the Company has established an Occupational Health and Safety Policy and implemented appropriate risk control measures in accordance with relevant standards. These measures include maintaining a safe working environment, supervising and inspecting operations within construction sites, and systematically managing impacts on the community. Furthermore, the Company provides channels for stakeholders to submit feedback and complaints, enabling the Company to prevent, rectify, and mitigate potential impacts promptly and transparently. These efforts support responsible and sustainable business operations in the long term.

Risk 10 Human Rights Risk

Related risk factors :

Operational Risk

- Impact on human rights

ESG risk factors : Yes

Risk characteristics

The Companys business operations, involving customers, business partners, and stakeholders both domestically and internationally, may entail human rights risks arising from differences in laws, cultures, and practices, as well as rapid social and technological changes. These risks include potential discrimination, labor rights violations, illegal labor employment, and breaches of personal data privacy.

Risk-related consequences

Risks could impact stakeholders, the Company's reputation, confidence, and long-term organizational sustainability.

Risk management measures

The Company has established a Human Rights Policy and human resources management guidelines in alignment with legal requirements and international standards. These are based on the principles of respecting, protecting, and remedying human rights, covering fair labor treatment, non-discrimination, and personal data protection. Compliance with these policies is regularly monitored and audited by the Internal Audit unit, with results reported to the relevant committees. Furthermore, the Company conducts communication and training programs to foster human rights awareness among employees and provides grievance mechanisms for stakeholders. These measures ensure that human rights risks are prevented, rectified, and mitigated in a systematic, transparent, and sustainable manner.

Risk 11 Corporate Governance Risk

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

Risk characteristics

The Company faces corporate governance risks stemming from potential non-compliance with laws, rules, regulations, and policies relevant to the real estate business. This includes risks related to corruption, lack of operational transparency, and failure to adhere to good corporate governance principles.

Risk-related consequences

Corporate Governance Risk could lead to audits or investigations by regulatory authorities, unfavorable corporate governance ratings, and adverse impacts on investor confidence, reputation, brand image, and customer loyalty.

Risk management measures

The Company has established key corporate governance policies and guidelines, including the Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, and Human Rights Policy. These serve as a framework for transparent and responsible business operations. The Company also closely monitors changes in relevant laws, announcements, and regulations to assess potential impacts and ensure operational compliance with applicable requirements.

Furthermore, the Company communicates and fosters awareness among directors, executives, and employees at all levels regarding strict adherence to laws and internal policies. The Company provides whistleblowing and complaint channels for reporting corruption or misconduct for all stakeholder groups via the Company's website, email, or a dedicated reporting center. These measures are designed to strengthen confidence and ensure long-term business sustainability.

Risk 12 Cyber Security Risk

Related risk factors : Strategic Risk
• Changes in technologies

ESG risk factors : No

Risk characteristics

Cyber threats pose potential hazards to computer systems, networks, and electronic data, capable of inflicting significant damage on the organization. As the Company increasingly integrates digital technologies to support its operations, the adoption of "Work from Anywhere" practices may expand potential attack surfaces and create opportunities for external threats. Currently, cyber threats are becoming more sophisticated and are evolving continuously. This includes traditional attack vectors such as Malware, Phishing, and Hacking, as well as Ransomware, which remains one of the most severe cyber threats with a rising trend in Thailand. Furthermore, threats are advancing alongside developments in digital technology, such as the utilization of Artificial Intelligence (AI) to facilitate more realistic fraudulent messaging or emails, automate system vulnerability analysis, or launch automated attacks. These factors increase threat complexity and could potentially damage the Company's computer systems, corporate databases, and business operations.

Risk-related consequences

Impact the Company's brand image and the confidence of investors and stakeholders, as well as disrupt business activities and transactions driven by information technology systems.

