



**AMARIN  
GROUP**

Amarin Corporations Public Company Limited

knowledge

happiness

healthy

successful

sustainability

**SYNERGY FOR SUSTAINABILITY**

**Annual Report 2025**  
Form 56-1 one report 2025



# SYNERGY FOR SUSTAINABILITY

**Form 56-1 One Report 2025**

Amarin Corporations Public Company Limited



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### Vision

To be an organization that is a source of pride and recognized of Thais, delivering enriching experiences and enhancing quality of life through well-rounded knowledge, meaningful enjoyment, and creative energy.



### Mission

We work for the happiness and prosperity of society.



### Goal

To be No. 1 Omni-Media – Omni-Channel that delivers precious experiences to people in every phase of their lives; to be Thailand's leading knowledge platform that fosters a learning society on a sustainability path.



### Sustainable Organization Strategy

#### **Nurturing the environment**

through green procurement, resource efficiency, and environmental conservation.

#### **Fostering a good society**

through products and services Delivering value to all parties involved right from those engaged in the production process to end consumers.

#### **Upholding a good economy/ good corporate governance**

through fair operations, transparency, and business ethics.

## Financial Overview

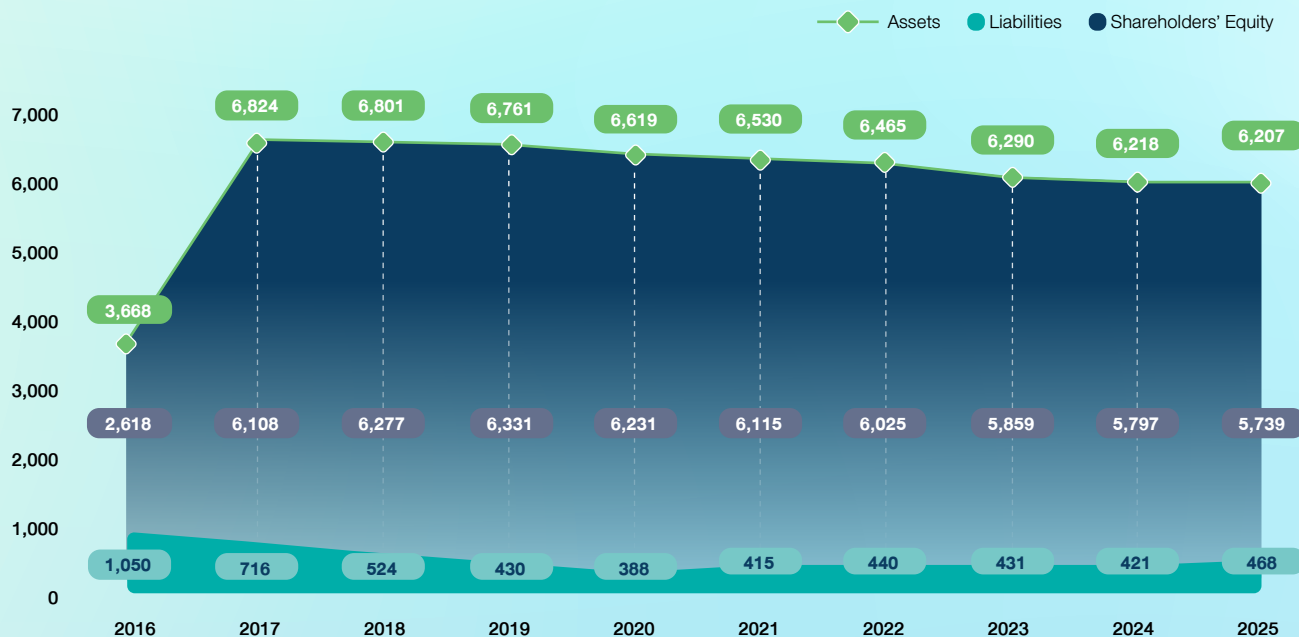
(Unit: Million Baht)	Consolidated Financial Statements			Separate Financial Statements		
	2023	2024	2025	2023	2024	2025
<b>Statements of Financial Position</b>						
Total Assets	5,963.88	6,011.39	5,844.89	6,290.22	6,218.34	6,206.49
Total Liabilities	1,248.08	1,280.55	1,283.69	431.13	420.69	467.65
Shareholders' Equity	4,715.80	4,730.84	4,561.20	5,859.09	5,797.65	5,738.84
<b>Statements of Comprehensive Income</b>						
Revenue from Sales of Goods and Rendering of Services	4,118.87	3,966.09	3,741.48	1,622.87	1,416.11	1,003.06
Other Income	169.96	201.34	163.77	34.20	105.97	58.10
Total Income	4,288.83	4,167.43	3,905.25	1,657.07	1,522.08	1,061.16
Cost of Sales of Goods and Rendering of Services	3,008.52	3,065.01	3,007.90	1,247.11	1,129.57	804.50
Profit before Operating Expenses	1,280.31	1,102.42	897.35	409.96	392.51	256.66
Operating Expenses	961.81	1,011.42	1,005.23	271.39	273.17	258.34
Operating Profit (Loss)	318.50	91.00	(107.88)	138.57	119.34	(1.68)
Finance Costs	(5.03)	(4.41)	(5.07)	(3.88)	(0.24)	(0.41)
Share of Profit (Loss) of Associates Accounted for Using Equity Method	15.94	0.60	(2.77)	-	-	-
Tax Expense	(38.92)	(2.68)	6.56	(22.62)	(0.85)	3.19
Net Profit (Loss)	290.49	84.51	(109.16)	112.07	118.25	1.10
Total Comprehensive Income (Expense) for the Year	305.91	92.95	(109.74)	123.89	118.25	1.10
<b>Profit (loss) attributable to:</b>						
Owners of the parent	290.49	76.33	(111.83)	112.07	118.25	1.10
Non-controlling interests	-	8.18	2.67	-	-	-
<b>Shares or Information on Ordinary Shares</b>						
Number of Issued and Fully Paid-up Shares	998.28	998.28	998.28	998.28	998.28	998.28
Book Value per Share (Baht/Share)	4.72	4.74	4.57	5.87	5.81	5.75
Earnings (Loss) per Share (Baht/Share)	0.291	0.076	(0.112)	0.112	0.118	0.001
Dividend per Share (Baht/Share)	0.18	0.06	-	0.18	0.06	-
Dividend Payout Ratio	61.9%	78.5%	0.0%	-	-	-
Share Price as of Period-end Date (Baht/Share)	4.16	3.10	2.58	-	-	-

Note: Dividends from the fiscal year 2025 shall be subject to approval from the Annual General Meeting of Shareholders 2026, which will be held on 27 April 2026.

### Consolidated Financial Position Statements (Million Baht)

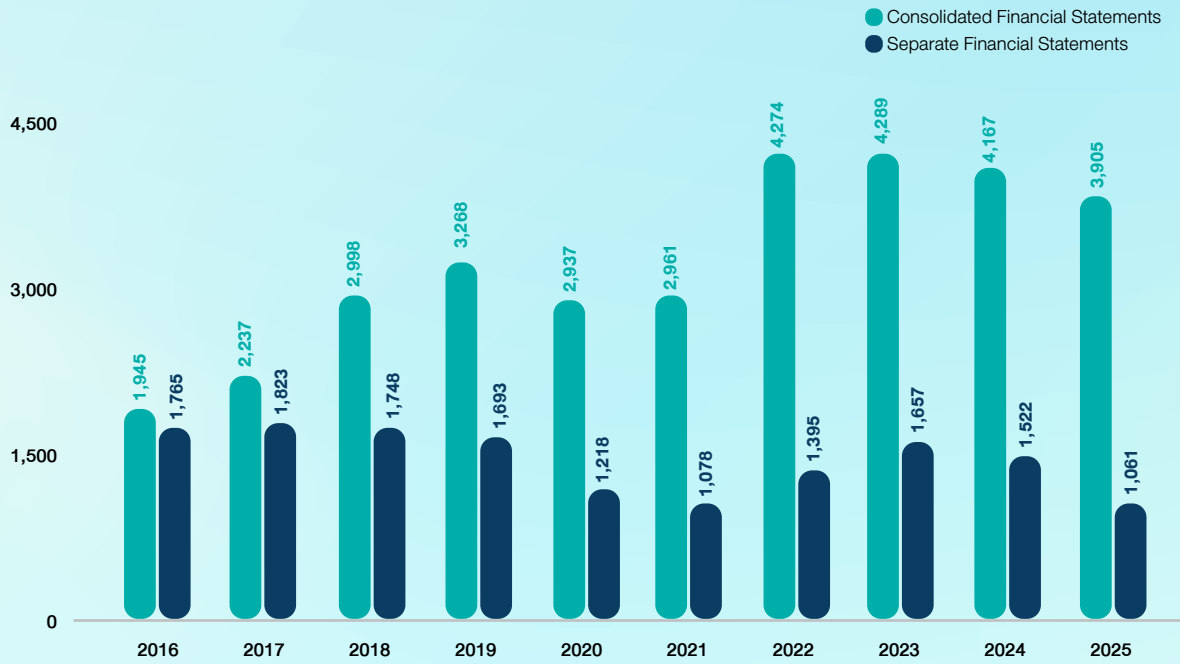


### Separate Financial Position Statements (Million Baht)



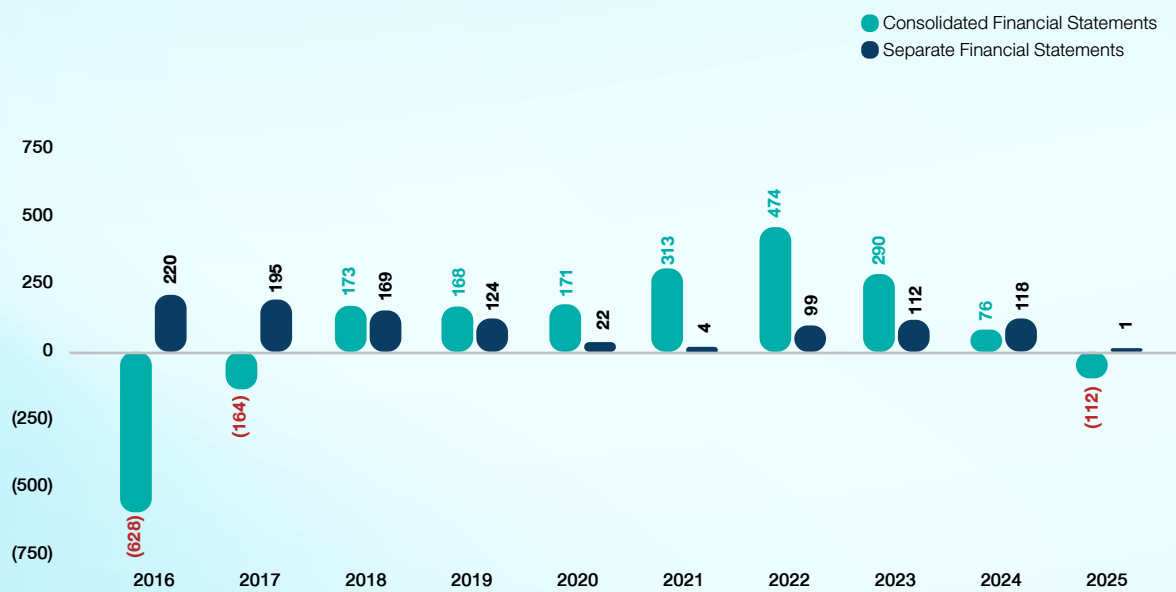
### Total Income

(Million Baht)



### Net Profit (Loss)

(Million Baht)





## Biography of the Company's Founder

Chukiat Utakapan was born to Khun Rat and Khun Rarieb Utakapan, as their fourth child, on 10 May 1942 in Rueso, Narathiwat Province, in a family of six children. Following his Matthayom 8 graduation from Mahavajiravudh Songkhla School, he continued his tertiary education at the Faculty of Arts, Chulalongkorn University. He began his working life at the Tourism Promotion Organization of Thailand (TPOT) before moving on to take up the post of a proofreader at Thai Wattana Panich Company Limited, where he was subsequently promoted to take charge of "Wittayasarn", the teachers' journal, as its Managing Editor.

Khun Chukiat eventually turned his attention to public relations and decided to work for the National Housing Authority (NHA). Unaware to him, the job served as a stepping stone for his publishing future. "Baan" was his maiden magazine, a publication designed as an educational tool and a manual to prepare homebuyers who were about to move into the property developed by the NHA at a time the country was struggling with housing insufficiency.

Having discovered that he was not cut out for civil service and with enough acquired knowledge, he resigned from the NHA and put together a team of friends and employees to set up "Warasarn Baan Lae Suan Partnership Limited" to publish a house and garden magazine titled "Baan Lae Suan". In September 1976, the first issue of "Baan Lae Suan" hit the market. Since then, Khun Chukiat had put his experiences and knowledge to good use, turning a modest outfit into a major force in the publishing industry, Amarin Printing and Publishing Public Company Limited. In 2023, the name was changed to "**Amarin Corporations Public Company Limited**".

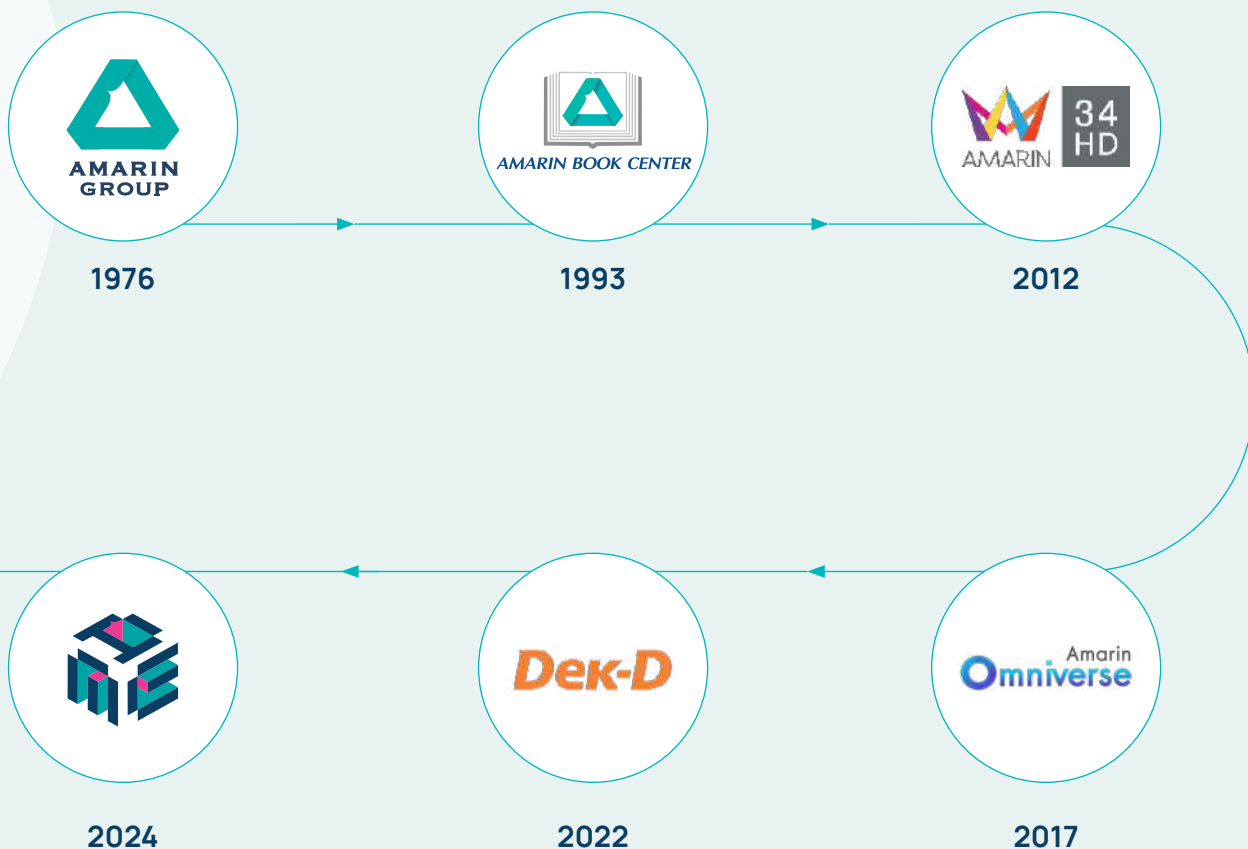
In "Ma-reng Khuen Samong", Khun Chukiat discussed his working principles saying:

**"The Amarin business has been growing consistently. People thought I was a visionary. That's not true. I believe I have more mindfulness. I had average intelligence. This was indicated since my secondary education when every year the report book was returned with the teacher's remark stating 'average intelligence'. In business, mindfulness is more important than intelligence. If you let intelligence lead, you could get out of control. So, let mindfulness lead or at least use your mindfulness to regulate your intelligence. Be conscious of your own limitations; don't get senselessly greedy. Carry out what you have thought out mindfully with perseverance. Don't ever give in and life will be happy, success will follow. Yet, success doesn't have to be absolute; you don't have to be overly successful so there are lessons for you to learn. There are countless failures in my life but people tend to overlook them, preferring to pay attention only to success".**

Khun Chukiat Utakapan passed away peacefully on 10 December 2002, aged 60 years and 7 months. It was over 23 years since that sad day. But Khun Chukiat has left a lasting legacy of mindfulness and intelligence to generations of Amarin staff who continue to live his educational intent in the House called

**"Amarin Corporations Public Company Limited".**

## Company Profile



In the beginning, it was a modest editorial team of an ensemble of friends and a few employees that Khun Chukiat Utakapan put together to set up Warasarn Baan Lae Suan Partnership Limited in fulfillment of his dream to primarily publish a magazine called “**Baan Lae Suan**”, with the first issue hitting the magazine rack in September 1976. At the time, it had to outsource its publication to external printing houses. Amarin Printing Partnership Limited was only founded later to print its own magazines and subsequently provided its printing services to external printing orders.

Albeit a small team of staff, the genesis was a giant step that made it possible for business expansion. Fund mobilization soon became inevitable and the small printing and publishing outfit was listed as a public company in the Stock Exchange of Thailand in 1993; it was then renamed: “**Amarin Printing and Publishing Public Company Limited**”.

That same year, the Company expanded its business into distribution through the newly established Amarin Book Center Co., Ltd. which handles its entire range of publications. At the same time, “**Naiin Bookstore**” was set up separately as

the Company’s own retail outlets. From a few reader groups, its readership has grown both in size and diversity. The Company responded by producing other magazines to meet the readers’ varied interests with “**Praew**” and “**Sudsapda**” being the magazines for women that emerged to meet market demands. Today, the Company boasts a total of 4 titles in its magazine portfolio and publishes hundreds of book titles a year as it offers printing services and expands the business to other areas.

Today, Amarin Group has become an Omni-Media, Omni-Channel firm with its businesses covering On-Print, Online, On-Air, On-Ground, and On-Shop platforms to be consistent with diverse and comprehensive business operations.

In May 2023, the name was changed to “**Amarin Corporations Public Company Limited**”.

Throughout 49 years, Amarin has continuously developed in each media channel has also pursued constant development, in line with its founder’s aspiration, to achieve the goal of delivering precious experiences to every stage of people’s lives “**for a happy and prosperous society**”.



## Message from the Chairman



**Dear Shareholders,**  
**Amarin Corporations Public Company Limited**

The year 2025 was another challenging year for the media and publishing industries amidst a slowing economy driven by both domestic and international uncertainties, as well as the rapid shift in consumer behavior toward digital platforms. Nevertheless, despite these changes, Amarin Group has remained committed to a cautious business approach, continuously adapting under its mission to be a “Knowledge Platform.” By utilizing Omni-Media and Omni-Channel communication, the Group aims to foster a learning society and create sustainable long-term value.

Throughout 2025, the Group faced pressures from a slowdown in corporate advertising spending and low domestic economic growth. Additionally, natural disasters and global economic volatility impacted consumer spending confidence. The Board of Directors and Management have closely monitored these situations, adjusting operational plans, controlling costs, and allocating resources to align with the changing business environment. These measures aim to maintain the Group’s financial stability and liquidity. Meanwhile, the Group continues to develop and build upon the strengths of each business unit, such as:

- **The printing and packaging business:** We have invested in digital machinery to enhance efficiency and bolster competitiveness by enabling small-batch printing at competitive prices. We manage costs by utilizing solar energy systems as an alternative to conventional electricity. Furthermore, we have also achieved international and environmental standard certifications, reflecting our commitment to socially responsible business practices.
- **The publishing business and retail distribution through both physical storefronts and online platforms:** We are committed to developing and producing content in various formats including physical books and digital media such as e-books to meet the needs of modern readers, alongside the continuous creation of new works. By integrating our publishing house with our retail and e-commerce operations, we have streamlined our strategy to maximize efficiency and cost-effectiveness. This approach enhances our supply chain management, making it more agile across every stage from production planning and inventory management to distribution tailored to each market channel. By reducing unnecessary costs and adapting quickly to consumer trends, we aim to strengthen our business while sustainably promoting a culture of reading and lifelong learning in Thai society.

- **The media and events business:** We continue to organize trade fairs, concerts, and national-level activities. Simultaneously, we are elevating our sustainability standards, by having achieved the TSEMS (Thailand Sustainable Event Management Standard) Level 3: TSEMS Leading certification from the Thailand Convention and Exhibition Bureau (Public Organization).
- **The digital TV business:** We continue to develop news, information, and entertainment content while expanding collaboration and driving synergy within the Group to enhance audience reach across all platforms.

Despite the impact of external factors on our 2025 performance, the Group maintains high liquidity and remains debt-free. Our solid financial structure is well-positioned for future business expansion and investment. The Board of Directors is confident that laying this structural foundation during such challenging times will strengthen the organization's long-term resilience and flexibility.

Furthermore, the Group places a high priority on good corporate governance, ethical business practices, and anti-corruption. In 2025, we received a 5-star "Excellent" CG scoring from the Corporate Governance Report of Thai Listed Companies (CGR) survey, conducted by the Thai Institute of Directors (IOD), for the fourth consecutive year. We were also ranked in the "Top Quartile" amongst listed companies with a market capitalization between Baht 3,001 and 10,000 million. Additionally, the Group has been certified as a member of the Collective Action Against Corruption (CAC). These achievements reflect the commitment of the Board of Directors and management to systematically elevating standards of governance, transparency, and anti-corruption to build sustainable confidence among shareholders, partners, business allies, and all stakeholders.

On behalf of the Board of Directors, I would like to express our sincere gratitude to our shareholders, business partners, allies, and relevant agencies, as well as our management team and all employees for their unwavering support and dedication to driving the organization forward amidst various challenges throughout the past year. The Board remains confident that through collaboration, commitment, and continuous adaptation, the Amarin Group will overcome these challenges and achieve stable, sustainable growth in the years to come.