Risk management measures

The Company has established prevention and surveillance measures by implementing an Information Security Policy. This includes regular governance and reviews of IT security policies to ensure alignment with relevant laws and regulations, such as the Personal Data Protection Act (PDPA) and cybersecurity laws. The Company has also enhanced technical and operational measures, including stringent management of system access rights (Access Control), continuous monitoring for cyber threats (Protection & Surveillance), recording and tracking system usage (Logging & Monitoring), robust data backup and IT system recovery plans (Disaster Recovery Plan (DRP)), Implementation of multi-layered identity verification (Multi-Factor Authentication (MFA), Developing and reviewing response procedures (Cyber Incident Response Playbook), regular incident response training and simulations (Cyber Drills), adopting the Continuous Threat Exposure Management (CTEM Framework) to continuously assess and mitigate risks (Proactive Risk Management),

and fostering a security-conscious culture among employees at all levels (Cybersecurity Awareness). These measures are designed to enable the Company to maintain cyber risks at an appropriate level consistent with the current operating environment.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Supply Chain Management

The real estate business today faces a range of challenges both risks and opportunities such as rapidly changing economic conditions, volatile construction material costs, and increasingly stringent legal and building standards, all of which affect the Company's project development. In this context, effective supply chain management has become a key factor in maintaining cost control and competitive advantage. Beyond cost management, the Company also emphasizes sustainable project development by applying governance-based procurement and supply chain practices. This includes selecting eco-friendly materials, promoting energy efficiency, upholding labor standards and human rights, and preventing corruption throughout the business process.

These practices align with the Company's principles of good corporate governance and comply with relevant laws, regulations, and standards. They also support the United Nations Sustainable Development Goals (SDGs), particularly Goal 9: Industry, Innovation and Infrastructure, and Goal 11: Sustainable Cities and Communities.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : <https://investor.noblehome.com/storage/document/cg/noble-supplier-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

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

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 : Yes
innovation culture

Design Thinking Course

The Company gives importance to employee satisfaction and employee engagement, which are important factors that enable employees to work happily with the organization. More importantly, the more satisfied Company personnel are with the organization, the higher the chances of them being energized and motivated to work effectively. This will also affect the achievement of the organization's goals. The Company has conducted the "Noble Caring Survey", an employee satisfaction and engagement survey process, and analyzed and obtained problems to improve employees' quality of life and work.

The Company has incorporated the principles and concepts of Design Thinking as a tool for designing and addressing various challenges. These insights stem from employee satisfaction and engagement surveys, as well as workshops where employees contribute ideas for development and improvement. Senior management actively participates in listening to and providing recommendations. They also pledge support for necessary resources to ensure sustainable solutions to various issues. Examples of projects utilizing Design Thinking for designing and addressing challenges with tangible results or implementation in 2025 include:

1. **Working Life by Noble Initiative Project** promotes physical and mental well-being among employees of all genders and age groups. Applying Design Thinking, the initiative was tailored to reflect employee needs and lifestyles. In 2024, the Company introduced an annual Well-being Day, allowing employees to focus on their personal health, mental wellness, family, and contributions to society and the environment. This initiative aims to cultivate a workplace culture that supports work-life balance, reduces stress, enhances well-being, and improves productivity, while also encouraging responsibility toward family and the broader community.
2. **The Digital Document Approval System Project (e-Memo)** is applied Design Thinking principles to redesign and improve its document approval process by implementing a fully digital e-Memo system to enhance operational efficiency. The system enables convenient and fast approvals, real-time status tracking, and transparent audit trails all in one platform. Transitioning from paper-based to digital workflows has significantly reduced costs related to paper, ink, time, and human resources in inter-office document handling. The Company aims to expand its use organization-wide, contributing to greater operational efficiency and long-term environmental sustainability.
3. **The Sales Compensation System Project** is applied Design Thinking to improve the accuracy, speed, transparency, and auditability of the sales compensation process. By integrating technology into the system, monthly

compensation calculations are now automated based on predefined targets and conditions. This new system reduces manual errors, minimizes paper usage, and enhances the efficiency of data management. The initiative supports a fair and reliable reward process for sales employees, while contributing to operational sustainability through digital transformation.

4. **ERP System Project** is enhancing operational efficiency and support business growth, the Company applied Design Thinking in redesigning its Enterprise Resource Planning (ERP) system. The initiative began with a thorough analysis of existing challenges and user needs, followed by restructuring data and workflows to eliminate redundancies and improve data accuracy. The ERP platform was carefully selected and customized to fit the organizations requirements, and the implementation included testing system, employee training, feedback collection, and a successful Go-Live. Ongoing monitoring and iterative improvements ensure that the system continues to optimize cross-functional integration and operational effectiveness.

In addition, several other initiatives are currently under development to further enhance operational efficiency. These efforts are aligned with the Companys commitment to improving employee satisfaction and strengthening employee engagement as key priorities moving forward.

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 : Yes
benefits from innovation development?

	2023	2024	2025
Percentage of employees benefiting (%)	100.00	100.00	100.00

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