**(Dr. Sumet Tantivejkul)**  
Chairman

## Message from the Chairman of the Executive Committee



**Dear Shareholders,  
Amarin Corporations Public Company Limited**

2025 marks another year in which Thai businesses must navigate challenges from global economic volatility, geopolitical uncertainty, and a slowing domestic economy. These factors directly impact the advertising industry as well as the performance of the Amarin Group (“the Group”). Nevertheless, the Group has operated with prudence and flexibility, continuously adapting to the changing business landscape. We remain committed to operating our business in accordance with our mission of working for the happiness and prosperity of society, aiming to be a “Knowledge Platform” for Thailand. By creating and delivering knowledge, entertainment, and inspiration through an integrated Omni-Media and Omni-Channel strategy, we aim to effectively reach our target audiences and respond to rapidly shifting consumer behaviors.

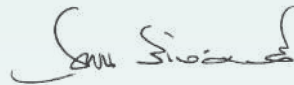
Over the past year, the Group restructured its business for greater agility by transferring the media and events business to AME Imaginative Co., Ltd. This move aims to enhance potential and management clarity across integrated media services. In the printing and packaging business, investments were made in digital printing technology to boost production efficiency, allowing the Group to meet specialized printing demands at competitive prices. Additionally, there has been a strong focus on prudent cost and expense control to strengthen long-term financial stability. Regarding the book distribution and retail business (both storefront and online), the Group has developed diverse content in both physical and digital formats to align with modern reading habits. This includes enhancing reading experiences through activities as well as book and learning fairs. Furthermore, the Group has expanded into educational counseling and mock exams for students preparing for university entrance. For the digital TV business, the Group continues to develop news, informative, and entertainment programs. It is also collaborating with partners to create innovative content, such as vertical dramas (micro-dramas), to reach a broader audience.

Beyond the business dimension, the Group prioritizes sustainable development by implementing concrete Environmental, Social, and Governance (ESG) initiatives. These include using renewable energy, developing green spaces, and organizing sustainability-focused activities. Furthermore, the Group creates social value by sharing knowledge and upholds the principles of good governance, transparency, and accountability to all stakeholders.

Amidst economic and industrial challenges in 2025, the Group reported total revenue of Baht 3,905.25 million, a 6.29% decrease from 2024, resulting in a net loss of Baht 111.83 million. However, with Baht 583.58 million in cash and cash equivalents, the Group remains well-positioned for future expansion. The Group is confident that its solid business foundation and diverse media platforms reaching over 60 million people will be key drivers in enabling the organization to adapt, recover, and achieve sustainable long-term growth.

For 2026, the Group aims to elevate its role from a media publisher to a Media & Activation Partner. The strategy focuses on developing integrated communication solutions that blend content, media, and activities to effectively connect partners' brands, products, and services with consumers at every touchpoint. By leveraging its content expertise and corporate credibility alongside data-driven insights and strategic partnerships, the Group intends to enhance campaign efficiency and pioneer innovations in media and activations. These efforts are designed to create added business value, strengthen competitive advantages, and support the organization's long-term sustainable growth.

On behalf of the Executive Committee, I would like to express my gratitude to the Board of Directors, management, and all employees, as well as our shareholders, customers, business partners, allies, and all stakeholders for their continued support of the Amarin Group. I sincerely hope for your ongoing support as we work together to drive the Amarin Group toward stable growth, delivering long-term returns to our shareholders while continuing to create knowledge that benefits the nation and Thai society.



**(Mr. Thapana Sirivadhanabhakdi)**  
Chairman of the Executive Committee

## Report of the Audit Committee



### To Shareholders of Amarin Corporations Public Company Limited

The Audit Committee of Amarin Corporation Public Company Limited (the “Company”) consists of four independent directors appointed by the Annual General Meeting of Shareholders, each serving a three-year term. Every member of the Audit Committee possesses the full qualifications stipulated in the Audit Committee Charter, which aligns with the requirements and best practice guidelines for audit committees set forth by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

In 2025, the Audit Committee held a total of 5 meetings and reported the results of each meeting to the Board of Directors. The attendance details for each member of the Audit Committee are as follows:

- |   |                               |
|---|-------------------------------|
| 1. <b>Assoc. Prof. Dr. Somjai Phagaphasvivat</b><br>Chairman of the Audit Committee | Meeting Attendance: 5/5 times |
| 2. <b>Prof. Dr. Nantawat Boramanand</b><br>Member of the Audit Committee            | Meeting Attendance: 5/5 times |
| 3. <b>Mr. Suwit Chindasanguan</b><br>Member of the Audit Committee                  | Meeting Attendance: 5/5 times |
| 4. <b>Mr. Ruth Chaowanagawi</b><br>Member of the Audit Committee                    | Meeting Attendance: 5/5 times |

At every meeting, the Audit Committee invited executive directors, senior management, and relevant parties to attend in order to provide additional information on key issues, ensuring that the auditing and review processes are increasingly efficient and effective. Additionally, once a year the Audit Committee holds a private meeting with the external auditors, without the presence of management or the Internal Audit Department, to independently discuss significant matters regarding the preparation of financial statements, observations, scope, work plans, and the annual audit approach. Furthermore, the Audit Committee meets specifically with management without the internal audit department to review the performance and quality of the internal audit unit’s work.

The performance of the Audit Committee's duties for the year 2025 can be summarized as follows:

### **1. Review of the Accuracy of Financial Reports and Adequacy of Information Disclosure**

The Audit Committee oversaw management in the preparation of financial reports within appropriate timeframes. It has reviewed significant information in both the quarterly and the 2025 annual financial statements of the Company and its subsidiaries. This included reviewing key accounting policies, significant non-recurring items, transactions with potential conflicts of interest, related party transactions, and observations from both the external and internal auditors, as well as the disclosure of information in the notes to the financial statements, which were reviewed and audited by the external auditor. In its deliberations, the Committee invited top executives, management from the Accounting and Finance Department, internal auditors, and the external auditor to attend meetings to provide clarifications. This process ensures that the financial reports are accurate, transparent, complete, reliable, and contain adequate disclosures in the notes to the financial statements in accordance with Financial Reporting Standards. These reports were vetted before the Audit Committee granted its approval for submission to the Board of Directors for quarterly consideration, or for the endorsement of the annual financial statements for the year ending December 31, 2025, to be proposed to the Board of Directors and subsequently to the Annual General Meeting of Shareholders for approval.

The Audit Committee concurs with the auditor's opinion that the Company's financial reporting process maintains an adequate internal control system. This ensures that the Company's financial statements are prepared in accordance with generally accepted accounting principles, accurately reflecting its financial position and operating results in all material respects. Furthermore, information is disclosed sufficiently and in a timely manner for the benefit of shareholders, investors, and users of the financial statements.

### **2. Review of Internal Control Systems**

The Audit Committee reviewed the adequacy of the internal control systems by considering internal audit reports based on the approved audit plan. These findings were consistent with the external auditor's assessment, which reported no material weaknesses or significant deficiencies and contained no special observations regarding the financial reports or internal controls. Furthermore, the Committee reviewed management's self-assessment of the internal control system using the "Internal Control Adequacy Assessment Form" from the Securities and Exchange Commission (SEC) before presenting it to the Board of Directors for their overall evaluation of the internal control system's adequacy.

In 2025, the Audit Committee expressed the opinion that the Company's internal control system is appropriate and sufficiently effective for its business operations within the current environment. No material issues were found that could significantly impact the Company's business operations.

### **3. Review of the Internal Audit**

The Audit Committee evaluated the effectiveness of the internal audit unit by considering its mission, scope of work, duties, responsibilities, independence, staffing, and budget. The Committee also reviewed the Internal Audit Charter to ensure it remained appropriate, up-to-date, and aligned with the Stock Exchange of Thailand's Internal Audit Guidelines. Furthermore, the Committee supervised the internal audit function to ensure independent and effective operations by approving the annual audit plan and monitoring progress every quarter. This included providing comments, suggestions, and consistently following up on significant audit findings. The Committee also supported the quality development of internal auditing by encouraging personnel to attend training courses to enhance their knowledge and skills, ensuring performance meets International Standards for the Professional Practice of Internal Auditing.

The Audit Committee is of the opinion that, in 2025, the Company maintained an adequate, appropriate, and effective internal control system. Furthermore, there has been continuous development in the audit quality, regarding both personnel and operations, in alignment with international standards. Consequently, the Internal Audit Department's performance has successfully achieved its established targets.

#### **4. Review of Compliance with Laws, Regulations, and Policies**

The Audit Committee has reviewed and overseen the Company and its subsidiaries to ensure compliance with laws, regulations, and policies. This includes ensuring that business operations are conducted in accordance with Securities and Exchange Laws, the regulations of the Securities and Exchange Commission (SEC), the regulations of the Stock Exchange of Thailand (SET), and other laws relevant to the Company's business.

The Audit Committee found no indications to suggest any deficiencies regarding non-compliance and/or actions in conflict with relevant laws, regulations, policies, and requirements, including Personal Data Protection Laws, Corporate Governance Policies, and the Company's Code of Business Conduct.

#### **5. Review of Good Corporate Governance**

The Audit Committee encourages the Company and its subsidiaries to conduct business in accordance with good corporate governance principles. The Corporate Governance Committee is responsible for overseeing the Company's operations, with a scope of authority and responsibility that covers the SEC's CG Code. Furthermore, the Company provides multiple whistleblowing channels for employees, customers, and stakeholders to report information or leads regarding fraud, misconduct, breaches of business ethics, or human rights violations. Dedicated units are responsible for managing these complaints appropriately and transparently, including the implementation of suitable whistleblower protection measures.

The Audit Committee is of the opinion that the Company continuously develops its good corporate governance practices to enhance operational efficiency and build confidence among all stakeholders.

#### **6. Acknowledgment of Risk Management**

The Sustainability and Risk Management Committee presented a report on risk management policies, work plans, and guidelines for managing risks that may impact the Company's performance. These include Strategic Risk, Operational Risk, Financial Risk, and Compliance Risk, as well as Sustainability Development policies aimed at mitigating long-term business risks and Emerging Risks that could affect future operations. This report was presented for the Audit Committee's acknowledgment during Audit Committee Meeting No. 4/2025.

#### **7. Review and provide opinions on connected transactions or transactions that may have conflicts of interest, including significant transactions and disclosure issues**

The Audit Committee reviewed the appropriateness of the procedures for entering into connected transactions occurring during the year, significant transactions, and transactions that may involve conflicts of interest. These items were included as agendas in the Audit Committee meetings, where the Committee considered the details and rationality of each transaction based on the principles of transparency, accuracy, and the best interests of the Company and its stakeholders. Furthermore, the Committee ensured that disclosures were made accurately and completely in accordance with the regulations and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee is of the opinion that such transactions occurring during the year 2025 were reasonable, performed for the maximum benefit of the Company's business operations, and were disclosed accurately and completely.

#### **8. Consider, select, nominate, and propose the remuneration of the external auditors for recommendation to the Board of Directors for approval before seeking further approval from the Annual General Meeting of Shareholders**

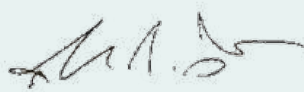
The Audit Committee has considered and selected the external auditors for the 2025 fiscal year by evaluating their independence, the quality of past audit work, skills, knowledge, capability, and experience, as well as the appropriateness of the audit fees. Therefore, the Audit Committee resolved to propose to the Board of Directors for endorsement and to the 2025 Annual General Meeting of Shareholders to consider the appointment of auditors from KPMG Phoomchai Audit Ltd. as the Company's auditors for the year 2025, namely:

- Ms. Nittaya Chetchotiros, Certified Public Accountant Registration No. 4439; or
- Ms. Kanokorn Phooriphanyawanit, Certified Public Accountant Registration No. 10512; or
- Ms. Nadsasin Wattanapaisal, Certified Public Accountant Registration No. 10767; or
- Ms. Natcha Uwattanasombat, Certified Public Accountant Registration No. 11416.

## 9. Review and Update of the Audit Committee Charter

The Audit Committee reviews and updates its charter annually to ensure alignment with the regulations and best practices of the Securities and Exchange Commission (SEC), Thailand. Additionally, the Audit Committee conducted self-assessments on both a collective and individual basis. The results confirmed that the Committee has performed its duties fully, in accordance with the Board-approved Audit Committee Charter, utilizing its members' knowledge, expertise, and independence to provide continuous opinions and recommendations to management and the Board of Directors.

In summary, for the year 2025, the Audit Committee performed its duties in full compliance with the charter assigned by the Board of Directors with complete independence. The Committee is of the opinion that the Company maintains appropriate, effective, and sufficient corporate governance, internal control, and internal audit systems. Furthermore, the Company's operations have been conducted to maximize the best interests of shareholders in a fair and equitable manner, free from conflicts of interest, with the management team performing their duties with honesty and integrity.



**(Assoc. Prof. Dr. Somjai Phagaphasvivat)**  
Chairman of the Audit Committee

## Report of the Sustainability and Risk Management Committee



### To Shareholders of Amarin Corporations Public Company Limited

In 2025, the Sustainability and Risk Management Committee (“SRMC”), consisting of four directors, held a total of two meetings. The attendance details for each committee member are as follows:

- |  |                               |
|--|-------------------------------|
| <b>1. Mr. Pramoad Phornprapha</b><br>Chairman of the Sustainability and Risk Management Committee  | Meeting Attendance: 2/2 times |
| <b>2. Dr. Nithinart Sinthudeacha</b><br>Member of the Sustainability and Risk Management Committee | Meeting Attendance: 2/2 times |
| <b>3. Mr. Ruth Chaowanagawi</b><br>Member of the Sustainability and Risk Management Committee      | Meeting Attendance: 2/2 times |
| <b>4. Mrs. Tongjai Thanachanan</b><br>Member of the Sustainability and Risk Management Committee   | Meeting Attendance: 1/2 times |

In 2025, the Sustainability and Risk Management Committee consistently performed its duties in supervising and reviewing the sustainability and risk management frameworks of the Amarin Group. The Committee provided insights and recommendations regarding sustainable development operations and enterprise risk management. This included reviewing policies related to sustainability and risk management, as well as establishing strategies and operational guidelines for the management team. These efforts aimed to ensure that the Amarin Group’s sustainability and risk management processes are appropriate, comprehensive, and involve effective evaluation and monitoring. This ensures that the Group can respond to stakeholder expectations appropriately and remain agile amidst changing environments.

The key performance highlights of the Sustainability and Risk Management Committee over the past year are summarized as follows:

#### **Sustainable Development**

- Drive sustainability management across all three dimensions Environment, Social, and Governance (ESG) beginning with a Double Materiality assessment. This process involves active engagement with all key stakeholders, including shareholders/ investors, employees, suppliers/business partners, customers, communities, financial institutions/creditors, and government/ regulatory agencies. The insights gained are used to develop a Sustainability Strategy that is integrated into the core corporate strategy. This framework establishes clear goals, action plans, Key Performance Indicators (KPIs), and monitoring systems across all business units within the Company.
- Drive management to participate in national and international sustainability assessments, such as the SET ESG Ratings and FTSE Russell ESG Scores, etc., in order to adopt these evaluation criteria as a framework for enhancing the Group's sustainable development performance.
- Monitor and provide recommendations on key sustainability performance initiatives, such as the 8-Rai Area Development Project, the Sustainable Event Management Standard (TSEMS) certification from the Thailand Convention and Exhibition Bureau (Public Organization), and the Reclaim Water Project within the printing business. This includes collaborating with networks to transform manufacturing waste into value-added products, ensuring positive impacts and tangible, measurable results.
- Support and promote awareness of sustainable development by organizing workshops for executives across all business groups. This aims to enhance understanding and ensure the practical application of sustainability concepts within actual business operations.

#### **Risk Management**

- Review the organization's entire risk management framework and categorize risks into the following groups: Strategic Risk, Operational Risk, Financial Risk, Compliance and Legal Risk, ESG and Reputation Risk, External and Emerging Risk, Governance and Culture Risk, and Other Risks that may impact the achievement of the organization's objectives.
- Recommend that the management establishes criteria for identifying various risk factors, defining risk appetite levels, and outlining mitigation measures to maintain risks within acceptable limits. The Sustainability and Risk Management Committee shall be responsible for reviewing and endorsing these risk levels and control measures before presenting them to the Board of Directors for acknowledgment and further recommendations.
- Monitor the implementation of the enterprise risk management plan to ensure that the Amarin Group manages risks appropriately, efficiently, and effectively, in alignment with current and evolving business environments.

Over the past year, the Sustainability and Risk Management Committee reviewed the Company's operations and concluded that the sustainability and risk management plans are both adequate and appropriate. These plans have been executed consistently and effectively, in alignment with the principles of good corporate governance across the entire organization.



**(Mr. Pramoad Phornprapha)**

Chairman of the Sustainability and Risk Management Committee

## Report of the Corporate Governance Committee



### To Stakeholders

In the 2025, the Corporate Governance Committee, consisting of independent and executive directors as named below, held three meetings and reported the meeting outcomes to the Board of Directors on each occasion. Details regarding the committee members' attendance and the summary of their duties performed during the fiscal year are as follows:

- |   |                               |
|---|-------------------------------|
| 1. <b>Mr. Suwit Chindasanguan</b><br>Chairman of the Corporate Governance Committee     | Meeting Attendance: 3/3 times |
| 2. <b>Mr. Nararat Limnararat</b><br>Member of the Corporate Governance Committee        | Meeting Attendance: 3/3 times |
| 3. <b>Prof. Dr. Nantawat Boramanand</b><br>Member of the Corporate Governance Committee | Meeting Attendance: 3/3 times |
| 4. <b>Dr. Nithinart Sindhudeacha</b><br>Member of the Corporate Governance Committee    | Meeting Attendance: 3/3 times |

In addition to the Corporate Governance Committee meetings, the Board of Directors organized the sessions between independent directors and non-executive directors, excluding executive directors and management from Amarin Corporations Public Company Limited and its subsidiaries. This follows the Stock Exchange of Thailand's Good Corporate Governance principles, serving as a forum to exchange insights on management, acknowledge operational obstacles, and endorse independent practices. The meeting's conclusions and recommendations were subsequently reported to the Board of Directors.

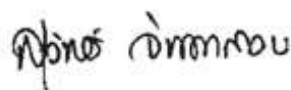
The Corporate Governance Committee is committed to supervising business operations based on transparency, in accordance with good corporate governance principles and responsibility toward stakeholders, society, and the environment. In 2025, the Company strictly complied with all business-related laws and continuously reviewed and updated its Corporate Governance Policy, Business Ethics, Board of Directors Charter, and the charters of all sub-committees to ensure ongoing alignment with good

governance practices. As a result of the Company's dedication and continuous operational improvements under the supervision of the Corporate Governance Committee, this success has been publicly recognized. According to the "Corporate Governance Report of Thai Listed Companies 2025" survey conducted by the Thai Institute of Directors (IOD), the Company received an "Excellent" rating for the fourth consecutive year.

The key performance highlights of the Corporate Governance Committee during the 2025 fiscal year are summarized as follows:

- Monitored new, amended, or additional laws, regulations, and notifications issued by regulatory bodies during the 2025 fiscal year, including Personal Data Protection Laws. This included reviewing and providing feedback on draft or updated internal regulations to ensure they align with the requirements of relevant authorities, and additionally, provided recommendations to management and related departments to ensure proper compliance, for instance, tracking proposed updates from the Securities and Exchange Commission (SEC) regarding material transactions and related party transactions.
- Reviewed the Corporate Governance Policy to ensure alignment with the Corporate Governance Code for Listed Companies 2017 ("CG Code"). The Corporate Governance Committee resolved to maintain the current policy, as it remains appropriate for overseeing the Group's operations in accordance with good governance principles. Additionally, the Committee provided recommendations regarding the disclosure of measures the Company has adopted to align with its management context and business operations. These disclosures serve to explain the alternative practices implemented where the Company has not yet fully adopted certain CG Code guidelines, as reported in the 56-1 One Report.
- Promoted compliance with the Corporate Governance Policy and the Code of Business Conduct among directors, executives, and employees. This included ensuring notification and adherence to blackout period regulations to prevent insider trading, as well as the annual disclosure of interests and conflicts of interest. Furthermore, ensured regular communication of key guidelines regarding corporate governance, the Code of Conduct, and anti-corruption policies to executives and employees to reinforce understanding and strict compliance. This has also been established as a policy for the Human Resources Department to include as a mandatory topic in new employee orientations, with compliance results reported to the Corporate Governance Committee.
- Coordinated and collaborated on the disclosure of corporate governance information in the 56-1 One Report, ensuring alignment with the assessment criteria of the Corporate Governance Report of Thai Listed Companies ("CGR Project") by the Thai Institute of Directors ("IOD"), which followed the implementation of the new assessment criteria in 2023, reflecting the Company's commitment to good corporate governance.
- Facilitated and supported the performance evaluation of the Board of Directors and all sub-committees for the year 2025. This includes both collective (board-as-a-whole) and individual self-evaluations. The results shall be reported to the Board of Directors for acknowledgment and disclosed in the Annual Report (Form 56-1 One Report). Furthermore, these evaluation results shall be utilized as a framework for reviewing duties to ensure continuous improvement and serve as a standard for the Board's performance.
- Supported the protection of minority shareholders' rights by ensuring they are treated equitably. This included monitoring that the Company has provided opportunities for minority shareholders to nominate directors, propose agenda items for the Annual General Meeting (AGM), and submit questions about the Company in advance of the 2025 AGM. Furthermore, supervised the Company to ensure all material information was fully disclosed to shareholders in accordance with regulatory requirements via the Stock Exchange of Thailand's information system and the Company's website, ensuring equal access for all shareholders.
- Reviewed and updated the Corporate Governance Committee Charter and the charters of all other sub-committees for the year 2026. This was to ensure that all committee charters align with the best practices of the Corporate Governance Code for Listed Companies, as prescribed by the Securities and Exchange Commission (SEC), as well as the recommendations of the Thai Institute of Directors ("IOD").

Amarin Corporations Public Company Limited prioritizes conducting business with structured methodologies and concrete corporate governance standards. The Company emphasizes organizational sustainability that is built upon the foundations of integrity, transparency, and accountability. Through the collaboration of directors, executives, and employees, the Company strives to maximize value for the firm and its shareholders while remaining steadfastly committed to the interests of stakeholders, society, and the environment.



**(Mr. Suwit Chindasanguan)**

Chairman of the Corporate Governance Committee

## Report of the Nomination and Remuneration Committee



### To Shareholders of Amarin Corporations Public Company Limited

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings to review and scrutinize the nomination of directors, as well as to consider the remuneration for directors and top executives of the Company. The meeting attendance details for each member of the Nomination and Remuneration Committee are as follows:

- 1. Mr. Pramoad Phornprapha** Meeting Attendance: 2/2 times  
Chairman of the Nomination and Remuneration Committee
- 2. Mr. Suwit Chindasanguan** Meeting Attendance: 2/2 times  
Member of the Nomination and Remuneration Committee
- 3. Mr. Nararat Limnararat** Meeting Attendance: 2/2 times  
Member of the Nomination and Remuneration Committee

In this regard, the Nomination and Remuneration Committee has performed its duties as assigned by the Board of Directors, adhering to the principles of good corporate governance with primary consideration for the best interests of the Company and all groups of stakeholders. A summary of the key duties performed during the 2025 fiscal year is as follows:

- Considered the recruitment of qualified individuals to be nominated as directors for the 2025 Annual General Meeting of Shareholders. Opportunities were also provided for shareholders to nominate candidates in advance; however, by the specified deadline, no nominations had been submitted. Consequently, the Nomination and Remuneration Committee proposed the re-election of the retiring directors for another term. Each director possesses the appropriate qualifications required by law and relevant regulations, including the necessary expertise, skills, knowledge, and experience. Furthermore, they have demonstrated strong performance, providing invaluable advice and insights for the Company's management. Both the Board of Directors and the Annual General Meeting of Shareholders have subsequently approved these appointments as proposed.

- Considered and approved the remuneration for the Board of Directors and Sub-committees for the year 2025, with a total budget not exceeding Baht 7,000,000, which remains unchanged from 2024. The determination of such remuneration was based on their scope of duties and responsibilities, as well as benchmarking against other listed companies within the same industry and of a comparable size.
- Reviewed and revised the Board Diversity Matrix to enhance the presentation of the directors' expertise and specialized knowledge relevant to the Company's business operations. Furthermore, the Committee had approved the use of the Board Diversity Matrix for the year 2026, which defined the qualifications, knowledge, and professional skills of the directors to ensure they remain aligned with the Company's strategic business directions.
- Considered the 2025 fiscal year performance bonus and established the 2026 merit increase framework for executives and employees. This ensures compensation is appropriate, fair, and market-competitive in order to retain high-quality, high-potential talent before seeking the approval of the Board of Directors.
- Conducted the performance evaluation of the entire Nomination and Remuneration Committee for the 2025 accounting period to provide information for enhancing operational efficiency. This included reviewing the Charter to ensure it remains appropriate, aligned with the current situation, and compliant with the principles of Good Corporate Governance.



**(Mr. Pramoad Phornprapha)**

Chairman of the Nomination and Remuneration Committee

## Report of the Executive Committee



**Dear Shareholders,**  
**Amarin Corporations Public Company Limited**

In 2025, the Executive Committee, comprising both non-executive and executive directors as listed below, held a total of 12 meetings. The attendance records and summary of duties for each member are as follows:

- |  |                                 |
|--|---------------------------------|
| 1. <b>Mr. Thapana Sirivadhanabhakdi</b><br>Chairman of the Executive Committee | Meeting Attendance: 12/12 times |
| 2. <b>Mr. Nararat Limnararat</b><br>Vice Chairman of the Executive Committee   | Meeting Attendance: 12/12 times |
| 3. <b>Mr. Khumpol Poonsonee</b><br>Executive Director                          | Meeting Attendance: 12/12 times |
| 4. <b>Mr. Siri Bunpitukgate</b><br>Executive Director                          | Meeting Attendance: 12/12 times |
| 5. <b>Mr. Amorn Ungsakulpreecha</b><br>Executive Director                      | Meeting Attendance: 12/12 times |
| 6. <b>Mr. Jeramiah Pitakwong</b><br>Executive Director                         | Meeting Attendance: 12/12 times |

- Conduct regular monthly meetings to monitor the performance of the Company and its subsidiaries for quarterly reporting to the Board of Directors. This includes supervising management in assessing and managing the financial positions of the Company and its subsidiaries to ensure stability and sufficient liquidity for business operations. Additionally, remain informed of business or management obstacles to provide recommendations and solutions, or business strategy adjustment to align properly with changing economic conditions, market trends, and competition. These efforts ensure the Group's operations run smoothly and achieve its established goals.

- Consider to review and provide opinions on significant transactions or major business plans related to the business operations and management of the Company and its subsidiaries, which require approval from the Board of Directors and/or the shareholders' meeting of the Company or its subsidiaries.
- Consider to screen and approve investment expenditures, including various transactions, to support the management and business operations of the Company or its subsidiaries, ensuring efficiency and appropriateness in accordance with the business environment.
- Provide feedback on management's proposal regarding the organization restructure and management framework in alignment with the business plan. This aims to enhance operational efficiency, budget control, and increase the Company's flexibility in adapting to market changes and the evolving business environment.
- Monitor and provide constructive feedback on organizational and business management to ensure the Group's 2025 operations align with Board-approved strategies, work plans, and budgets. Additionally, oversee the management's preparation of the 2026 strategy, work plan, and budget, as well as determine 3 - 5-year long-term goals and strategies, for the Executive Committee's review and feedback prior to seeking Board approval subsequently.
- Evaluate the Board of Executive Directors' performance for the year 2025 to enhance operational efficiency. This includes reviewing the appropriateness of the Executive Board Charter to ensure alignment with Good Corporate Governance principles and the relevant environmental factors. The Board of Executive Directors has resolved to maintain the current charter.

In summary, during 2025, the Executive Committee performed its duties with prudence, integrity, and due care, prioritizing the best interests of the Company as well as aiming to utilize knowledge, ability, and experience for reviewing, monitoring, and providing recommendations on key matters regarding the business operations and management of the Company and its subsidiaries, as assigned by the Board of Directors. This was carried out to ensure the Group's operation met both short-term and long-term strategic goals as stipulated, while building sustainable confidence among shareholders and all stakeholders.



**(Mr. Thapana Sirivadhanabhakdi)**  
Chairman of the Executive Committee

## The Board of Directors



**Assoc. Prof. Dr. Somjai  
Phagaphasvivat**

- Independent Director
- Chairman of the Audit Committee



**Dr. Sumet Tantivejkul**

- Chairman
- Independent Director



**Prof. Dr. Nantawat Boramanand**

- Independent Director
- Member of the Audit Committee
- Member of the Corporate Governance Committee



**Mr. Ruth Chaowanagawi**

- Independent Director
- Member of the Audit Committee
- Member of the Sustainability and Risk Management Committee



**Mr. Suwit Chindasanguan**

- Independent Director
- Chairman of the Corporate Governance Committee
- Member of the Audit Committee
- Member of the Nomination and Remuneration Committee



**Mr. Pramoad Phornprapha**

- Independent Director
- Chairman of the Nomination and Remuneration Committee
- Chairman of the Sustainability and Risk Management Committee



**Dr. Nithinart Sinthudeacha**

- Independent Director
- Member of the Corporate Governance Committee
- Member of the Sustainability and Risk Management Committee



**Mr. Thapana Sirivadhanabhakdi**

- Vice Chairman\*
- Chairman of the Executive Committee



**Mr. Nararat Limnararat**

- Director\*
- Vice Chairman of the Executive Committee
- Member of the Corporate Governance Committee
- Member of the Nomination and Remuneration Committee



**Mrs. Tongjai Thanachanan**

- Director
- Member of the Sustainability and Risk Management Committee



**Mr. Siri Bunpitukgate**

- Director\*
- Executive Director
- President



**Mr. Khumpol Poonsonee**

- Director\*
- Executive Director

Note \*Authorized Director

## The Executive Committee



**Mr. Nararat Limnarat**

- Vice Chairman of the Executive Committee



**Mr. Thapana Sirivadhanabhakdi**

- Chairman of the Executive Committee



**Mr. Siri Bunpitukgate**

- Member of the Executive Committee
- President



**Mr. Jeremiah Pitakwong**

- Member of the Executive Committee
- Group Chief Operating Officer



**Mr. Khumpol Poonsonee**

- Member of the Executive Committee



**Mr. Amorn Ungsakulpreecha**

- Member of the Executive Committee
- Group Chief Financial Officer

## The Executive Committee of Amarin Corporations Public Company Limited

- ◆ **Mr. Siri Bunpitukgate**  
President
- ◆ **Mr. Jeremiah Pitakwong**  
Group Chief Operating Officer
- ◆ **Mr. Amorn Ungsakulpreecha**  
Group Chief Financial Officer
- ◆ **Ms. Ussanee Viratkaphan**  
Managing Director, Publishing Business

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## Subsidiary Management Team

- ◆ **M.L. Luesak Chakrabandhu**  
Managing Director of Amarin Book Center Co., Ltd.
- ◆ **Mr. Pak Sengpanich**  
Assistant Managing Director,  
Amarin Book Center Co., Ltd.
- ◆ **Ms. Thanasorn Jirayuwattana**  
Deputy Managing Director,  
Marketing and Sales, Amarin Television Co., Ltd.
- ◆ **Mrs. Pattira Palawatvichai**  
Deputy Managing Director,  
Business Development, Amarin Television Co., Ltd.
- ◆ **Ms. Waleerat Sakkajhonyos**  
Deputy Managing Director,  
AME Imaginative Co., Ltd.
- ◆ **Mr. Damrong Leewairoj**  
Deputy Managing Director,  
AME Imaginative Co., Ltd.

## Advisor to the Executive Committee

- ◆ **Mrs. Metta Utakapan**  
Advisor to the Executive Committee



# Section 1

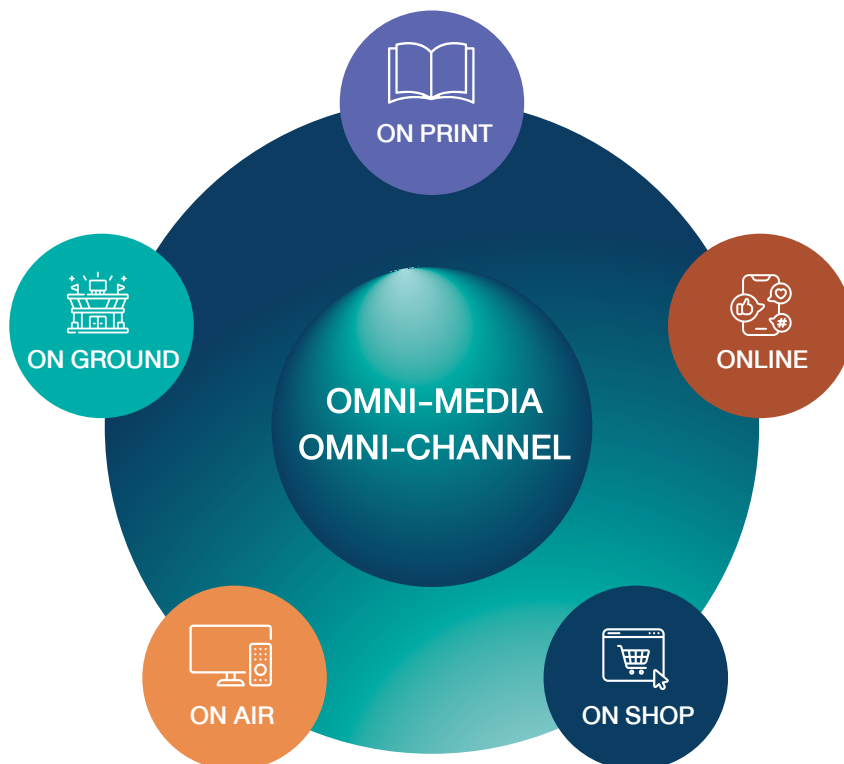
## Businesses and Operating Results

1. Structure and Operations of Amarin Group
2. Risk Management
3. Driving Sustainable Business Growth
4. Management Discussion and Analysis (MD&A)
5. General Information and Other Material Facts

## 1. Structure and Operations of Amarin Group

### 1.1 Business Policy and Overview

Amarin Corporations Public Company Limited (“Company” or “AMARIN”) has successfully transformed into an omni-media company comprising its respective platforms: On-Print, Online, On-Air, On-Ground, and On-Shop which have been developed continuously with the aim to deliver precious experiences to people in every phase of their lives for the happiness and prosperity of the society in line with its founder’s mission.



#### ON PRINT

**Magazines, books, and the printing house:**

**“Quality” is at heart.**

#### Quality printing services

AMARIN has created a comprehensive range of quality printing services while continuously developing technology to blend prints into various new media in the digital age to meet customers’ needs down to the details, establishing itself firmly as the ultimate omni-media company, and delivering precious experiences to people in every phase of their lives.

#### Urgent printing services

AMARIN’s Digital Printing Service (D-print) initially fulfills the dream of those who order small prints. While printing volume is small, quality is high. It supports self-publishing by offering a lower cost and shorter production time both during pre-publishing and post-publishing periods. D-print, moreover, is accompanied by a one-stop service that demonstrates AMARIN’s solid standard, which integrates special techniques to add value for prints.

- **Special color prints:** Special inks (Green, Orange, Violet, White, and Fluorescent Pink) for color-up or any print featuring violet, orange, green, white and fluorescent pink themes.
- **Coating for enhanced durability:** Protected prints with a plastic coating including matte lamination, gloss lamination, and soft-touch lamination to color up prints and covers for distinctive textures and appealing touch which can be easily cleaned.
- **More realistic with added texture:** Special techniques make prints distinctive with various textures added for the post-printing process, such as, soft like rubber, rough like sand, raised like Braille, glossy like Spot UV, luxury like foil, or differentiated with Die-cut, perforation or folding.
  - 9 layers for raised gimmicks
  - Foil Stamping
  - Debossing and Embossing
  - Digital Die-cut
- **Mosaic:** Special prints can be created for a customer's important person from an image sized 20x20 cm. to 500 unique art prints at most.
- **Variable data and Run number:** Prints involving personal identity or valuable vouchers requiring privacy and high security printing.
- **One-Shot or Sandwich Technique:** The special technique for different materials such as plastic, stickers, or metallized paper.
- **Raised Print Special Effect:** Printing with transparent ink for a texture similar to Spot UV.
- **Invisible Red** special printing techniques with content glowing under black light.

#### **Packaging printing services**

AMARIN's printing house uses advanced machines for the manufacturing of premium packaging to support large orders and respond quickly to customers' needs.

#### **Content creation services**

**AMARIN's Creatia** offers a full range of print and digital media production services, which suit all requirements for both organizations and individuals dreaming of having their own content and looking for a professional content creator who truly understands and meets their needs under AMARIN's quality and standards with over 15 years of experience in full-scale content creation, which guarantees that Creatia team can serve customers in every step from conceptualization, content arrangement, photography, design, printing, delivery, and close consultation throughout the entire production process by the professional.

#### **Publishing houses**

Publishing houses under AMARIN's group have released books to comprehensively respond to the interest of all types of readers. According to three major book genres there are Lifelong Learning, Kids and Entertainment. At present, AMARIN has 16 publishing houses namely: Praew Publishing, Piccolo Publishing, Prism Publishing, Words Publishing, Pages Publishing, Springbooks Publishing, Amarin HOW-TO Publishing, Sophia Publishing, Amarin Kids Publishing, Arun Publishing, Rose Publishing, Levon Publishing, Peony Publishing, Lilac Publishing, Camellia Publishing, and Pine Publishing.

#### **Magazines**

AMARIN is the ultimate leader of the lifestyle magazine industry covering home décor, fashion, health, and family content. With its strong aspiration to produce quality magazines since 1976, Currently, it has published four magazine titles in response to readers' needs, which are Baan Lae Suan, Praew, Cheewajit and National Geographic Thai language.



## ONLINE

**Solid expertise and experience in producing content for all types of digital media**

AMARIN is a leading media and online community conglomerate in Thailand which attracts more than 10 million visitors on its website and social media platforms. In addition, its eight websites alone have garnered over 200 million page views. Riding on its audiences' trust, AMARIN's digital media have become important marketing platforms for marketers trying to reach women, men, health lovers, moms and kids, as well as home-décor lovers.

Moreover, it has recognized the importance of targeted marketing and implemented a data management platform (DMP) for publishers to analyze reading behaviors along with audiences' data collection to develop content relevant to them and help marketers present relevant products to their target groups at the right time and with greater efficiency.



## ON GROUND

**Organizing quality fairs and events with professional expertise**

### Fairs

With leading and trustworthy lifestyle advertising media of Thailand, AMARIN has expanded its marketing services to events and fairs, which have received positive feedback from both consumers and marketers.

Highly popular fairs of AMARIN include Baan Lae Suan Fair, Amarin Baby & Kids Fair and others such as Sustainability Expo

AMARIN has experienced and professional teams which foster strong trust among customers as always. The Company is committed to organizing fairs that effectively fulfill customers' needs with professionalism.

### Training & Seminars

Amarin Academy is a business unit for providing training and seminars for new entrepreneurs who are looking for knowledge useful for further efficient business development. Amarin Academy has held seminars for the group of restaurant entrepreneurs and reached more than 1,000 attendees.

### Event Services

With more than 19 years of experience in marketing activities and its well-recognized events and fairs, AMARIN has gained trust from government agencies and private entities for organizing press conferences, exhibitions, dealers' receptions, conferences, seminars and others. Amarin Event Service has provided quality event services catering to customers' needs comprehensively and efficiently under the business philosophy "As Quality Work is Our Specialty"

### Concerts and music festivals

Concerts and music festivals represent a new business line that has gained recognition for its quality and creativity. The Company organizes concerts under the "Suud Entertainment" brand, including Jazz Me to the Moon Concert, Hall of Friends Concert, and Royal Jazz for the Chaipattana Foundation.



### ON AIR

#### **Amarin TV 34HD: Creative TV Station That “Fuels Ideas, Fulfills Imagination”**

**Amarin TV** is a digital terrestrial TV station in the HD category operated by Amarin Television Company Limited, widely known as “Amarin TV 34HD”. The station presents news, entertainment and knowledge to viewers nationwide round-the-clock. Ranked among Thailand’s top 10 popular TV channels with a variety of programming such as “Tub Toh Kao” listed in a Top 3news program in Thailand’s digital TV industry. Under the concept of Real Life Entertainment, Factual Entertainment Programs like “Kor Kon Kanthep”, “Kor Kon Sut Khua”, and “The Asia Hunter”, which attained high popularity. Amarin TV 34HD also broadcasts sports programs such as “Sport lifestyle 34” and other variety shows in response to viewers’ diverse tastes, such as “Baanlaesuan” “Chang Prajam Ban” or those who are interested in home maintenance, food programs like “Cheeppajorn Long Pung” and “Tam Amphoe Chan” including a tourism program like “Suptar Pa Talui” and “Kinpaitua Muabaanngarn” Including programs for children and youth such as “Cute Cute” and “Parakij Kids Sanook”.

Amarin TV 34HD is determined to further expand the diversity of its quality programs to better meet audiences’ needs in pursuit of increasing popularity and warmer responses from viewers nationwide.

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### ON SHOP

#### **Full range of on shop and online sales channels**

#### **Naiin shops**

Amarin Book Center Company Limited, a subsidiary of Amarin Corporations Public Company Limited, has opened “Naiin” bookstores with the aim to establish close ties with readers and distribute knowledge across communities. Throughout its operation, Amarin Book Center has conducted its businesses in response to market needs. It has also constantly enhanced its support division’s work systems, IT system, warehousing and delivery systems to ensure its service availability, which has led it to become a leading publication distributor in Thailand.

#### **Distribution Business**

Amarin Book Center Company Limited is a distributor of books, pocketbooks, and Thailand’s leading magazines by supplying products from AMARIN’s publishing houses and more than 500 other leading publishers. The firm has retailed books through various sales channels such as top bookstores nationwide, online platforms, schools, government agencies, and leading private organizations. Its products cover physical and digital such as books, magazines, e-Books, and e-Magazines.

Additional information is listed under the topic “Products and Services” on the Company’s website, [www.amarin.co.th](http://www.amarin.co.th).

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### 1.1.1 Vision, Mission, and Goal



#### Vision

To be an organization that is a source of pride and recognized of Thais, delivering enriching experiences and enhancing quality of life through well-rounded knowledge, meaningful enjoyment, and creative energy.



#### Mission

We work for the happiness and prosperity of society.



#### Sustainable Organization Strategy

- **Nurturing the environment** through green procurement, resource efficiency, and environmental conservation
  - **Fostering good society** through products and services, delivering value to all parties involved – right from those engaged in production process to end-consumers
  - **Upholding good economy/good corporate governance** through fair operations, transparency, and business ethics



#### Goal

We are the number one Omni-Media – Omni-Channel, to achieve the goal go delivering precious experiences to every stage of people's lives and to be Thailand's Leading Knowledge Platform That Fosters Learning Society on Sustainability Path.



## 1.1.2 Material changes and developments

### Details regarding material changes and developments

1976

29 September 1976,

"AMARIN" was founded by "Mr. Chukiat Utakapan" together with his friends and a few employees, he set up "Warasarn Baan Lae Suan Partnership Limited" to publish a house and garden magazine titled "Baan Lae Suan". The first issue of "Baan Lae Suan" hit the market in September 1976. Initially, his partnership relied on an external printing house for printing services.

1977

21 June 1977,

AMARIN established its own printing house under the name "Amarin Printing Partnership Limited" to publish its magazines in-house.

1987

8 January 1987,

the Company was converted into a limited company under the name "Amarin Printing Group Company Limited".

1992

3 January 1992,

the Company was approved to list its common shares on the Stock Exchange of Thailand with a registered capital of Baht 47.5 million, and subsequently increased its registered capital to Baht 95 million in July of the same year.

1993

15 June 1993,

the Company was converted into a public company and changed its name to "Amarin Printing and Publishing Public Company Limited", with the securities abbreviation "APRINT".

In the same year, the Company also increased its registered capital and established Amarin Book Center Company Limited ("ABOOK") to oversee the distribution of all publications, as well as launched its retail business under the brand name "Naiin".

2012

11 October 2012,

the Company expanded into the television media business by establishing "Amarin Television Company Limited" ("AMTV"), having been granted a digital TV broadcasting license in May 2014, and operating the digital TV business under the channel name "Amarin TV 34HD".

2013

5 February 2013,

the Board of Directors resolved to change the Company's securities abbreviation from APRINT to "AMARIN", effective on February 27 of the same year.

2022

12 October 2022,

ABOOK, a subsidiary of AMARIN, acquired 25.10 percent of Dek-D Interactive Company Limited (DDI)'s shares, operating an educational business, a content-service business through various platforms, and an advertising business on its main website, www.dek-d.com. Since it has possessed extensive knowledge, experience and expertise in its fields along with having a clear customer base.

2023

24 May 2023,

AMARIN's corporate name was changed to "Amarin Corporations Public Company Limited".

2024

30 April 2024,

AMARIN had held 90.59 percent of its already-issued shares by the Adelfos group through Vadhnanabhakdi Company Limited, Sirivadhanabhakdi Company Limited, and Siribhakhitham Company Limited.

18 June 2024,

AMARIN established AME Imaginative Company Limited as its subsidiary and held a 99.99 percent share in the company with the registered capital of Baht 50.00 million (500,000 ordinary shares, with the par value of 100 Baht per share). AME Imaginative has already collected 25 percent of share payment, raising Baht 12.50 million to support the expansion of its advertising space sales, ad design, printing, as well as its entertainment businesses that cover exhibitions, fairs, concerts, seminars.

1 July 2024,

ABOOK purchased 2,878 more shares of DDI, equivalent to 25.9 percent of DDI's already-issued and paid-up shares, for 30.00 million baht. Following this transaction, AMARIN's stake in DDI rose to 51.0 percent of DDI's already-issued and paid-up shares.

2025

24 March 2025,

AME Imaginative Co., Ltd. called for additional payment of shares representing 75 percent of the registered capital of 500,000 shares, with a par value of 75 Baht per share, totaling Baht 37.50 million. The Company continues to hold a 99.99 percent interest in the said subsidiary's issued and paid-up capital.

The Group undertook an operational restructuring by transferring all media and event businesses under AME Imaginative Co., Ltd. to enhance clarity of roles and responsibilities and to strengthen its capability in integrated media management. This restructuring enables comprehensive coverage across print media, digital media, and on-ground marketing communication activities, thereby providing tangible support for the Omni-Media – Omni-Channel strategy.

### 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

An issuance of equity securities or debt securities : - None -

### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Any issued securities with obligations or conditions : - None -

### 1.1.5 Company information

<b>Company name</b>	: AMARIN CORPORATIONS PUBLIC COMPANY LIMITED
<b>Symbol</b>	: AMARIN
<b>Address</b>	: 378 Chaiyaphruek Road, Taling Chan Subdistrict, Taling Chan District
<b>Province</b>	: Bangkok
<b>Postcode</b>	: 10170
<b>Business</b>	: Media and Publications covering three businesses: 1) Production of printing and distribution of books 2) Event Organization, production and advertising services through printing and online media 3) Production and services through television media
<b>Registration number</b>	: 0107536000480
<b>Telephone</b>	: 0 2422 9999
<b>Facsimile number</b>	: 0 2433 8792, 0 2434 8699
<b>Website</b>	: www.amarin.co.th
<b>Email</b>	: info@amarin.co.th
<b>Registered Capital/ Paid-up Capital</b>	: As of 31 December 2025, the Company had registered share capital and paid-up capital totalling 998,281,590 baht, and issued 998,281,590 shares, each with the par value of 1 Baht. Common stock : 998,281,590 shares Preferred stock : 0

## 1.2 Nature of business

### 1.2.1 Revenue Structure

#### Revenue structure by product line or business group

Business Group	2023		2024		2025	
	Thousand Baht	Percent	Thousand Baht	Percent	Thousand Baht	Percent
Production of printing and distribution of books	2,385,387	57.91	2,434,435	61.38	2,301,848	61.52
Organization of exhibitions, production and advertising through printing and online media	710,061	17.24	681,400	17.18	664,162	17.75
Production and providing advertising through television media	1,023,422	24.85	850,255	21.44	775,465	20.73
<b>Total revenue from operations</b>	<b>4,118,870</b>	<b>100.00</b>	<b>3,966,090</b>	<b>100.00</b>	<b>3,741,475</b>	<b>100.00</b>

### Revenue by geography

Business Group	2023		2024		2025	
	Thousand Baht	Percent	Thousand Baht	Percent	Thousand Baht	Percent
<b>Domestic Revenue</b>	<b>4,107,067</b>	<b>99.71</b>	<b>3,958,409</b>	<b>99.81</b>	<b>3,733,862</b>	<b>99.80</b>
<b>Overseas Revenue</b>	<b>11,803</b>	<b>0.29</b>	<b>7,681</b>	<b>0.19</b>	<b>7,614</b>	<b>0.20</b>
Hong Kong	-	-	-	-	4,060	0.11
Singapore	3,001	0.07	1,266	0.03	1,940	0.05
France	224	0.01	353	0.01	402	0.01
Sweden	462	0.01	903	0.02	375	0.01
USA	4,611	0.11	2,381	0.06	145	-
Korea	1,175	0.03	-	-	-	-
Myanmar	261	0.01	-	-	9	-
Laos	-	-	1,433	0.04	-	-
Other countries	2,755	0.07	2,601	0.06	683	0.02
<b>Total revenue from operations</b>	<b>4,118,870</b>	<b>100.00</b>	<b>3,966,090</b>	<b>100.00</b>	<b>3,741,475</b>	<b>100.00</b>

### Other Income

Other Income is divided by product line or business group.

Business Group	2023		2024		2025	
	Thousand Baht	Percent	Thousand Baht	Percent	Thousand Baht	Percent
Production of printing and distributions of books	24,515	14.42	33,536	14.42	17,757	10.84
Organization exhibitions, production and advertising through printing and online media	8,244	4.85	8,733	4.65	1,150	0.70
Production and providing advertising through television media	137,197	80.72	145,476	80.72	144,867	88.46
<b>Other income from operations</b>	<b>169,956</b>	<b>100.00</b>	<b>187,745</b>	<b>100.00</b>	<b>163,774</b>	<b>100.00</b>

### Share of profit (loss) of associated companies according to the equity method

Business Group	2023	2024	2025
	Thousand Baht	Thousand Baht	Thousand Baht
Production of printing and distributions of books	15,948	604	(2,768)

### 1.2.2 Research and development policy (R&D)

Research and development is the application of innovations and technologies available in the market for maximum benefit and research for new technology development by itself. This also includes cooperation with internal and external partners of the Company. Its objective and the main goals of research and development comprise 3 areas as follows:

1. Research and development of innovation and technology to increase production efficiency, reduce production costs and make it competitive
2. Research and development of innovation and technology to reduce the environmental impact from both inside and outside the organization and to promote sustainability in business operations

3. Research and development of innovation and technology to support new business with the goal of creating opportunities in business operations, knowledge creation and strengthening the organization's capacity to help reduce the business risks.

Business Group	2023	2024	2025
	Thousand Baht	Thousand Baht	Thousand Baht
Research and development (R&D) Expenses	691	4,066	3,555

Note: In 2023, AMTV focused on studying and developing technology for news programs and has invested in a virtual reality system of Baht 37.56 million.

1.2.3 Product Information

(1) Media and Events Business



PRINTS & ONLINE



ONLINE



CREATIVE SERVICES



TELEVISION PROGRAMS & VIDEO PODCAST



OWN EVENTS



**The Characteristics of Products or Services**

Starting in 1976 with the launch of Baan Lae Suan magazine, Amarin Group expanded into a diverse portfolio of publishing brands, marking its oldest business pillar. In 2024, the Media & Event division of the Group established AME Imaginative Co., Ltd. (AME) This new venture aims to enhance media and event services for external clients while synergizing with the Group to promote sustainable overall growth under the concept that we are “Your Communication & Activation Partner”.

**Marketing and Competition**

In 2025, Thailand’s media and events industry operated within a highly challenging economic and industrial context. Driven by global economic volatility, limited domestic growth, and cautious marketing expenditure across the corporate sector, the media and marketing activities market has become increasingly competitive. Advertisers and brand owners are now prioritizing efficiency, cost-effectiveness, and measurable campaign performance over quantitative budget expansion.

The Thai digital advertising and media market continues to grow, albeit at a slower pace than previously seen. This deceleration reflects a strategic shift among advertisers toward media and activities that yield tangible business results. Meanwhile, evolving consumer behaviors—favoring digital platforms, short-form video, and high-engagement content—are pushing media and event operators to evolve from traditional “media providers” into “integrated marketing communication solution providers”.

For the Events and MICE (Meetings, Incentives, Conventions, and Exhibitions) market, although the overall industry faces pressure from corporate budget constraints and competition from online and hybrid formats, growth opportunities remain in segments focusing on experiential engagement, attendee participation, and activities that align deeply with brand strategies. This is particularly true for events that can integrate digital media, consumer data, and sustainability concepts.

In this context, competition in the media and events industry is characterized by integrated competition. Operators no longer compete solely on media or event organization in isolation; instead, they compete on their ability to offer comprehensive packages of media, content, and activities. These solutions must holistically address clients’ marketing objectives, demonstrate creativity, and provide measurable results.



**Entering our 50<sup>th</sup> year, the AME Imaginative team**

under Amarin Group remains steadfast in our corporate goals. We are committed to producing all forms of content and organizing events to bring happiness to our followers, to drive the growth of our partners, and to foster the prosperity of society.

**Magazine**



**Nature of Competition**

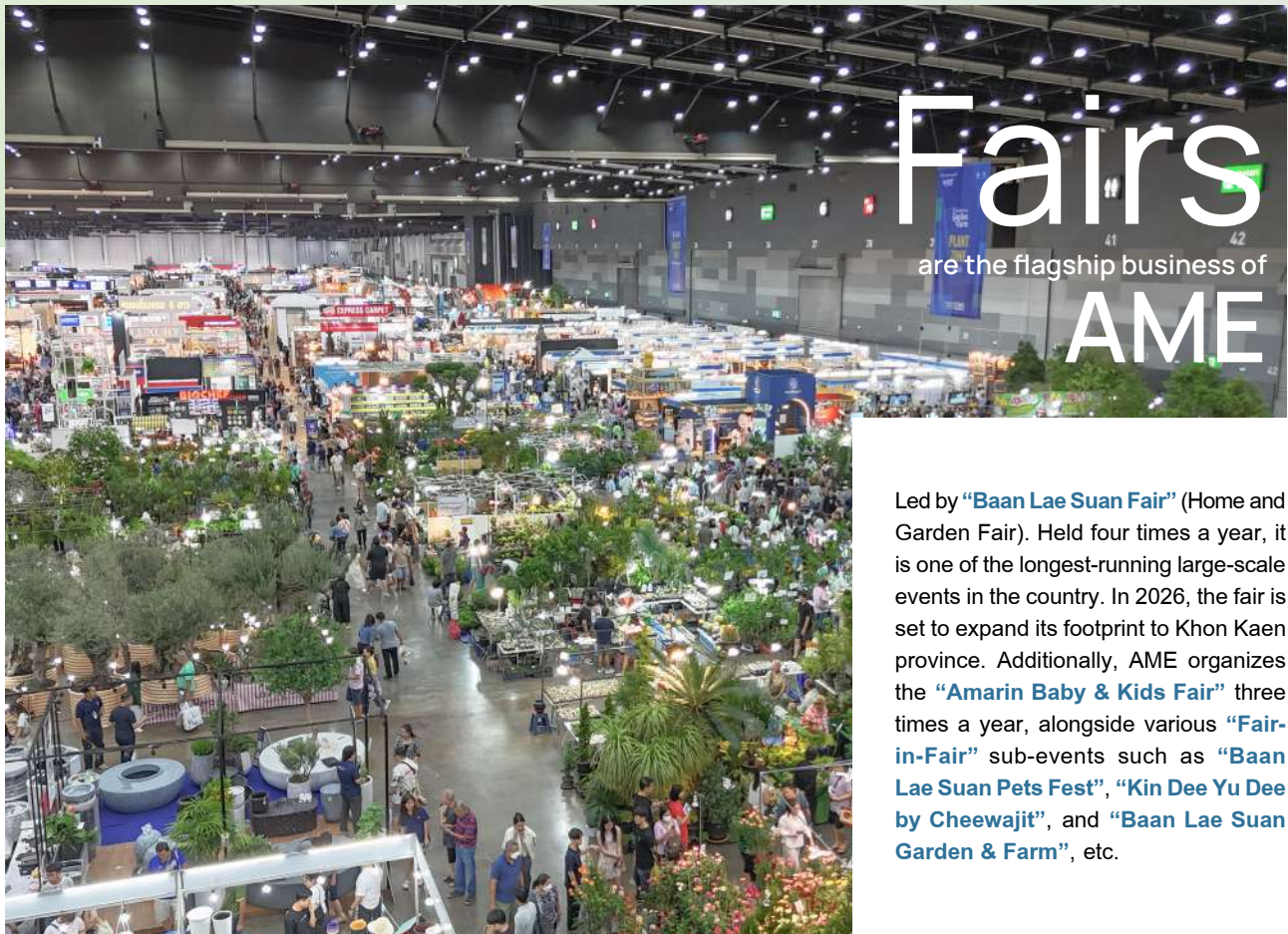
Competition in the media and events business is characterized by integrated rivalry, involving media service providers, marketing agencies, event organizers, digital platforms, and creators all vying for brand communication budgets. Within this context, Amarin Group—specifically AME—positions itself as a comprehensive media and activity solution provider. By seamlessly connecting content, media, and events, AME delivers communication experiences that are effective, measurable, and strategically aligned with client objectives.

## Procurement of Products and Services

Currently, AME creates content for readers, viewers, and event-goers across diverse platforms, ranging from monthly magazines and books to television programs, websites, social media, exhibitions, fairs, and most recently, concerts.

Our magazines continue to lead the market in both sales and credibility, including titles such as “**Baan Lae Suan**”, “**Praew**”, “**Cheewajit**”, and “**National Geographic (Thailand Edition)**”. Additionally, we offer special-issue magazines like “**Sudsapda**” and house the number-one publishers in the design category, such as “**Baan Lae Suan Publishing**” and “**room Books**”.

To reach a broader audience, every magazine maintains a presence across all social media platforms. Additionally, they feature specialized websites recognized for high-quality content: Design, Decor, and Gardening: [Baanlaesuan.com](http://Baanlaesuan.com), Health and Cuisine: [Cheewajit.com](http://Cheewajit.com), Parenting and Childcare: [AmarinBabyandKids.com](http://AmarinBabyandKids.com), Beauty and Fashion: [Praew.com](http://Praew.com), Entertainment and Music: [Sudsapda.com](http://Sudsapda.com), Science History and Environment: [NGThai.com](http://NGThai.com) Travel, and Outdoor Activities: [ExplorersClub.Baanlaesuan.com](http://ExplorersClub.Baanlaesuan.com), Pets: [Pets.Baanlaesuan.com](http://Pets.Baanlaesuan.com), Agriculture: [GardenAndFarm.Baanlaesuan.com](http://GardenAndFarm.Baanlaesuan.com), Design and Arts & Culture (English Language): [LivingASEAN.com](http://LivingASEAN.com), etc.



Led by “**Baan Lae Suan Fair**” (Home and Garden Fair). Held four times a year, it is one of the longest-running large-scale events in the country. In 2026, the fair is set to expand its footprint to Khon Kaen province. Additionally, AME organizes the “**Amarin Baby & Kids Fair**” three times a year, alongside various “**Fair-in-Fair**” sub-events such as “**Baan Lae Suan Pets Fest**”, “**Kin Dee Yu Dee by Cheewajit**”, and “**Baan Lae Suan Garden & Farm**”, etc.

# Television & Podcast

In terms of television production for **Amarin TV HD 34**, we produce “**Baan Lae Suan TV**,” which has maintained its position as a long-standing number-one favorite and remains a flagship program for Amarin TV HD 34. Our portfolio also includes prominent shows such as “**Praew Talk**” and “**Little Explorers**,” all aimed at strengthening the content quality of Amarin TV HD 34 and synergizing our potential to provide comprehensive solutions for advertising clients. Furthermore, we have launched new online programs, including “Dear My Self, by Praew Magazine” which is available for viewing and listening via YouTube and Spotify.

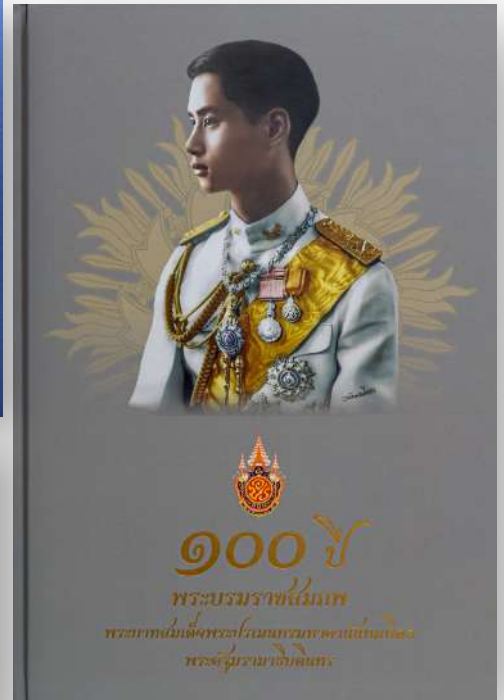


# Entertainment



**Concert and music festival** organization is an emerging business which has gained widespread recognition for its quality and creativity under the name **"Suud Entertainment"**. It is set to host a continuous lineup of both national and international concerts in the coming years.

# Creative Services



Based on our success in organizing events, we have gained the trust of numerous public and private sector clients for event management and content production. Currently, AME operates four specialized units providing comprehensive services: **Amarin Academy**: Seminar and training organization. **Amarin Event Service**: Full-scale event management. **The Creatia** (Amarin Publishing Services): Content production for print and online media. **room Design Consultant**: Design consultancy services.



## Outstanding Achievements of 2025

Amarin Baby and Kids Fair—a fair for mothers and children—comprehensive with products for expectant mothers and children aged 0 - 12 years, whether it's playpens, strollers, baby carriers, breast pumps, clothing, baby bottles, disposable diapers, developmental toys, books, and schools for children, along with various activities for all families, such as a cute Mascot Parade, the ABK Stage for knowledge sharing and discussions by childcare experts, building imagination with storytelling, and the Little Explorers zone for fun workshops and creative ideas from the “Noo Tod Long” (Little Explorers) team. In 2025, the Amarin Baby and Kids Fair was held three times, which were:

## Amarin Baby & Kids Fair Summer Festival 2025



During March 22 - 30, 2025, at Hall 98, BITEC Bangna. Packed with products, services, and activities, the event was held alongside Baan Lae Suan Fair Select 2025. Highlights included the new ABK School District zone, featuring curated schools and summer break activities for parents. Children enjoyed creative experiences at the ABK Stage Little Explorers zone, which offered skill-building activities such as: Preparing for a forest trek., Learning about the life cycles of butterflies and insects through 3D glasses., Butterfly Gallery: Unleashing imagination with art workshops such as wing painting, butterfly wing keychain making, and skills in taxidermy., The ABK Baby Race (baby crawling and walking contests)., Chess lessons for kids., The ABK Music Talent Show, featuring performances by talented young singers, dancers, and musicians.

## Amarin Baby & Kids Fair Midyear 2025



took place from June 26 - 29, 2025, at Hall 104, BITEC Bangna. Step into a storybook realm featuring giant books and exciting activity zones, stay savvy and bring friends to explore the “Bird Watching” activity, and the “Little Explorers Lab”, alongside a variety of fun activities for kids, expectant mothers, and moms with little ones. Highlights include: Storytelling & Workshops: Engaging tales followed by hands-on sessions., Clay Modeling: Create cute clay insects with Landlab., Capybara Meet & Greet Workshops for Moms-to-be: Personalize a baby bib with your child’s name or craft unique clay brooches., Jungle Journey Workshop: Hosted by Taitonmai Camp—kids’ camp nature adventure, where kids can discover the science of nature.



## Amarin Baby & Kids Fair Carnival 2025

took place from October 2 - 5, 2025, at Hall 99, BITEC Bangna. This event is fully dedicated to moms and kids, featuring a special Imported from Korea Zone with handpicked premium-quality products for moms to shop. Kids can release their energy with free game stations, including Ring Toss, Ball Toss, and a Giant Ball Pit, as well as unleash their imagination with fun arts and crafts, such as: Painting Bozo’s face, Clay modeling Bozo the Clown, Fancy face painting, DIY stylish party hats. Be mesmerized by spectacular shows including magic acts, mime performances, and a magical bubble show, or even try your hand at plate spinning. For young stars who love singing and music, they were able to join the ABK Music Talent Show. We also looked out for little reviewers and confident kids for the “Nu-Tod-Long Talent Search” to join as co-hosts for the Little Explorers program. Additionally, there was a special highlight for children born in October, who could join the cake decorating workshop, and take their cake home, and celebrate their birthday with a special sing-along together under the program called “Little Explorers: One Final Special Treat!”.



Amarin Baby & Kids Fair: The ultimate fair for mothers and children, catering to every family need. We bring together a comprehensive range of products and services for expectant mothers, parents, and children of all ages—from daily essentials and developmental learning tools to lifestyle products. Enjoy exclusive promotions, unbeatable deals, and a variety of educational and entertaining activities.



# Baan Lae Suan Fair: Select 2025

**March 22 - 30, 2025 Venue: Hall 99 - 104, BITEC Bangna**

Held under the concept “The New Basics” (Rethinking the ordinary to create the extraordinary), this event invites everyone to rediscover “design” that transforms the ordinary basics of daily life into a new form of simplicity–sophisticated, engaging, with sustainable progress.

The event features over 2,000 booths spanning 33,000 square meters, attracting more than 900,000 visitors.

Key highlights include: Baan Lae Suan Garden & Farm Courtyard: Presented under the concept of a “Food Forest,” an edible forest garden. Baan Lae Suan Books - Garden of Ideas: Showcasing 4 major design trends for gardens and outdoor living spaces. room Pavilion: An extension of design narratives aimed at enhancing new experiences for the food and beverage business. Baan Lae Suan Pets Fest 2025: Presented under the concept “Thai Festival Party”, a Thai-style celebration dedicated to our furry friends. Baan Lae Suan Kin Dee by Kin Dee Yu Dee: Showcasing the “Pocket Kitchen” concept—a compact, space-saving kitchen that remains fully functional. Baan Lae Suan Editor’s Choice: Simulating modern family life



through items specially curated by our editors under the definition “The New Basics: Same Convenience, Better Comfort.” Baan Lae Suan Explorers Club Base Camp: Presenting the “Thainess” concept (Diverse Thai - Local Vibes) through photography exhibitions, community product showcases, exclusive promotions for accommodations and homestays, and captivating cultural and natural attractions.

Additionally, the event features numerous talks and workshops covering homes, gardens, plants, and pets, with experts on hand to provide advice throughout the full 9-day event.





## Baan Lae Suan Fair: Shopping Week 2025

June 21 - 29, 2025

Venue: Hall 8 - 10, IMPACT Muang Thong Thani



Under the concept “Suk Small: Large-Scale Happiness in Small-Scale Spaces,” this event invites home enthusiasts to shop for furniture, home decor, lifestyle products, home appliances, plants, and garden accessories. Discover how to design your home as a sanctuary of happiness, regardless of size, featuring over 1,500 booths and an expected attendance of 800,000 visitors.

Key highlights include: “People, Spaces, Things” Exhibition by Baan Lae Suan and room Books: Presents creative ideas for organizing small spaces to meet modern lifestyle needs. The exhibition features mock-ups of “organized rooms” for various lifestyles, such as a “Heart-Warming Garage”, a living room transformed into an “Everything Room” for families with children, and a multifunctional yet stylish laundry balcony for office workers. These offer practical solutions for achieving “large-scale happiness” in limited areas. Baan Lae Suan Garden & Farm Courtyard: Dive into the world of soil and planting materials under the concept “Farm Guru”. Baan Lae Suan Books: Explore “Lucky Plants”. Learn the meanings and care techniques for plants believed to enhance fortune, wealth, career, health, and love. Get personalized “tree fortune” readings and find chic ideas for decorating your home with auspicious greenery. Baan Lae Suan Explorers Club Base Camp: A dedicated Music Community for those who love both music and home décor, having 2 highlights includes the Live House, a stage for live performances and a gathering spot for artists and fans, and the Baan Lae Suan Flea Market, featuring second-hand treasures, home decor, cozy lounge corners, and a vinyl record market. Baan Lae Suan Kin-Dee by Kin-Dee-Yu-Dee: A curated food zone featuring handpicked vendors selected by the “Kin-Dee-Yu-Dee” (Eat Well, Live Well) team.

# Baan Lae Suan Fair: Midyear 2025

August 1 - 10, 2025 Venue: Hall 98 - 104, BITEC Bangna

Under the concept “Familymade: Thoughtfully Created, Exploring New Ideas Together”, the event features home decor, garden accessories, plants, and various lifestyle products. It also offers activities and workshops suitable for every family member.



Baan Lae Suan Fair Midyear 2025 features over 2,000 booths across 42,000 square meters of exhibition space, attracting more than 960,000 visitors.

Event highlights include:

- **Baan Lae Suan Home Village:** Featuring the “Familymade” concept, this zone showcases four distinct spaces for modern families:
  - Outdoor Living Space: A garden café-style area by Little Tree, featuring signature woven furniture from Hawaii Thai.
  - Orchid Corner: Curated by Air Orchid, showcasing everything from cultivation and care to creative decor and orchid-based products.
  - Family Space: A tech-integrated living area featuring Smart Home solutions, high-speed internet, and solar energy powered by AIS 3BB Fibre3.
  - Family Excursions: Exploring travel ideas around Rattanakosin Island presented by Benz Thonburi, designed to turn ordinary days into special family memories.
- **room Pavilion:** A design showcase hub featuring: room SELECT Awards 2025: An exhibition honoring 30 outstanding design works. room x hansgrohe: Premium sanitary ware from Germany by hansgrohe focused on wellness solutions.
- **Baan Lae Suan Garden & Farm Courtyard:** Themed “The Organic Code,” this zone decodes the journey of safe produce—from seed to plate—emphasizing eco-friendly and healthy cultivation practices.
- **Baan Lae Suan Explorers Club Base Camp:** In collaboration with National Geographic Thailand, this zone presents

the “Explore Southern Taiwan: Where Nature Meets Culture” photo exhibition by the Taiwan Tourism Administration. Visitors can also learn about travel experiences across three southern Taiwanese cities: Tainan, Kaohsiung, and Pingtung.

- **Baan Lae Suan Pets Village** invites animal lovers and their four-legged friends to enjoy a cozy atmosphere under the theme “World of Fairy Tales”.
- **Baan Lae Suan Books: Garden of Ideas** presents the concept “Growing Together”, encouraging everyone to become a grower. Highlights include the Gardeners Market, bringing plants directly from the garden to the city; Nature Play Together, featuring nature-based activities for the whole family; and Growing Together in the City, an exhibition exploring the trees of Bangkok.
- **Baan Lae Suan Yu Dee by Cheewajit** offers a dedicated space for meeting, exchanging ideas, and connecting the mind and body through diverse wellness practices.
- **Baan Lae Suan Editor’s Choice** serves as an experimental zone for products recommended by the editors, curated under the concept “Creative Living”.
- **Baan Lae Suan Kin Dee by Kin Dee Yu Dee** showcases a mini kitchen themed “Local Pop.” It tells family stories through food, blending classic home-cooked flavors with a vibrant touch of Pop Culture.
- Home Guru (Chang Prajam Baan) is a brand-new zone gathering materials, tools, and workshops for DIY beginners and handy homeowners to receive hands-on experience and try out real equipment.





## Baan Lae Suan Fair: Living Festival 2025

October 24 - November 2, 2025

Venue: IMPACT Challenger 1 - 3, IMPACT Muang Thong Thani

Under the concept “Ayu, Vanna, Sukha, Design”, (Longevity, Radiance, Happiness, and Design), this vision explores how to achieve true Well-being by transforming ordinary daily routines into proactive healthcare. The design focuses on the fundamental pillars of living—Standing, Walking, Sitting, and Sleeping—integrating health into the very fabric of the home.

Baan Lae Suan Fair Festival 2025 features over 2,200 booths across 50,000 square meters of exhibition space, attracting more than 1,500,000 visitors.



Event Highlights Include:

- **The Show House:** Designed by Padirmkiat Sukkan, an architect from Studio Miti, this model home embodies the concept of “Living Blessings”. It seamlessly blends functional living with nature to enhance physical well-being, mental health, and family relationships.
- **Baan Lae Suan Garden Showcase:** Themed “Garden Therapy”, this zone focuses on mental and physical rejuvenation. Visitors can engage their five senses to experience nature’s healing power.
- **Garden & Farm Courtyard:** A hub for popular and rare fruits, featuring a Fruit Truck serving fresh, ready-to-eat treats.

The Farm Guru Center also offers expert advice on plant care and gardening products.

- **Baan Lae Suan BOOKS Café:** A Mediterranean-style garden bookstore designed by Sirivit Riubamrung. Enjoy homemade treats from Little Tree while browsing a curated selection of home and garden books at special prices.
- **The Handyman Zone (Chang Prajum Baan):** A one-stop shop for tools, materials, and hands-on workshops. Perfect for everyone, from DIY beginners and homeowners to professional contractors.
- **room Design District:** A collection of construction and decorative materials focused on well-being and modern lifestyle designs.
- **Explorers Club Base Camp:** A vibrant Flea Market featuring second-hand home decor, unique collectibles, and art pieces.
- **Kin Dee by Kin Dee Yu Dee:** Professional chefs host on-site cooking workshops demonstrating easy-to-follow street food recipes.
- **Editor’s Choice:** Curated by the Baan Lae Suan editorial team under the concept “Longevity, Beauty, Happiness, and Design”, showcasing innovations that improve quality of life.
- **Photo Gallery:** An exhibition titled “Light, Shadow, Tales of the City”, exploring the hidden beauty of urban landscapes through the lens of light and shadow.
- **room Street Café & Sweets:** A new special zone featuring over 40 famous cafes, a must-visit destination for cafe enthusiasts.

# Sustainability Expo 2025

September 26 - October 5, 2025  
 Venue: Queen Sirikit National Convention Center

Sustainability Expo 2025 (SX 2025), the largest sustainability event in ASEAN, is being held for its sixth consecutive year under the theme “Sufficiency, Sustainability, for the World”.

AME Imaginative Co., Ltd., a subsidiary of Amarin Group, has curated several highlights and activities, including:

- **Better Community Zone:** “Community in Action” – An exhibition showcasing urban resilience built through volunteerism and community power. It features hands-on activities and a recruitment area for volunteers dedicated to sustainable community development.
- **SX Food Festival** – A sustainable food market featuring over 235 booths of eco-friendly products curated under the concept “Good for the Planet, Good for You”.
- This year’s special highlight is the **Innovative Showcase**, a central area inviting visitors to enjoy a trial of actual innovations before purchasing in order to “empower lives for sustainability”.
- **SX Kids Zone** – A space to spark imagination and build a sustainable future through playing, experimenting, and learning. This zone features exhibitions and creative activities under the concept “Adaptation”–adjusting and transforming for a better world.





## 10 Narrative Images Documentary Photography Contest 2025 (Season 10)



At the Exhibition and Awards Ceremony: the 10 Narrative Images of Photography Contest 2025 “Water of Life”

**September 26 - October 5, 2025**

**Venue: Sustainability Expo 2025 at Queen Sirikit National Convention Center**

National Geographic Thailand, a magazine and online media outlet licensed to Amarin Corporations Public Company Limited by the National Geographic Society, has announced the winners of the “10 Narrative Images: 2025 Photography Contest (Season 10)”. Under the theme “Water of Life”, the contest explores how water serves as the lifeblood and heart of every ecosystem—from small streams nurturing forests and rivers supporting riverside communities to the vast seas and oceans that shape unique cultures and bonds.

The initiative aims to foster creativity and fresh perspectives within the Thai documentary scene, providing a platform for emerging documentary photographers and enthusiasts to showcase their work and pursue professional careers in the field. The awards ceremony was held at Sustainability Expo 2025, Queen Sirikit National Convention Center.



## Royal Jazz for the Chaipattana Foundation

A grand musical performance honoring the royal legacy, featuring the royal compositions of His Majesty King Bhumibol Adulyadej The Great. This event celebrates the auspicious occasion of the 70<sup>th</sup> Birthday Anniversary of Her Royal Highness Princess Maha Chakri Sirindhorn, with all proceeds dedicated to the Chaipattana Foundation.

- **Royal Jazz for the Chaipattana Foundation (Volume 1)** Date: May 30 - 31, 2025 Venue: One Bangkok Forum  
This inaugural event received an overwhelming response from students and the general public. The stage featured distinguished artists including Nop Ponchamni, Ben Chalalit, Q Suveera, Rudklao Amratisha, Be Peerapat, Lydia Sarunrat, Koh Mr. Saxman, Arm Kornkan, Mariam Grey, Nan Sathida, New Napassorn, Fangkhao: The Voice, Bird Ekachai, Gail Sophicha, and VIETRIO.
- **Royal Jazz for the Chaipattana Foundation (Volume 2)** Date: September 27, 2025 Venue: One Bangkok Forum  
The second volume continues the excellence with performances by Nop Ponchamni, Rudklao Amratisha, Q Suveera, Gam Wichayanee, Dr. Palung Lokesilp, Koh Mr. Saxman, VIETRIO, Bird Ekachai, Sydney Vedhaka, and the Wattana Children's Chorus.



# HALL of FRIENDS Concert



# HALL OF FRIENDS CONCERT

**July 26, 2025**  
**Venue: One Bangkok Forum**

A legendary gathering of Thailand's most iconic vocalists, led by the "King of Sad Songs", Peet Peera, alongside an incredible lineup of fellow artists:

Boy Peacemaker, Pong Hin Lek Fai, Q Flure, Pu Blackhead, Neung ETC, Sin Singular, Jug Chawin, Tee Jetset'er, Season Five, Ae Jirakorn, Kob Songsit, Tik Playground, Tony Phee, Oh Seksun, Au Thanatorn, Pramote Wilepana, Tar Mr. Team, Ek Surachet, Jum Colorpitch, Ut Yes'sir Days, Ford Sobchai, Ant Emotion Town, Art Vacation, Took Viyada, Ouan Warunee, Beam Jaruwan, Panadda Ruangwut, Punch Vorakarn, Rose Sirintip, and Lula. Featuring a very special guest appearance by the legendary Jern Jern Boonsoongern.

Experience a nostalgic journey through the '90s and 2000s, featuring Pop, Rock, Love, and Heartbreak anthems. This concert marks a historic reunion of legendary duos and timeless icons, bringing back the songs we all miss.



# ONE BANGKOK PRESENTS JAZZ ME TO THE MOON CONCERT

**July 19, 2025**  
**Venue: One Bangkok Forum**

An ultimate jazz concert and special design showcase that truly "delivers", creating an unimaginable spectacle that soars to the moon. Experience a full-scale production of light, color, and sound, featuring a grand Jazz Orchestra in a historic first-time collaboration. Join our elite lineup of "Star Travelers" featuring four iconic artists:

- D GERRARD, representing COMET—cool, electrifying, and strikingly unexpected with his signature vocals.

- VIOLETTE WAUTIER, the powerhouse vocalist from VENUS—where every note shimmers with radiant beauty.
- THE PARKINSON, representing MERCURY—bringing unparalleled romance and a unique soulful vibe.
- THE TOYS, representing MARS—with a vocal texture that acts as a battlefield of emotions, both warm and profound. This is a one-of-a-kind experience guaranteed to be pure "ear candy"!





## Playyard Concert “THE WANKINSON”

March 29, 2025

Venue: Sermsuk Warehouse, Charoen Nakhon Road

This special collaboration brought together two high-caliber artists, Wan Thanakrit and The Parkinson, to serenade fans with their greatest hits.

The concert, titled “Len Klai” (Playing Up Close), featured an intimate “Kan Eng” (Friendly) atmosphere, designed to make the audience feel as though they were hanging out in an artist’s backyard.

The stage opened with talented rising stars GUYU x MiUMiU and GOODMOOD, who warmed up the crowd as fans began arriving in the early evening. Beyond the music, the vibe on the ground was just as lively, featuring the Sudsapda Market and a fleet of Food Trucks, allowing fans to eat, shop, and enjoy themselves throughout the entire event.



## Praew Meet & Read

“Praew Meet & Read” is an ongoing initiative by Praew Magazine that invites celebrities to share their perspectives through their favorite books. The project aims to stimulate a reading culture in society, driven by Praew’s belief in the power of reading and the importance of passing on inspiration.

In early 2025, Praew Magazine introduced fans to the charming duo Keng & Namping at the “Praew Meet & Read into The Wild with Keng & Namping” event. Following this success, the year concluded with the hot duo Tle & Firstone at the year-end exclusive fan meet, “Praew Meet & Read ‘Tle & Firstone’: Magic Moment”.

The Praew Meet & Read event is an exclusive fan meeting featuring in-depth talks and the sharing of positive perspectives to inspire everyone. Lucky attendees will enjoy a fun-filled experience, including receiving their favorite books, message cards, and autographed Polaroids from the artists. The event will conclude with a special moment where fans can take close-up photos with the artists.

The events include:

- **Praew Meet & Read “Into The Wild” with Keng & Namping**  
Date: January 26, 2025  
Venue: SCBX NEXT TECH, 4<sup>th</sup> Floor, Siam Paragon
- **Praew Meet & Read “Tle & Firstone”: Magic Moment**  
Date: November 18, 2025  
Venue: One Ultra Screens, 5<sup>th</sup> Floor, Parade at One Bangkok



## 2025 LEE MINHO ASIA FANMEETING TOUR 'MINHOVERSE IN BANGKOK'

March 22, 2025

Venue: UOB LIVE, EMSPHERE Shopping Mall



Sudsapda Entertainment brought the number-one heartthrob, Lee Min-ho, to radiate love to Thai MINOZ, filling the hall at the 2025 Lee Minho Asia Fanmeeting Tour “MINHOVERSE in Bangkok”. The superstar created incredible moments filled with happiness and precious, unforgettable memories for both himself and his MINOZ Thai fans.

This long-awaited fan meeting, over 10 years in the making, featured the handsome leading man Lee Min-ho flying in to shower his fans with endless charm. He delighted the crowd by singing in his signature smooth voice, playing games up close with fans, and sharing behind-the-scenes footage from the “MINHOVERSE” preparations. These clips showcased his dedication, hard work, and versatile talents—the very charms that make MINOZ fall so deeply in love that they cannot let go.



## The Darkest Romance 'Unexpected' Concert



Date: June 7, 2025 Venue: KBank Siam Pic-Ganesha Theatre



Known for their fierce and explosive rock-metal performance, The Darkest Romance offered something truly “Unexpected” at their latest concert. The band traded their electric rigs for acoustic guitars and basses, reimagining their sound through an unplugged lens. By incorporating a string ensemble—comprising violin, viola, cello, and piano—they blended their metal roots with orchestral elements to create a performance that was deeply moving, mellow, and emotionally resonant.

All four members—Mag (Thitiwat Rongthong), Seagame (Thanatchai Lueruk), Kong (Kongudom Jaitassakul), and Tae (Pattasit Huayhong)—delivered a powerful experience that captivated every sense, offering a musical journey no one saw coming. Complemented by spectacular lighting and sound production, the concert was a massive success, with tickets officially selling out within the first hour of going on sale.





## Sudsapda Kon Lor Kor Tam Dee Year 18

**Date:** March 5, 2025

**Venue:** Parade Square, G Floor, Parade at One Bangkok

This is the “Project of the Year” from Sudsapda—a social contribution event gathering a squad of handsome stars to continue their mission of doing good. Now in its 18<sup>th</sup> year, the team is led by Peck Palitchoke Ayanaputra, alongside Keng Harit, Namping Napatsakorn, Tle Matiman, Firstone Wannakorn, Jung Wikorn, Ney Narann, Kritin Sosungnoen, Palm Peerawich, Pluggy Tharakorn, Pooh Krittin, Pavel Naret, Earth Pirapat, Mix Sahaphap, First Kanaphan, Khaotung Thanawat, and MEYOU Chisanucha.

United by the theme “CHANGE FOR FUTURE: Change for Sustainability,” these 17 stars are joining forces to drive meaningful change. They invited fans to participate in a charity auction for exclusive “CHANGE FOR FUTURE” T-shirts at [www.sudsapda.com](http://www.sudsapda.com). Winners will receive a shirt along with an autograph from their favorite artist.

Additionally, during the press conference at One Bangkok, the stars personally sold charity shirts to the fans waiting to support them. After expenses, a portion of the proceeds from the auction and sales will be donated to The Mirror Foundation and the Sudsapda Kon Lor Khor Tam Dee project. Each star will travel to various locations to carry out missions focused on development, improvement, and spreading happiness to help society.



## (2) Publishing Business

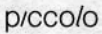


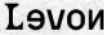




### Product or Service Characteristics and Innovation Development

Amarin Publishing Group has been publishing books since 1992 under the core concept “Reading is a Vital Foundation”. Amarin Publishing is dedicated to continuous content development to meet reader demands and provide high-quality reading experiences for all audiences.

Currently, the imprints in Amarin Publishing produce content in various formats, including physical books, e-books, serialized fiction (chapter books), and audiobooks. Categorized to cover the interests of readers of all ages, over 900 titles are released annually across three main categories:

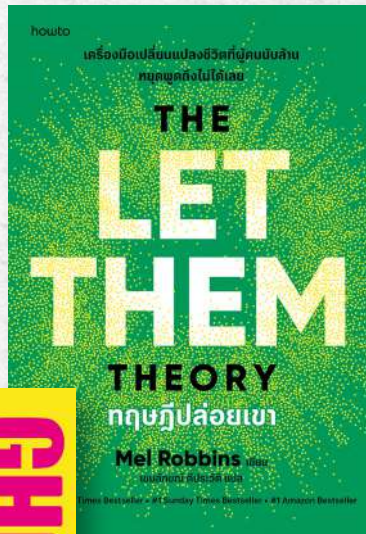
- Lifelong Learning: Books for continuous self-improvement and education.
- Kids: Books specifically designed for children.
- Entertainment and Literature: Fiction and literary works

Amarin Publishing Group comprises 17 imprints dedicated to promoting reading and elevating the Thai literary scene. The imprints include:

<i>p/ccolo</i>	<b>Piccolo:</b> Heartwarming fiction from around the world.		<b>Amarin Kids:</b> Children’s books and parenting guides, and empire of learning and imagination.
<i>prism</i>	<b>Prism:</b> Intense Asian mystery, thriller, and horror.		<b>Arun:</b> Romantic novels from China and Thailand.
<i>words</i>	<b>Words:</b> Diverse Western translated literature.		<b>Rose:</b> Curated Boy’s Love (BL) and Girl’s Love (GL) titles from Thailand and Asia.
<i>page</i>	<b>Page:</b> Award-winning Asian translated literature.		<b>Levon:</b> Premium Asian fantasy fiction.
<i>shine</i>	<b>Shine:</b> Thai literature aimed at reaching a global audience.		<b>Peony:</b> Serialized Korean translated fiction featuring romance and fantasy.
<i>tale</i>	<b>Tales:</b> Timeless literature and boundless imagination for all ages.		<b>Lilac:</b> Serialized BL novels and webtoons from China and Korea.
<i>Spring</i>	<b>Springbooks:</b> Essays and psychology for personal growth.		<b>Camellia:</b> Instant-access serialized Chinese romance novels from China.
<i>howto</i>	<b>How-to:</b> Translated self-help and psychology.		<b>Pine:</b> Serialized translations featuring Wuxia, mystery, thriller, and adventure.
<i>Sophia</i>	<b>Sofia:</b> Engaging academic and informative non-fiction.		

Outstanding Books of 2025:

The Let Them Theory



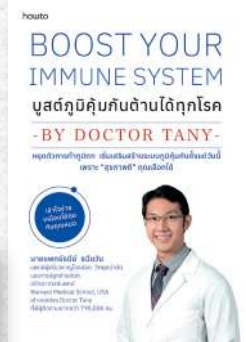
Things No One Taught Us About Love



Home Lover



The One Who Knows, Survives



Level Up Your Brain with Logical Questions

Ghost Me Free Wifi

Fourth Wing (Hardcover)



Boost Your Immune System

The Locked Noah's Ark Mystery



Iron Flame (Softcover)



The imprints operate in synergy with internal units, particularly Amarin Group’s own printing facility. By closely collaborating on planning and managing the printing process, they ensure that books are published and distributed on schedule. This is especially vital for bestsellers that require rapid reprints to avoid stock shortages and sustain market momentum. Furthermore, the imprints have successfully promoted the Sprayed Edge printing technique, creating a significant buzz within the industry through various visually striking editions.

In addition to its core publishing business, Amarin Publishing expanded its role in 2025 into a hub for Thai literary development by establishing the Amarin Literary Agency (AMLA). This agency serves as an intermediary for licensing Thai works across diverse media formats—such as webtoons, films, and series—and facilitates the sale of translation rights to international markets, including the USA, China, Taiwan, Vietnam, Korea, Japan, France, Italy, Russia, and Brazil. The founding of this agency marks a significant step in providing Thai authors with professional legal and contractual support, while elevating “Thai Literature” as a Soft Power that showcases the nation’s cultural identity and values on the global stage.

**Outstanding Copyright Sales Achievements in 2025**



**Little Bit Little More**

by Chao Pla Noi: The adaptation rights have been sold to the United States for a series production.

**Pluto**

by Chao Pla Noi: Translation rights have been sold to Italy, Brazil, and Vietnam.



**Cutie Pie**

by BamBam: Translation rights have been sold to Taiwan, Vietnam, Brazil, France, South Korea, and Japan.



**Go to Hell, Hades**

Hades by Raccool: Translation rights have been sold to Russia.



**Khemjira Must Survive**

by Khali: Translation rights have been sold to France.

• **Marketing and Competition**

In 2025, Amarin Publishing focused on elevating its role from a traditional publisher to a “**Global Content & IP Management**” leader by generating new S-Curve revenue streams and expanding business boundaries to transcend existing limits through three core strategies to create sustainable competitive advantages as follows:

**1. Product Excellence & Innovation**

Amarin Publishing maintains its market strength through 17 quality imprints catering to every customer segment, while enhancing the reading experience through superior product innovation.

- **Hero Products:** Flagship titles continue to drive massive sales across various categories, including Fourth Wing, Iron Flame, The Let Them Theory, Good Vibes, Good Life, Things No One Taught Us About Love, and Logical Thinking Puzzles, etc.
- **Product Innovation:** Differentiating the portfolio through diverse formats such as e-Books, Audiobooks, and serialized Chapter Books. Additionally, value is added through Sprayed Edge printing innovations, transforming books into collectibles and driving viral trends among the new generation of readers.

**2. Seamless Distribution Strategy & Strategic Partnerships**

Amarin Publishing aims to enhance accessibility by integrating online and offline channels, while forging new alliances to penetrate consumer lifestyles directly:

- **Social Commerce & Affiliate Network:** Leveraging full-scale Social Media Commerce (such as TikTok Shop) and building a network of Affiliate Partners or KOLs to drive immediate conversions from followers to customers.
- **Cross-Industry Collaboration:** Expanding distribution beyond traditional bookstores by partnering with cross-industry allies, such as cafes or lifestyle brands, to integrate books into every aspect of daily life.
- **Supply Chain Integration:** Collaborating closely with in-house printing houses and distribution networks to optimize inventory management and ensure rapid delivery, meeting the surging demand from digital channels.

**3. Strategy for Elevating the Business Model into a Full-Scale Content Provider:**

Driving a New S-Curve through IP Asset Management

- **From Book to Screen:** Transitioning into an upstream player in the entertainment industry by transforming content into series, films, and webtoons—expanding the reach from readers to viewers.
- **Global Expansion:** Elevating Thai literature to the international stage through partnerships with global agencies to export copyrights and generate revenue from overseas markets.

**Key Success Highlights and the Year’s Top Phenomenon**

**Unprecedented Sales Phenomenon:**

The massive success of the fantasy literature series, **The Emyrean Series**, featuring **“Fourth Wing”** and **“Iron Flame”**, has sparked a viral sensation, becoming the highest-earning translated book series of the year.

**Thai Author Sensation:**

Setting a new record for Thai authors, the book **“Khrai Ru Than, Khon Nan Rot”** (The One Who Knows, Survives) achieved record-breaking daily sales by surpassing **1,000 copies sold within a single day**, leading to an instant reprint on its first day of release.

**Viral & Sold-Out Record**

The launch of the newcomer publisher, **“Shine”**, was a resounding success. Most notably, the title **“Ghost Me Free Wifi”** became a viral hit among younger readers and completely sold out in Book Expo Thailand 2025.

**Long-standing Bestsellers**

The self-development and psychology categories remain steadily popular, with titles such as **“The Theory of Letting Him Go”**, **“What No One Taught Us About Love”**, **“Good Vibes, Good Life”**, and **“Level Up Your Brain with Logical Questions”** consistently holding the #1 bestseller spot across leading bookstores, reflecting enduring and stable demand.

**Procurement of products and services**

Amarin Publishing procures products by consistently studying the behaviors and trends of Thai readers to select high-quality manuscripts from around the world that align with local tastes. These works are produced in various formats, including physical books, e-books, and serialized fiction.

Additionally, Amarin Publishing supports Thai content creators—both writers and illustrators—by accepting manuscript submissions year-round. Notably, the launch of Shine Publishing this year has significantly boosted the volume of submissions from Thai authors.



**(3) Printing and Packaging Business**

**Product or Service Characteristics and Innovation Development**

In 2025, the printing and packaging industry underwent significant strategic shifts, including investments in innovation and advanced technological machinery. The focus has sharpened on service excellence and the creation of value-added, premium media and packaging. These initiatives aim to meet the increasingly diverse demands of today’s market, ranging from print on demand and mass offset production to premium packaging solutions.

**Machinery and Innovations for Printing**

In 2025, Printing and packaging business invested in the installation of new machinery and innovations to meet customer demands and increase the value added of printed works. The new machineries includes the following:

**1. Digital High-Speed Inkjet Machine (Roll-to-Sheet)**



This high-performance digital printing system is designed for rapid turnaround and cost-efficiency. This technology is particularly suitable for customers requiring low-volume book printing, where traditional offset printing may not be economically viable. This system allows customers to better forecast demand and streamline inventory management



**2. Sprayed Edge Machine**

A specialized device used to print intricate patterns or vibrant colors onto the three edges of a book. This process enhances the book’s aesthetic appeal and overall value. Customers have the creative freedom to design their own patterns, choosing between a Fixed Design (precise, locked positioning) or a Random Design (varied, randomized patterns).



**3. Edge Gilding Machine**

A machine for applying gold or silver to the edges of books is called a book edge gilding machine. Unlike Sprayed Edge machine, which uses ink to print patterns onto the edges of a book. The book Edge Gilding machine uses a technique of applying metallic foil to the three edges of the book block with heat and pressure.



#### 4. Laser Die-cut Machine

A laser die-cut machine is suitable for premium packaging projects, including rigid boxes and various box sets. It is used to create patterns and perforations, enhancing the aesthetic appeal and unique identity of the packaging.



### AMARIN Go Green: The Journey Toward Amarin’s “Green Printing House”

Amarin Corporations Public Company Limited (the Company) as a leader in the media and publishing industry, is committed to elevating production standards alongside demonstrating concrete environmental responsibility. Guided by a management approach that recognizes the impacts of climate change, the Company has pioneered a vision to strike a balance between modern printing innovation and the sustainable conservation of natural resources.

#### 1. Sustainability Strategy in a Transitional Era

Amidst the industry challenges categorized into two primary models Digital Printing, which prioritizes speed, and Offset Printing, designed for mass production the Company has established a strategy to reduce its carbon footprint and water footprint throughout the production process. Its objective is to utilize clean energy and achieve maximum efficiency in water resource management.

#### 2. Reclaim Energy: Solar for Digital Printing

The Company has scaled up its renewable energy initiatives by installing a solar cell on rooftop. This clean energy now powers our Digital Printing technology, enabling On-Demand and Short-Run production to achieve “Near Zero-Carbon Printing.” This milestone not only meets customer demands for speed but also significantly reduces the organization’s overall greenhouse gas emission.

#### 3. Reclaim Water: Water Circularity

In the offset printing sector—a process traditionally requiring significant water resources—the Company has developed an advanced reclaim water system. Utilizing ultra-filtration membrane technology, this system treats wastewater from production and cooling processes for reuse.

- **Energy Synergy:** The entire water treatment system is powered by electricity from solar rooftop, ensuring a fully eco-friendly operation.
- **Resource Efficiency:** By establishing a closed-loop system, the Company has reduced the extraction of natural water for production by over 50%. The reclaimed water is repurposed for non-potable uses, such as machinery cooling systems and landscape maintenance within the facility.

By integrating innovations in energy and water resources, the Company is poised to become an ESG leader, delivering high-quality products and maximum value to consumers while preserving the environment and natural resources.



**Special Occasion Printing**

For over four decades, the Company has consistently served as the publisher and distributor of royal compositions by members of the Royal Family. Driven by profound gratitude for the infinite royal grace, the Company also produces books for significant occasions.

Notable works include the Bunnag Family spine-art box set, the book Zangdok Palri of Kurje created for the Royal Family of Bhutan, and the December 2025 special edition of Praew Magazine, titled “Everlasting in the Hearts of Thais”. This special issue was dedicated to mourning and honoring the boundless grace of Her Majesty Queen Sirikit The Queen Mother through rare photographs, historic events, and invaluable stories.



**Marketing and Competition**

In 2025, the Company revamped its business strategy to align with modern consumer trends favoring high-quality, well-designed print products with short turnaround times. Consequently, the Company transitioned from Offset Printing to Digital Inkjet systems. Although order volumes currently show gradual growth, the value per unit has increased significantly. To capitalize on this, the Company is prioritizing its production efficiency by utilizing High-speed Inkjet technology. This advancement drastically reduces production time by streamlining cutting and folding processes, allowing prints to move immediately to the next stage thereby ensuring faster delivery to customers.



In addition, adding value to print media is a critical factor influencing consumer purchasing decisions. Currently, the sprayed edges printing trend is projected to be a primary growth channel for the modern book industry. In 2026, according to data from Book Riot, special edition books with sprayed edges can command prices 3 to 4 times higher than standard editions. Furthermore, between 2025 and 2026, sprayed edge editions of worldwide fiction bestsellers accounted for 63% of total sales compared to regular versions. This clearly demonstrates that modern consumers increasingly view books as “collectibles” rather than just reading material.

Modern consumer attitudes and behaviors are increasingly evident in the Boys’ Love (BL) and Girls’ Love (GL) markets, which have shown continuous growth over the past two years. Driven by a loyal fanbase with high purchasing power, publishers and talent management agencies have shifted their strategies from selling simple souvenirs to offering limited-

edition publications and collectibles—such as photobooks, photocards, and premium box sets. The Company’s Digital Inkjet and Offset Printing services are perfectly positioned to meet these specific demands in terms of both cost-efficiency and high-quality production.

In general, Thailand’s printing and packaging industry in 2026 is projected to maintain a steady growth trend, despite facing challenges from technological shifts and global economic conditions. Mr. Pongthira Pattanapiradej, President of the Thai Printing Association, stated that the Thai printing industry continues to play a vital role as a manufacturing sector that provides support to other industries. This is driven primarily by the expansion of the e-commerce market and changing consumer behaviors in the digital age. Overall, the domestic printing industry is expected to grow, with a total value of approximately Baht 350 billion, representing 1.8% of the Gross Domestic Product (GDP) (Reference: Interview with Bangkok Post).

**Procurement of Products and Services**

In 2026, the Company’s printing and packaging business group is set to elevate its services into comprehensive solutions via the ABC Ecosystem strategy. This initiative fosters inter-business collaboration among the different business lines in Amarin Group to sharpen competitive edges by integrating order management and warehousing systems with cutting-edge production innovations.

As a result, Amarin Publishing will gain highly efficient cost-management options, supporting both high-volume production through Offset Printing and small-batch On-Demand Printing via Digital High-speed Inkjet technology. Beyond increasing cost flexibility, this strategy enables Amarin Book Center to optimize storage space and precisely plan distribution to retail outlets.

Additionally, the Company aims to expand its customer base to include freelance illustrators, independent writers, and small publishers. This is driven by proactive marketing strategies, such as participating in various industry events to engage directly with target audiences, complemented by consistent digital communication.

To build confidence in its production standards, the Company offers site visits to showcase the actual manufacturing process—from source file management to diverse and advanced binding techniques. These initiatives underscore the Printing and Packaging Business Group’s readiness to serve as a strong partner, elevating production standards to stand out in today’s market.

**Outstanding Achievements of 2025**

**Awards and Pride**

In 2025, the Printing and Packaging Business Group received multiple accolades from various institutions.

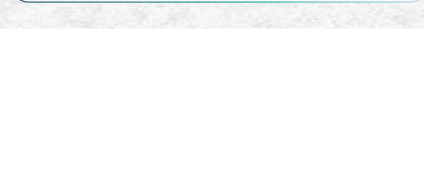
**The 18<sup>th</sup> Thai Print Awards**, announced on August 22, 2025, the Printing Business won a total of 7 awards as follows:

- Best of the Best Award (Category: Best in Sheetfed Offset): **“Mural Paintings of Wat Suthat Thepwaram”**
- Gold Award (Category: Books Printed with 4 or More Colors): **“Mural Paintings of Wat Suthat Thepwaram”**
- Silver Award (Category: Catalogs, Newsletters, and Brochures): **“Bootleg Show Exhibition Catalog”**
- Silver Award (Category: Calendars and Photo Books): **“2025 Light, Shadow, and Thai Architecture Saddle-Stitched Calendar”**
- Bronze Award (Category: Magazines and Journals - Sheetfed Offset): **“Baan Lae Suan Vol. 586, June 2025”**
- Bronze Award (Category: Limited Edition Books and Art Reproductions): **“Principles by Master Parinya Tantisuk”**
- Bronze Award (Category: Printing Innovation): **“72<sup>nd</sup> Birthday Anniversary of King Rama X: The Soul of the Nation”**

**Asian Print Awards 2025**

The results for the Asian Print Awards 2025, announced on September 19, 2025, featured two significant Silver Awards in the printing and packaging business:

- Digital Book Printing Category: Silver Award for the work titled **“Bootleg Show Exhibition Catalog”**.
- Digital Calendars Category: Silver Award for the work titled **“2025 Light & Shadow in Thai Architecture Calendar”**.





#### (4) Print Media and Digital Content Distribution Business

##### Product or Service Characteristics and Innovation Development

Amarin Book Center Co., Ltd. was established in 1993. Currently, it operates in the distribution and delivery of various content formats from over 600 partners, including Amarin Group’s own publishing affiliates and leading alliance publishers, as well as lifestyle products from 200 partner brands.

Leveraging advanced warehousing systems and a modern distribution network, Amarin Book Center Co., Ltd serves as a proactive distribution hub dedicated to disseminating knowledge through comprehensive channels. Its reach spans 89 “Naiin” bookstores nationwide, as well as an extensive network of partner bookstores, educational institutions, government agencies, and leading private organizations. The company is committed to meeting the demands of the publishing market with maximum efficiency.

In addition, the company has expanded its market opportunities by organizing book fairs under the management of the “Naiin”

brand and participating in a total of 80 events nationwide throughout the year, with a commitment to creating reading experiences for Thai readers in every region.

To align with the digital transformation of the modern business landscape, the company is committed to continuously enhancing its technological capabilities. It has developed a comprehensive e-commerce ecosystem, including its website ([www.naiin.com](http://www.naiin.com)) and the Naiin App, designed to provide seamless access to quality content and cater to every dimension of the modern reader’s lifestyle.

Furthermore, the company has developed “Naiin Reader”, a dedicated reading application specifically designed to meet the needs of E-Ink device users and general digital readers alike.

Additionally, the company has expanded its business base into MaReads, an online platform for serialized novels and comics. This platform allows both publishing houses and independent writers to present their work directly to readers, further diversifying its content business to cover target audiences of all ages.



In addition to developing its own platforms, Amarin Book Center Co., Ltd. has invested in Dek-D Interactive Co., Ltd., Thailand's leading educational media and online community. This strategic move aims to effectively expand its customer base to include youth, students, and undergraduates through the integration of comprehensive products and services.

This partnership also encompasses sales channel support via "Naiin" bookstores and collaborative participation in various fairs to continuously promote university entrance exam preparation books. This collaboration creates a complete learning ecosystem that truly meets the needs of target groups in the educational sector.

### Marketing and Competition

In 2025, Thais have spent more time reading, yet the bookstore market continues to face a critical period of rapid adaptation due to shifting consumer purchasing behaviors. Physical storefronts, book fairs, and events are being transformed into spaces where customers can engage in experiences that go beyond a simple purchase.

In the popular book categories this year, fiction has claimed the #1 spot, followed by self-help and psychology. Interestingly, the fiction titles dominating the Top 5 are Thai literature classics making a comeback, overtaking both Asian literature and mystery genres. The primary readership for these is Gen Z.

Top-trending titles include: "Den Dao" or Never Die "Loak Dai Tae Jai Duay" or Ghost Me Free WiFi "Khemjira Must Survive" or Khemjira Tong Rot, etc.

### Procurement of Products and Services

The Company remains committed to sourcing products and services for readers by strengthening collaborations with publishers and authors. This includes planning new book and content production, expanding categories to align with market trends, identifying opportunities to reprint former bestsellers, and launching special promotions and campaigns to drive sales.

### Outstanding Achievements of 2025

Through their unwavering commitment to digital transformation and continuous evolution in the online marketplace, "Naiin" bookstores have been honored with the prestigious "Buyer Satisfaction Excellence Award" at the Shopee Summit 2025. This accolade stands as a testament to their exponential growth and reflects the enduring trust that readers nationwide have placed in them. At the heart of this success is their steadfast dedication to delivering happiness and enriching lives through a diverse selection of high-quality books tailored to every reader's needs. Coupled with their hallmark of fast and impressive service, these values remain the core of Naiin's business philosophy.

We remain committed to elevating our service standards, serving as a vital catalyst in fostering a robust culture of reading and lifelong learning within Thai society.



## (5) Digital TV Business

### Product or Service Characteristics and Innovation Development

Amarin Television Company Limited has been granted a license to use frequency spectrum and operate a national-level commercial television broadcasting service under the general category in high-definition (HD) format by the National Broadcasting and Telecommunications Commission (NBTC). The Company commenced its first broadcast on 25 May 2014. Viewers can access its programs via Channel 34 under the name “Amarin TV 34 HD,” a digital terrestrial television station broadcasting in high-definition (HDTV) format, providing 24-hour nationwide coverage. In addition, the Company’s content is available through multiple platforms, including the Company’s website, YouTube channel, Facebook, and the “34 HD” application. The station offers a diverse range of content, encompassing news, informative programs, and entertainment, with the aim of catering to audiences of all ages and lifestyles. Over the years, the station has maintained strong viewership and audience trust, consistently ranking among the top 10 most popular television channels in Thailand, driven by the quality of its content and distinctive program identity. In particular, the news program “Thub Toh Kao” has received continuous positive response from viewers due to its intense, straightforward presentation style and firm adherence to accuracy and factual reporting.

The digital television media industry in Thailand continues to face challenges arising from changes in consumer behavior, as audiences increasingly shift toward digital and online platforms. This has intensified competition within the media industry, particularly in terms of content quality, speed of news delivery, and the development of communication formats that effectively reach target audiences. Nevertheless, digital television remains a key medium, serving as a trusted source that reaches a wide audience and provides standardized and reliable information. Industry operators have adapted their business strategies to align with the evolving environment, including the integration of television and online platforms, the development of more targeted content to meet specific audience needs, and the efficient management of costs and resources. These efforts aim to enhance competitiveness and ensure long-term sustainability for organizations within the industry.

Amarin TV HD Channel 34 operates under a strategic direction of becoming a high-quality media platform capable of growing alongside changes in technology and audience behavior. The station emphasizes the systematic integration of television and digital platforms to expand its reach across audiences of all age groups and to create diverse business opportunities. The station places importance on extending its content from television screens to online and social media platforms by developing presentation formats tailored to each channel, including short news clips, rerun programs, and platform-specific content. This approach aims to enhance audience engagement and deliver a viewing experience aligned with digital lifestyles. The station remains committed to maintaining high-quality content and continuous development, with a strong adherence to content standards, particularly in news and informative programming. Emphasis is placed on accuracy, comprehensive coverage, and professional media ethics. At the same time, the station continuously enhances the capabilities of its personnel, production technology, and operational processes to ensure the delivery of valuable, timely, and audience-relevant content.

In addition, the station focuses on diversifying its program lineup in terms of content, formats, and target audiences. It builds upon the success of existing programs while creating opportunities to develop new programs that reflect social issues, lifestyles, and contemporary audience interests. The station also collaborates with business partners and leading content producers to strengthen its content capabilities and support sustainable growth.

### Future Growth Direction

Amarin TV’s online business has become a key driver of the Company’s new growth trajectory (New S-Curve), evolving from a traditional television broadcaster into a digital media platform that engages audiences at all times through a “Digital-first Content” strategy. The core of this success lies in the delivery of fast, timely, and reliable news, which remains a key competitive advantage distinguishing Amarin TV from its peers. This is reflected in the continuous growth in viewership of its flagship programs, including Good Morning Amarin News, Midday Amarin News, Evening Amarin News, and its signature program Thub Toh Kao, across major digital platforms such as Facebook, YouTube, and TikTok. In addition, the Company has introduced innovative real-time live reporting through live streaming directly from on-site locations. This demonstrates Amarin TV’s strong adaptability and advanced production capabilities in responding promptly to the information needs of modern audiences.

The Company’s strength as a leading public news provider has been further leveraged to build a high-quality audience base through “Spotlight,” a digital business unit of Amarin TV. Spotlight focuses on producing in-depth content on finance, investment, and sustainability (ESG), aiming to elevate the station’s positioning toward business and economic audiences. A key milestone of this strategy was the successful organization of the major seminar “SPOTLIGHT DAY: The New World Order” in November 2025, which brought together distinguished speakers and leading business executives from across the country to exchange perspectives and insights. This event serves as a clear example of the Company’s Online-to-Offline (O2O) strategy, effectively transforming its online audience base into real-world participants. It has strengthened engagement and fostered deeper collaboration between public and private sector stakeholders.

At the same time, the Company has expanded its business opportunities to new platforms such as TikTok, with a focus on engaging younger audiences and introducing a Live Commerce model to generate new revenue streams beyond traditional advertising. The growth in followers on this platform not only broadens audience reach but also marks an important step in transforming “viewers” into potential “buyers,” thereby fostering long-term relationships with audiences. To further strengthen audience engagement, Amarin TV concluded the year with the “Amarin TV Grand Year-End Giveaway” campaign, which represents another success of the Online-to-Offline (O2O) strategy. The campaign effectively brought together audiences from both television and digital platforms to engage more closely with the brand. This initiative not only reinforced the Company’s fan community but also provided valuable consumer insights, enabling the Company to further develop content that meets audience needs and creates sustainable value for shareholders and business partners.

The continuous expansion of the audience base across digital media has been driven by the Company’s strategy to develop content aligned with evolving consumer behavior in the digital era, as well as the extension of television content to online platforms. The table below presents the number of followers of Amarin TV HD Channel 34 across key digital platforms, comparing data from the end of 2021 to 2025.

Platform	Followers as of Year-End				Followers as of Year-End 2025	Growth Rate from 2024
	2021	2022	2023	2024		
YouTube	14.2 million	16.5 million	18.8 million	20.6 million	22.6 million	9.7%
Facebook	19.4 million	21.7 million	22.8 million	25.7 million	33.0 million	28.4%
TikTok	3.1 million	4.1 million	4.5 million	8.7 million	10 million	14.9%

## Marketing and Competition

### Competitive Landscape in the Past Year

In 2025, Thailand’s digital television industry continued to face intense competition from over-the-top (OTT) streaming platforms and social media content, resulting in a significant decline in overall viewership. The average nationwide rating (Nationwide 4+) of the top seven digital TV channels decreased from 5.167 in 2023 to 4.784 in 2024, and further declined to 4.624 in 2025. Despite the overall downward trend, digital television remains a key mainstream medium with the broadest audience reach, particularly for in-depth news and variety programs that offer immediacy and real-time engagement.

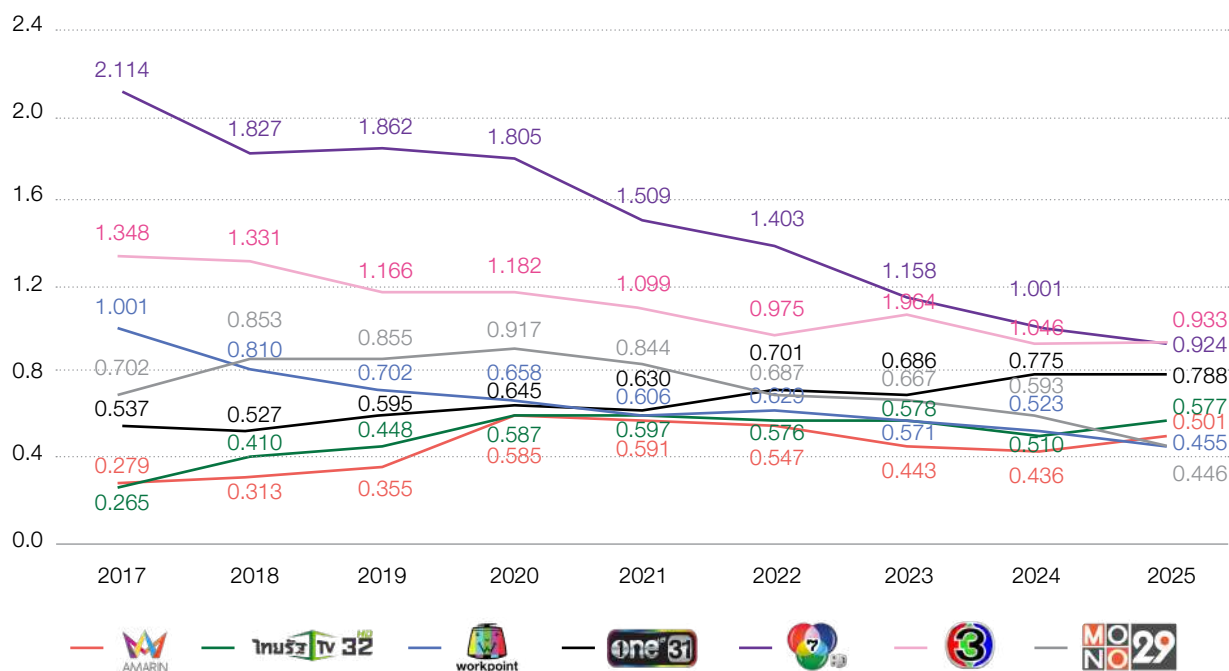
Amid the industry’s contraction, Amarin TV has maintained its position as one of the top seven most popular channels. While the average rating of the top seven digital TV channels declined by 3.7% in 2025, Amarin TV recorded a 5.5% increase in its average rating, rising from 0.436 in 2024 to 0.501 in 2025. The station also improved its ranking from 7th place in December 2024 to 4th place in December 2025. Amarin TV’s key strength lies in its fast-paced and distinctive news presentation, enabling the station to retain a highly loyal audience base.

### Comparison of Average Ratings (Nationwide 4+) of the Top 7 Digital TV Channels and Amarin TV

Year	2018	2019	2020	2021	2022	2023	2024	2025
Average Rating of Top 7 Digital TV Channels	6.071	5.983	6.379	5.876	5.518	5.167	4.784	4.624
Average Rating of Amarin TV	0.313	0.355	0.585	0.591	0.547	0.443	0.436	0.501

Note: Nationwide audience ratings (age 4+) based on AGB Nielsen data.

Average Audience Ratings Nationwide (Aged 4 and Above) (Nationwide 4+)

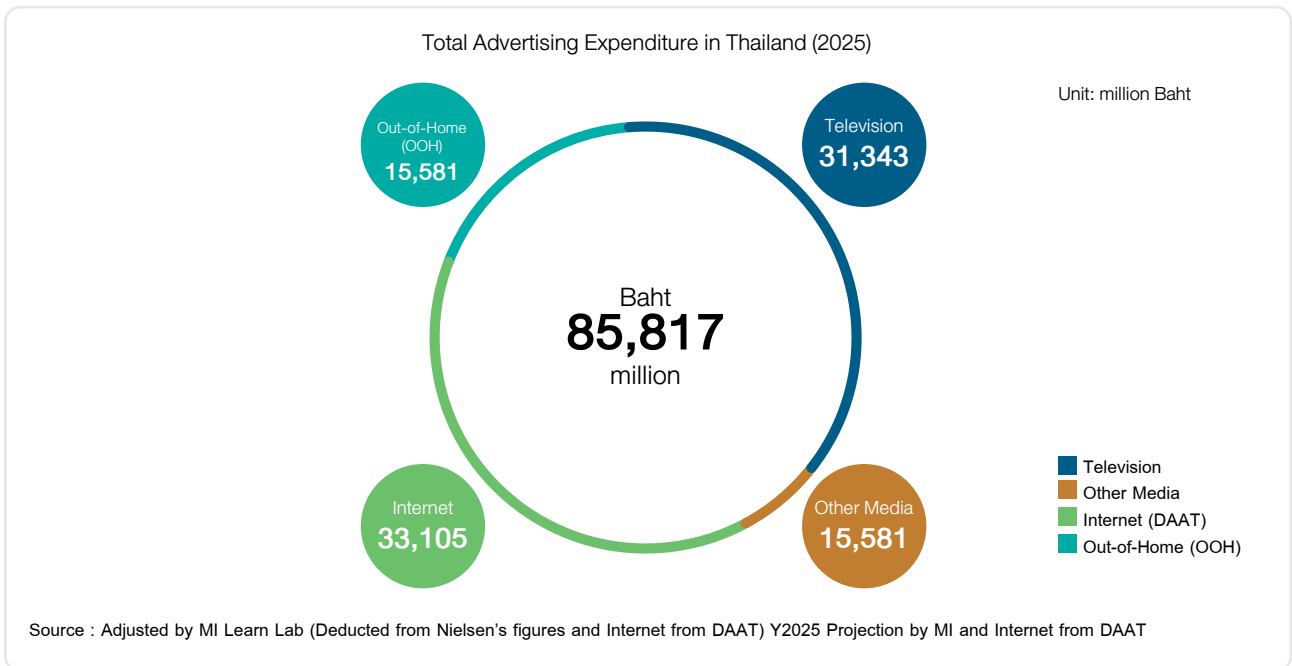


Year	CH7	CH3	Mono	Workpoint TV	ONE	Thairath TV	Amarin TV
2017	2.114	1.348	0.702	1.001	0.537	0.265	0.279
2018	1.827	1.331	0.853	0.81	0.527	0.41	0.313
2019	1.862	1.166	0.855	0.702	0.595	0.448	0.355
2020	1.805	1.182	0.917	0.658	0.645	0.587	0.585
2021	1.509	1.099	0.844	0.606	0.63	0.597	0.591
2022	1.403	0.975	0.687	0.629	0.701	0.576	0.547
2023	1.158	1.064	0.667	0.571	0.686	0.578	0.443
2024	1.001	0.946	0.593	0.523	0.775	0.51	0.436
2025	0.924	0.933	0.446	0.455	0.788	0.577	0.501

Source: AGB Nielsen Media Research (Thailand) Co., Ltd.

### Industry Outlook and Future Competition

In 2025, Thailand’s advertising industry faced significant pressure from both domestic and global challenges, resulting in a marked slowdown in market growth. These pressures stemmed from economic deceleration, geopolitical tensions, domestic political uncertainties, and increasingly cautious consumer spending behavior. According to industry data, total advertising expenditure in 2025 amounted to Baht 85,817 million. Notably, 2025 marked the first year in which internet advertising surpassed television advertising. Internet advertising expenditure reached Baht 33,105 million, accounting for a 39% market share, while television advertising totaled Baht 31,343 million, representing a 37% share. Out-of-home (OOH) media ranked third, with advertising expenditure of Baht 15,581 million, accounting for an 18% market share.



## Procurement of Products and Services

### Program Acquisition and Content Development

In 2025, Amarin TV HD Channel 34 remained committed to delivering a diverse range of programs, encompassing news, documentaries, variety shows, and value-driven content. The station emphasizes reflecting people’s lives, society, and national developments from a well-rounded perspective, under the concept of being more than a news broadcaster serving as a social platform that conveys facts, fosters understanding, and promotes sustainable human values. The Company focuses on developing and acquiring content that reflects social diversity, lifestyles, culture, and sustainability concepts, alongside Dharma and ethical programs that encourage positive life perspectives. These programs are produced through collaboration between in-house production teams and business partners who share a common goal of creating quality media for Thai society.

Over more than 11 years of operation, Amarin TV has continuously developed news programs that have earned strong audience trust. In 2025, the station continued to broadcast its flagship news programs throughout the day, enabling viewers to stay informed on key developments from morning to evening, including Good Morning Amarin News, Midday Amarin News, Evening Amarin News, and Thub Toh Kao. These programs closely follow current events, present factual reporting, and provide in-depth analysis. During periods of national significance or heightened public concern such as border tensions, natural disasters, flooding situations, and political developments the station has also produced special programs and in-depth coverage to provide accurate, timely, and useful information for public decision-making. Beyond news reporting, the station also serves as a platform for social support by connecting assistance to those affected by various events. It has acted as a donation hub for essential goods through social initiatives such as the Amarin Volunteer Project: Tai Tong Rod and the Amarin Emergency Volunteer Project for Thai–Cambodian Border Communities, both of which have received strong public support and participation.





In addition, Amarin TV continues to maintain the quality and identity of its informative, variety, family, and children's programs, which consistently reflect Thai culture, tourism, ways of life, and lifestyle trends. Notable programs include Tam Amphoe Chan, Cheep Chon Long Phung, Kin Pai Tua Mua Ban Ngan, Baan Lae Suan, Chang Prajam Baan, Sport Lifestyle 34, and 7 Wan 7 Guru.

In 2025, Amarin TV produced several new programs for children and family audiences. These include Kids Mission Fun, a program hosted by young



presenters and guest children, focusing on essential life knowledge through learning experiences inspired by various royal initiative projects. The program is filled with laughter, fun, and meaningful content that can be applied to everyday life. Cute Cute Family is a program that encourages children to express themselves, while Little Explorer: Young Scientist enables children to learn about different professions through engaging and hands-on experiences. In addition, Amarin TV produced Destiny of Life, a documentary program developed from a book series that presents life stories based on each zodiac sign. The content is further enriched by the work experiences and royal service of Dr. Sumet Tantivejkul, particularly his involvement related to His Majesty King Bhumibol Adulyadej The Great (Rama IX). The program aims to inspire viewers,

provide perspectives on life, and promote acceptance of life's realities. Furthermore, Praew Talk, an extension of Thailand's leading lifestyle magazine, has been adapted into a television format, presenting engaging stories and interviews with notable personalities.

The Company has systematically analyzed and managed all programs broadcast on Amarin TV throughout 2025 to ensure alignment with its content strategy, evolving audience behavior, and long-term media platform development. This serves as a key foundation for strengthening the Company's capabilities and supporting its sustainable growth as a high-quality media organization for Thai society.

### Online Content Acquisition and Development

On digital platforms, the Company has curated and developed content from Amarin TV's digital channels throughout 2025, with a focus on news, informative, and entertainment content that can rapidly reach diverse audience segments. Key programs include SPOTLIGHT DAY, SPOTLIGHT WORLD, Mee Rueang Ja Fong, and Ruang Ron Amarin, which present important domestic and international issues in formats that are easy to understand, timely, and well-suited for online viewing. The Company has also restructured and systematically managed its online content to enable effective multi-platform distribution, enhance resource efficiency, and continuously strengthen Amarin TV's brand awareness among digital audiences.



### Content Extension to On-Ground Activities

The Company has extended its content into on-ground activities to create shared experiences with audiences and enhance brand value. Notable initiatives include Cheep Chon Long Phung x Hong Kong On Tour, which offered selected participants the opportunity to travel and experience culinary tourism firsthand. In addition, activities under SPOTLIGHT, the Company's business and economic media platform within Amarin TV Online, have been organized in both small-scale and large-scale seminar formats. These initiatives aim to expand the role of news and informative content into platforms for public dialogue and knowledge exchange. A key example is the event SPOTLIGHT DAY 2025: The New World Order, which focused on exploring and redefining global economic structures while analyzing Thailand's economic direction amid the rapidly changing and highly volatile global landscape. The event brought together high-level government leaders, experts from international organizations, and leading business executives in Thailand to exchange perspectives and strategies for driving the country forward. The event also featured a special keynote address by Mr. Ekniti Nitithanprapas on building confidence and revitalizing Thailand's economy within the context of the new global order, alongside discussions among executives and business leaders from various industries who shared insights and experiences.

## 1.2.4 Assets used in business undertaking

### Core permanent assets

Amarin Corporations Public Company Limited possesses key fixed assets that form a crucial infrastructure supporting all aspects of its business operations, under the concept of “Omni-Media” These fixed assets are not only physical resources but also a crucial foundation that enhances the organization’s long-term competitiveness. The key points can be summarized as follows:

- **Printing house and printing machinery**  
The Company operates a printing house equipped with modern machinery and printing technology, catering to high-volume printing, specialized printing, and urgent printing needs. The focus is on premium quality, including special ink printing, various coating techniques, and special techniques to add value to printed materials, such as foil stamping, spot UV coating, die-cutting, and raised printing. This printing facility represents a core asset that has shaped Amarin’s identity as one of the country’s leading players in the publishing and printing industry.
- **Office building and administration center**  
The Company’s head office is located on Chaiphruet Road, Bangkok, serving as the central hub for all business operations, including publishing, marketing, distribution, content production, and administration. This environment fosters creative work and efficient management.
- **Studio and television production system**  
Under the operations of Amarin TV 34HD, the Company has invested in a high-standard studio and broadcasting system, equipped with technology that supports the production of news, documentaries, and variety shows comprehensively. These assets are essential in creating quality content that meets the needs of viewers nationwide.
- **Assets for event organisation and marketing activities**  
The Company possesses a wide range of equipment and infrastructure to support event organization and marketing activities such as “Baan Lae Suan Fair” and “Amarin Baby & Kids Fair,” as well as other specialized events held nationwide continuously. These assets contribute to enhancing the brand’s image and effectively engaging with consumers.

### Core intangible assets

The Company operates under the concept of integrated media, (Omni-Media) encompassing print media, digital media, television programs, events, and integrated distribution channels. The heart of value creation in every aspect of the business rests upon the foundation of “intangible assets,” which, while intangible, hold profound economic and strategic value. The Company’s key intangible assets can be categorized into the following main groups:

- **Copyright and Content Intellectual Property**  
The Company holds copyrights to a wide range of media, including books, magazines, television programs, digital media, and specialized content produced under its brands. These intellectual property rights are not merely tools for disseminating information and entertainment but can also be leveraged commercially, such as through reprints, digital distribution, and international licensing.
- **Brand and Credibility of Media Affiliates**  
The reputation of Amarin’s brands, such as Baan Lae Suan, Praew, Cheewajit, National Geographic (Thai Edition), and Amarin TV Channel 34, represents a high-value intangible asset in terms of strategy. With a long-standing accumulation of quality, trust, and loyalty from readers and viewers, these brands serve as a form of “cultural capital” that underpin the Company’s business growth with stability and sustainability.
- **Digital Platform and Supporting Technologies**  
The Company has invested in developing specialized online platforms that reach target audiences effectively, such as Baanlaesuan.com, Cheewajit.com, NGThai.com and Praew.com This includes the implementation of a Data Management Platform (DMP) to analyze consumer behavior and tailor content to individual interests. These are technological assets that enhance the organization’s competitiveness in the digital age.
- **Knowledge and Creative Human Capital**  
Another intangible asset that plays a crucial role is the knowledge, expertise, and creativity of the personnel within the organization. These elements combine to form “human capital,” which drives the production of high-quality media for the public through systematic, unique, and inspiring work processes.

### 1.2.5 The appraisal price of core permanent assets

The net asset value of the Company's land, buildings, and equipment as of 31 December 2025

Type of Assets	Type of Assets	Net Asset Value (Million Baht)		Liabilities
		2024	2025	
Land	Owner	313.79	313.79	No obligation
Buildings and improvements	Owner	32.43	35.60	No obligation
Machinery and equipment	Owner	182.89	168.91	No obligation
Tools	Owner	9.72	6.49	No obligation
Furniture, Fixtures and Office Equipment	Owner	60.40	55.60	No obligation
Furniture, Fixtures and Office Equipment	Under financial lease of 3 - 4 years	0.12	0.03	
Vehicles	Owner	1.76	2.59	No obligation
Vehicles	Under financial lease of 3 - 4 years	3.50	2.43	
Systems	Owner	5.83	4.61	No obligation
Assets under construction/installation	Owner	37.06	74.14	No obligation

### 1.2.6 Investment policy in the subsidiaries and associated companies Associates

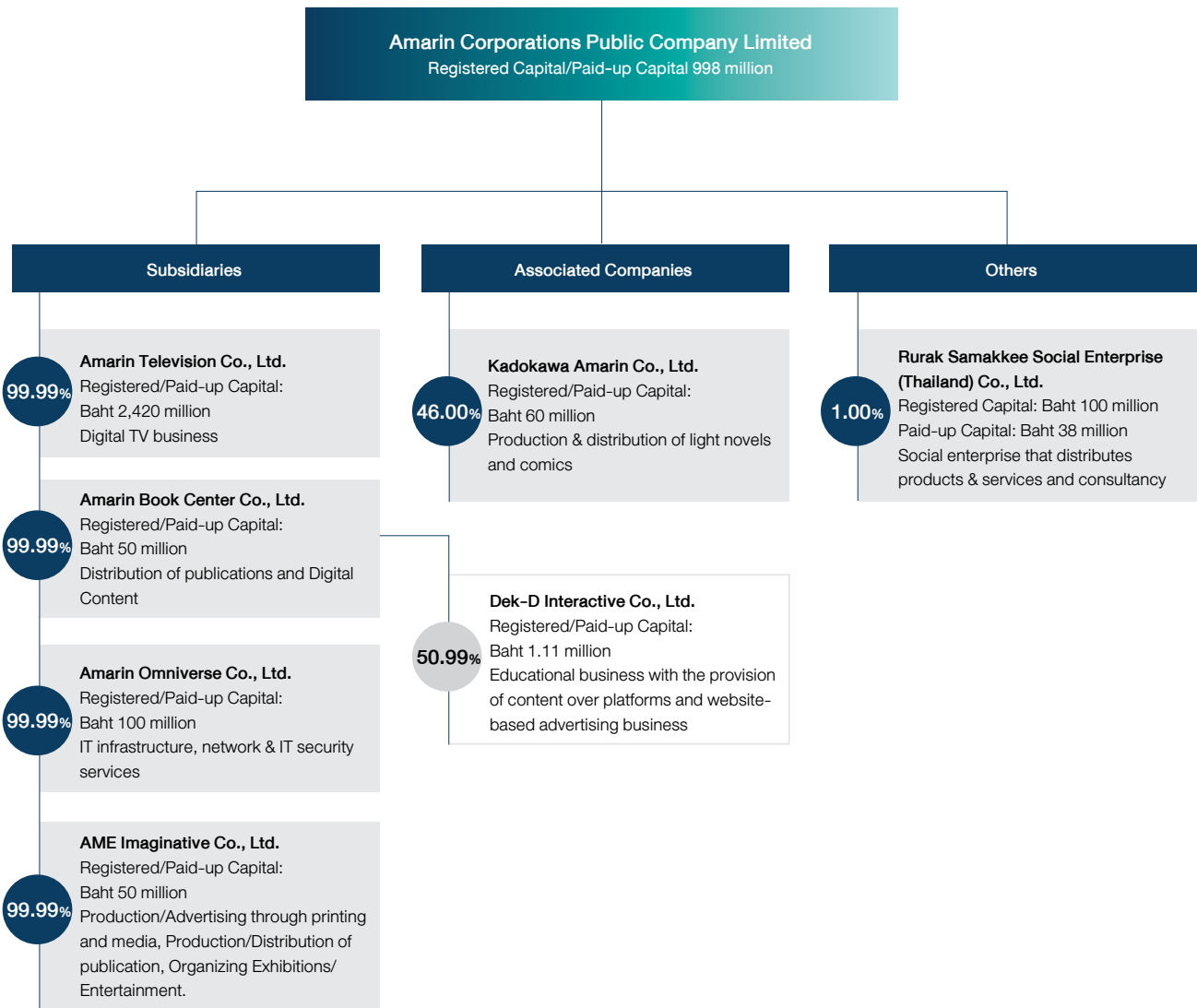
The Company has the policy to invest in businesses that align with its vision and growth strategies, or businesses that are related to or can be developed further based on its group's current businesses for synergy when investments promise solid and appropriate long-term returns. In addition, the Company may invest in any other business that has growth potential and opportunities to generate appropriate returns. Prior to making an investment, the Company conducts a feasibility study, determines the appropriate investment structure and proportion, estimates expected returns, evaluates potential risks, carries out a sensitivity analysis, assesses social and environmental impacts (if any), and reviews its financial status. All investments by the Company must receive approval from the Board of Directors or shareholders (whichever the case is). Also, the Company appoints its qualified and experienced representatives as directors or executives of its subsidiaries and associated companies, at least based on its shareholding percentage, so as to formulate their key policies and supervise their operations for the purpose of protecting its interests.

### 1.2.7 Under-construction projects

- None -

### 1.3 Group shareholding structure

#### 1.3.1 Group shareholding structure



**Subsidiaries and associates held by the Group as of 31 December 2025**

Subsidiaries whose 99.99 percent of shares are held by the Company

Company Name	Amarin Television Company Limited
Registration No.	0105555152069
Business Type	Digital TV Broadcasting
Registered Capital/ Paid-Up Capital	Registered and paid-up capital totaled 2,420,000,000 Baht. Its shares had the par value of 100 Baht each.
Address	7/9 Arun Amarin Road, Arun Amarin Subdistrict, Bangkok Noi District, Bangkok 10700
Telephone	0 2422 9191
Website	www.amarintv.com
Percent of shares	99.99

Company Name	Amarin Book Center Company Limited
Registration No.	0105536122664
Business Type	Distribution of Publications & Digital Content
Registered Capital/ Paid-Up Capital	Registered and paid-up capital totaled 50,000,000 Baht. Its shares had the par value of 100 Baht each.
Address	108 Moo 2 Bangkrui-Chongthamom Road, Maha Sawat Subdistrict, Bang Krui District, Nonthaburi 11130
Telephone	0 2423 9999
Website	www.amarinbooks.com
Percent of shares	99.99

Company Name	Amarin Omniverse Company Limited
Registration No.	0105560184241
Business Type	Providing IT system & IT security services
Registered Capital/ Paid-Up Capital	Registered and paid-up capital totaled 100,000,000 Baht. Its shares had the par value of 10 Baht each.
Address	378 Chaiyaphruek Road, Taling Chan, Bangkok 10170
Telephone	0 2422 9999
Percent of shares	99.99

Company Name	AME Imaginative Company Limited
Registration No.	0105567122801
Business Type	Organizing business exhibitions and trade shows, production and advertising through printing and online media
Registered Capital/ Paid-Up Capital	Registered Capital: totaled 50,000,000 Baht. Paid-up capital totaled 50,000,000 Baht Its shares had the par value of 100 Baht.
Address	378 Chaiyaphruek Road, Taling Chan, Bangkok 10170
Telephone	0 2422 9999
Website	www.ameimaginative.com
Percent of shares	99.99

Subsidiary whose 50.99 percent of shares are held the subsidiaries

Company Name	Dek-D Interactive Company Limited
Registration No.	0105549140470
Business Type	Providing media contents on the internet, website and computer program, and advertising services on internet and organizing educational activities.
Registered Capital/ Paid-Up Capital	Registered and paid-up capital totaled 1,111,100 Baht. Its shares had the par value of 100 Baht.
Address	152 Chartered Square Building, 29 Floor North Sathon Road Silom, Bangrak, Bangkok 10500
Telephone	0 2422 9191
Website	www.dek-d.com
Percent of shares	50.99

Associate whose 46.00 percent of shares are held by the Company

Company Name	Kadokawa Amarin Company Limited
Registration No.	0105559143340
Business Type	Publishing and sales of Light Novels & Comic Books and Digital Content
Registered Capital/ Paid-Up Capital	Registered and paid-up capital totaled 60,000,000 Baht. Its shares had the par value of 1,000 Baht.
Address	7/129 Central Plaza Pinklao Tower, 22 Floor Room DF22202, Boromrajchachonnane Road, Arun Amarin, Bangkok Noi, Bangkok 10700
Telephone	0 2095 5602
Percent of shares	46.00

Other business whose 1.00 percent of shares are held by the Company

Company Name	Rurak Samakkee Social Enterprise (Thailand) Co., Ltd.
Registration No.	0105559068178
Business Type	Social enterprise that distributes products & services, and offers business and management consultancy
Registered Capital/ Paid-Up Capital	Registered capital totaled 100,000,000 Baht and paid-up capital totaled 37,999,500 Baht. Its shares had the par value of 1,000 Baht.
Address	90 CW Tower, 1 Floor, Ratchadaphisek Road, Huai Kwang, Bangkok 10310
Telephone	0 2785 5421
Percent of shares	1.00

### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

A person with potential conflicts of interest holding shares in a subsidiary or associated company: - None -

### 1.3.3 Relationship with major shareholders' business

Relationship with a business group of a major shareholder: - None -

### 1.3.4 Shareholders

#### (1) List of major shareholders

The 10 biggest shareholders of book-closing date as of 31 December 2025 are:

Name of Shareholders	No. of Shares	Percentage
1. Vadhanabhakdi Company Limited	602,427,400	60.346
2. Sirivadhanabhakdi Company Limited	163,554,139	16.384
3. Siribhaktitham Company Limited	138,387,052	13.863
4. Mr. Sophon Mitpanpanich	21,095,900	2.113
5. Mr. Somchai Sawasdeepon	15,000,000	1.503
6. Bangkok Commercial Asset Management Public Company Limited	6,449,473	0.646
7. Mr. Chalernpol Soponkijjakarn	5,008,900	0.502
8. Mr. Chanachai Phurahong	1,990,000	0.199
9. Mr. Sittisak Yontrakul	1,850,300	0.185
10. Mr. Pichet Tantisrichaorenkul	1,755,600	0.176
<b>Total</b>	<b>957,518,764</b>	<b>95.917</b>

- Notes:
- Information from Thailand Securities Depository Company Limited
  - The amount of paid-up registered capital as of 31 December 2025 totals baht 998,281,590, which is from 998,281,590 ordinary shares that have the par value of Baht 1 each.
  - Adelfos Company Limited holds 100.00 percent of Vadhanabhakdi Company Limited's shares, and 99.98 percent of Siribhaktitham Company Limited's shares and 99.98 percent of Sirivadhanabhakdi Company Limited's shares.

#### (2) Shareholders of subsidiaries that operate the Company's core businesses

Information as of 31 December 2025

##### Amarin Television Company Limited

Name of Shareholders	No. of Shares	Percentage
1. Amarin Corporations Public Company Limited	24,199,274	99.997
2. Amarin Omniverse Company Limited	726	0.003
<b>Total</b>	<b>24,200,000</b>	<b>100.000</b>

##### Amarin Book Center Company Limited

Name of Shareholders	No. of Shares	Percentage
1. Amarin Corporations Public Company Limited	499,990	99.998
2. Amarin Television Company Limited	5	0.001
3. Amarin Omniverse Company Limited	5	0.001
<b>Total</b>	<b>500,000</b>	<b>100.000</b>

**Amarin Omniverse Company Limited**

Name of Shareholders	No. of Shares	Percentage
1. Amarin Corporations Public Company Limited	9,999,998	99.99998
2. Amarin Television Company Limited	2	0.00002
<b>Total</b>	<b>10,000,000</b>	<b>100.00000</b>

**AME Imaginative Company Limited**

Name of Shareholders	No. of Shares	Percentage
1. Amarin Corporations Public Company Limited	499,996	99.9992
2. Amarin Television Company Limited	2	0.0004
3. Amarin Book Center Company Limited	2	0.0004
<b>Total</b>	<b>500,000</b>	<b>100.0000</b>

**Dek-D Interactive Company Limited**

Name of Shareholders	No. of Shares	Percentage
1. Amarin Book Center Company Limited	5,666	50.99
2. Amarin Television Company Limited	1	0.01
3. Ms. Pranee Buranawanachoke	1,050	9.45
4. Mr. Waroros Rojana	1,000	9.00
5. Mr. Napasong Santisuntornkun	1,000	9.00
6. Mr. Sorawong Dararaj	800	7.20
7. Mr. Paradorn Dararaj	464	4.18
8. Mr. Pailop Rojana	361	3.25
9. Ms. Kotchakorn Santisoonthonkul	361	3.25
10. Mr. Boonjong Buranawanachoke	311	2.80
11. Wassana Dararaj	97	0.87
<b>Total</b>	<b>11,111</b>	<b>100.00</b>

**(3) Foreign Ownership Limit**

Amarin Corporations Public Company Limited's foreign-limit rule caps foreigners' shareholding percentage at no more than 30 of paid-up shares. As of 31 December 2025, foreigners held 0.031 percent of the Company's paid-up shares.

**(4) Major shareholders' agreement**

- None -

## 1.4 Amounts of Registered Capital and Paid-up Capital

### 1.4.1 Registered Capital and Paid-up Capital

#### Registered Capital and Paid-up Capital:

Registered capital	:	998,281,590 Baht
Paid-up capital:	:	998,281,590 Baht
Common shares:	:	998,281,590 shares
Value of common shares	:	1 Baht per share

Listed in other stock exchange: - None -

### 1.4.2 Other Types of Share Whose Rights or Terms Differ From Those of Ordinary Share

- None -

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

- None -

## 1.5 Issuance of Other Securities

### 1.5.1 Convertible Securities

- None -

### 1.5.2 Debt Securities

- None -

## 1.6 Policy on Dividend Payment

### 1.6.1 Policy on Dividend Payment by Amarin Corporations Public Company Limited

The Company has a policy to pay dividends to shareholders at a rate of not less than 60 percent of the consolidated net profit after corporate income tax and all types of reserves each year. However, such payment is subject to the Company's investment plans, future requirements, and other appropriateness as deemed necessary. Once the Board of Directors resolves to approve the annual dividend payment, the matter must be proposed for approval at the Shareholders' Meeting. In the case of interim dividends, the Board of Directors is authorized to approve the payment and shall subsequently report such payment to the Shareholders' Meeting at the next meeting.

### 1.6.2 Policies on Dividend Payment by Subsidiaries

Regarding policies on the dividend payments by subsidiaries, the board of directors of each subsidiary shall consider dividend payments based on accumulated profits after legally required reserve, cash flow, and investment budget. If subsidiaries have remaining cash flow their board of directors may consider paying out dividends in an appropriate amount on a case-by-case basis. After the amount is determined, the dividend payment proposal must be submitted before the meetings of their shareholders to consider and approve.

### 1.6.3 Historical Dividend Payment Information

Details	2020	2021	2022	2023	2024	2025 <sup>1</sup>
Net profit (loss) per share (Baht : share)	0.17	0.31	0.48	0.29	0.08	(0.112)
Dividend per share (Baht : share)	0.12	0.19	0.29	0.18	0.06	0.00
Ratio of stock dividend payment (existing share : stock dividend)	0.00	0.00	0.00	0.00	0.00	0.00
Value of stock dividend per share (Baht : share)	0.00	0.00	0.00	0.00	0.00	0.00
Total dividend payment (Baht : share)	0.12	0.19	0.29	0.18	0.06	0.00
Net profit (loss) of owners of parent financial statement (million Baht)	170.67	313.11	474.37	290.49	76.33	(111.83)
Dividend payout ratio compared to net profit (%)	70.19	60.58	61.03	61.86	78.48	0.00

Remark: <sup>1</sup> The dividend for the year 2025 is subject to approval at the 2026 Annual General Meeting of Shareholder, which will be held on 27 April 2026.

## 2. Risk Management

### 2.1 Risk Management Policy and Plan

The Company prioritizes risk management amidst a changing business environment driven by both internal and external factors. It has integrated Governance, Risk, and Compliance (GRC) to ensure systematic management in line with international standards. Furthermore, it has established an enterprise-wide risk management policy for employees at all levels, adopting the COSO ERM 2017 framework as its guiding principle.

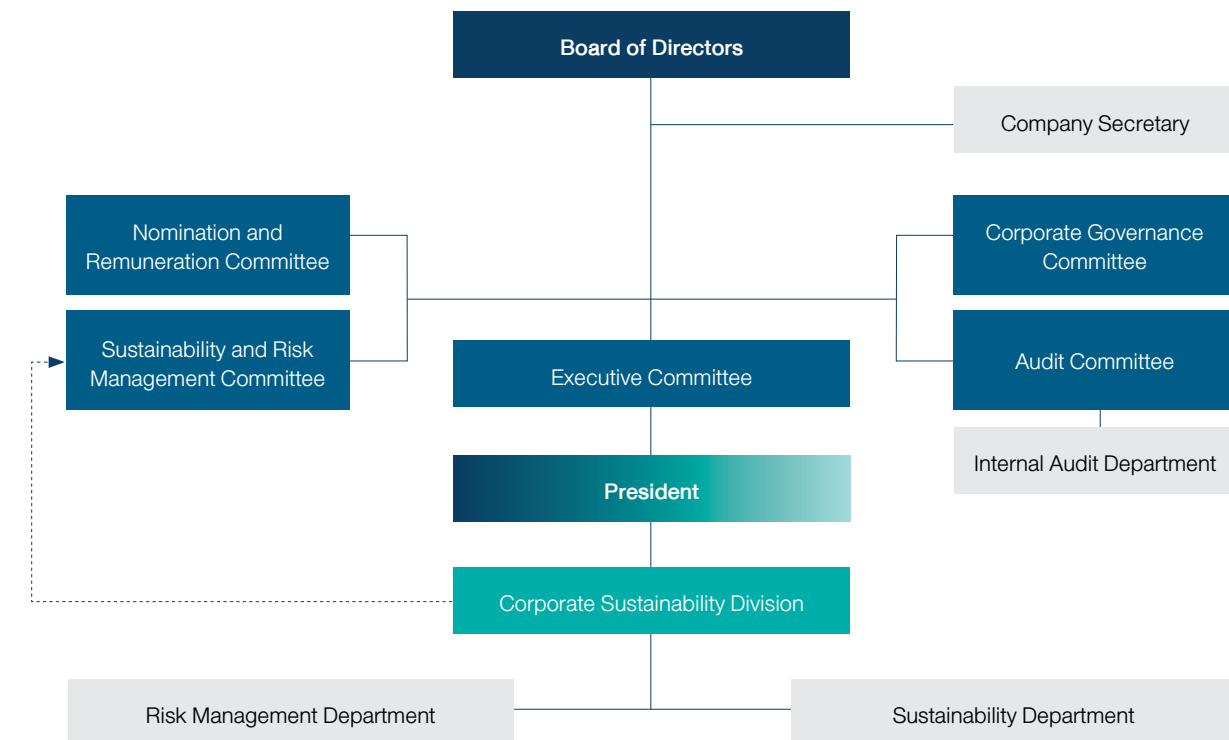
In 2025, the Company established the Corporate Sustainability Division to oversee corporate risk management. This department works alongside the Risk Management Working Group to identify, assess, govern, and monitor risks that could impact organizational goals, while implementing appropriate control measures to maintain risks within an acceptable range.

Additionally, the Company prepares risk status reports for presentation to the Sustainability and Risk Management Committee, as well as the Audit Committee and the Board of Directors to review. It also actively promotes a risk management culture by fostering understanding and awareness among employees at all levels, ensuring the organization manages risks effectively. Furthermore, the Risk Management Policy is published on the Company’s website, [www.amarin.co.th](http://www.amarin.co.th), to ensure easy access and a shared understanding for all stakeholders.

#### 2.1.1 Risk Management Structure and Responsibilities

The Group has established a clear and systematic risk management structure under a good corporate governance framework. Roles and responsibilities are defined for the Board of Directors and management at all levels ensuring that risk management is appropriate, aligned with corporate strategy, and supportive of sustainable business operations.

- Risk Management Governance Structure



— Organizational Structure  
 - - - Sustainability and Risk Management Reporting Line

## • Risk Management Structure and Responsibilities

<p><b>The Board of Directors</b></p>	<p>is responsible for establishing the risk management policy, framework, and direction of the Group. This includes overseeing that the Company maintains an appropriate and comprehensive risk management system that aligns with business operations and relevant laws, as well as considering and acknowledging significant risk issues affecting the organization.</p>
<p><b>The Sustainability and Risk Management Committee</b></p>	<p>assists the Board of Directors in establishing strategies, policies, and an enterprise-wide risk management framework. This includes integrating Environmental, Social, and Governance (ESG) factors into risk management by defining an Integrated Risk Management framework and plan. This framework covers business, operational, sustainability, and emerging risks, while ensuring regular monitoring and reporting to the Board of Directors.</p>
<p><b>The Audit Committee</b></p>	<p>is responsible for overseeing the adequacy and effectiveness of the internal control system, risk management system, and internal audit processes. They review the Company's risk assessment and management systems to ensure they are appropriate, sufficient, and efficient, while reporting significant issues to the Board of Directors. This structure ensures that the Group's risk management is systematic and transparent, supporting strategic decision-making and the organization's stable, sustainable long-term growth.</p>
<p><b>The President</b></p>	<p>is responsible for overseeing, managing, and driving operations in accordance with the policies and risk management framework approved by the Board of Directors. This ensures efficiency and alignment with the organization's strategy by integrating risk management into strategic planning, executive decision-making, and operations at all levels. Furthermore, the role involves supervising senior management and relevant departments to ensure risks are managed appropriately to achieve organizational goals.</p>
<p><b>The Corporate Sustainability Division</b></p>	<p>serves as the primary unit for integrating sustainability into business operations and risk management. It supports the identification, assessment, and management of Environmental, Social, and Governance (ESG) risks, as well as emerging risks. Furthermore, it coordinates the preparation of sustainability data and reports, while ensuring that risk management operations are fully aligned and comprehensive.</p>
<p><b>The Risk Management Department</b></p>	<p>serves as the primary unit for executing and supporting the risk management processes across the Group. It collaborates with the Corporate Sustainability Division, as well as the Sustainability and Risk Management Working Group, to identify, assess, monitor, and review risks. Furthermore, the department is responsible for preparing reports on significant risks for submission to the President, the Sustainability and Risk Management Committee, the Audit Committee, and the Board of Directors.</p>

### 2.1.2 Risk Management Process

The Company has adopted the COSO ERM 2017 international framework to establish a systematic risk management process. This encompasses risk identification, risk assessment, risk response, monitoring, and reporting, as detailed below:

#### 1) Risk Identification

The Company identifies risks that may affect the achievement of organizational objectives and goals by considering both internal and external factors. This process covers strategic risks, operational risks, financial risks, and compliance risks, as well as social, environmental, and emerging risks. Risk identification is conducted through workshops, data collection from relevant departments, and analysis of business trends and environments.

#### 2) Risk Assessment

After risk identification, the Company conducts a risk assessment by evaluating the likelihood and impact across various dimensions such as business operations, financial performance, financial

position, and stakeholders to prioritize risks and provide essential data for determining risk management strategies aligned with the organization's risk appetite.

#### 3) Risk Response

The Company establishes risk management guidelines and measures appropriate to the nature and level of risk. These may include risk avoidance, reduction, transfer, or acceptance, with clearly defined responsible persons and action plans to ensure effective risk management that aligns with the corporate strategy.

#### 4) Risk Monitoring & Review

The Company consistently monitors and reviews risk status and the effectiveness of risk mitigation measures. Enterprise risks are monitored monthly, while risk assessments are conducted quarterly. This ensures timely awareness of shifts in risk factors, allowing for the adjustment of measures to suit changing circumstances. Furthermore, existing risks are reviewed, and new emerging risks are identified on a quarterly basis.

#### 5) Risk Reporting

Risk management results and significant risk issues are reported to the management, the Sustainability and Risk Management Committee, the Audit Committee, and the Board of Directors. These reports are used for policy formulation, strategic decision-making, and operational oversight to ensure that the Company's risk management is transparent, effective, and aligned with good corporate governance principles.

## 2.2 Operational Risk Factors

The Company recognizes risk factors that may impact business operations and competitiveness, arising from both internal and external sources. These factors could affect operational efficiency, revenue, and organizational stability. The primary risk factors encountered are as follows:

### 2.2.1 Operational Risks of the Company or the Group

#### (1) Sudden Business Transformation Risk

##### (1.1) Risk from Economic Volatility

Risk Description Economic volatility driven by economic slowdowns, inflation, and political and geopolitical uncertainties may lead to a decrease in consumer purchasing power and business spending. Specifically, clients may reduce or postpone budgets for marketing, advertising, and event activations, which are primary revenue sources for the Company.

Risk Impact Failure to promptly adapt strategies, business models, and cost management to shifting economic conditions may lead to higher production and service costs. This could result in diminished competitiveness, declining revenues and operating profits, increased performance volatility, and adverse impacts on the Company's financial position and long-term growth potential.

##### (1.2) Risk from Changes in Consumer Behavior

Risk Description Changes in consumer behavior regarding media consumption, information channels, and purchasing decisions have been driven by various factors, including economic conditions, digital technology advancements, evolving lifestyles, and the influence of social media and influencers. These factors have transformed how consumers access media and information, making it more diverse than ever. Consequently, this shift has significantly reshaped the landscape of the media and advertising industries.

Risk Impact Such changes may lead to a slowdown in purchasing power and business spending, alongside a strategic reallocation of budgets toward digital and social media platforms. Consequently, corporate clients may reduce or adjust their advertising and marketing investments. Furthermore, the evolving media landscape has lowered entry barriers for new competitors, intensifying industry competition. These factors could impact the Company's advertising revenue, event-related income, and overall competitiveness.

##### (1.3) Demographic Change Risk

Risk Description Demographic shifts such as the transition towards an aging society and declining birth rates along with differing behaviors and needs across generations, are driving rapid changes in demand for products, services, and media. Specifically, businesses and products targeting children and youth may face declining demand. In contrast, there is a growing trend toward content, media, and activities tailored to the elderly and working-age populations. This includes the event and exhibition industry, which must adapt formats and content to align with target audiences who are of varying ages with varying participation behaviors.

Risk Impact Failure to promptly and effectively align product strategies, content, and distribution channels with shifting demographic structures may result in declining revenue from existing customer bases, missed opportunities to reach new segments, and adverse impacts on market expansion, competitiveness, and long-term corporate growth.

## (1.4) Risk from Technological Change

Risk Description The rapid development of technology, particularly digital technology, Artificial Intelligence (AI), and online platforms, has shifted business models and the structure of the media and publishing industry toward digital formats. This transition aims to accommodate consumer behavior, which now primarily relies on online platforms and social media. Consequently, companies must continuously adopt or develop new technologies to remain aligned with the evolving business environment.

Risk Impact Failure to appropriately and timely adopt or develop new technologies, or continued reliance on legacy systems and traditional processes, may lead to increased operating costs and diminished operational efficiency. This could adversely affect the Company's competitiveness against tech-driven peers, potentially impacting revenue, financial performance, and growth prospects in both the short and long term.

Risk Management Implementation and Mitigation Measures**1. Regularly monitor and analyze business environment trends**

The Company consistently monitors and assesses external factors that may impact business operations—such as economic conditions, industry structures, consumer behavior, and technological trends. This data is used to analyze strategic impacts and support management decisions in defining the company's future direction and operational plans.

**2. Scenario analysis and contingency planning**

The Company conducts scenario analyses for both normal and crisis conditions to assess potential impacts on revenue, costs, and business models. Furthermore, response strategies and contingency plans have been established to ensure agility and rapid execution in the event of sudden changes.

**3. Revenue diversification and business model flexibility**

The Company is adapting by focusing on diversifying revenue streams across various businesses, products, and channels to reduce reliance on any single source. Additionally, it is developing business models that are agile and responsive to evolving market conditions and consumer behaviors.

**4. Promote the development and adoption of technology in business operations**

The Company invests in and develops appropriate technologies to enhance operational efficiency, reduce costs, and adapt to changing consumer behaviors. This includes leveraging data and digital technology in production and the development of new products and services to further strengthen competitive advantage and effectiveness.

**5. Enhance organizational agility and decision-making**

The Company has streamlined its structures and processes to be more rapid and flexible. This ensures a highly effective and timely response to market shifts and the evolving business environment.

**6. Developing employee skills and potential to embrace change**

The Company prioritizes the development of employee skills and potential, particularly in digital literacy, data analytics, and strategic thinking. This ensures our workforce can adapt and effectively support business transformation.

**(2) Personnel and Key Position Succession Risk**

Risk Description The Company's operations rely on personnel with specialized knowledge, competence, and experience, including executives and employees in key positions who play vital roles in shaping strategy, decision-making, and driving the business. If the Company is unable to retain key personnel, or if changes occur in key positions without an appropriate contingency plan including a lack of ready successors, it may increase risks associated with reliance on specific individuals and impact the continuity of the organization's operations.

Risk Impact Such a situation may lead to a lack of operational continuity, delays in strategic decision-making, and a decline in operational efficiency. This could negatively impact the Company's competitiveness, as well as its business stability, revenue, and growth opportunities in both the short and long term.

Risk Management Implementation and Mitigation Measures**1) Succession planning and review**

The Company identifies key positions critical to business operations and strategic direction. Succession plans are established for executive and key roles, with regular reviews of successor suitability and readiness to ensure business continuity amidst personnel changes.

**2. Developing personnel potential and readiness**

The Company promotes the development of employees' knowledge, skills, and experience through training, challenging assignments, and job rotation to prepare them for positions with higher responsibility in the future.

**3. Knowledge transfer and mitigation of key person dependency**

The Company facilitates the transfer of critical knowledge, experience, and best practices among personnel to mitigate the risk of knowledge loss in the event that key personnel vacate their positions or are unable to perform their duties.

**4. Enhancing motivation and retaining high-potential talent**

The Company develops and improves its compensation, benefits, and working environment to create work motivation and retain high-potential personnel with the organization in the long term.

**5. Emergency contingency planning for key positions**

The Company maintains a contingency plan for situations where personnel in key positions are suddenly unable to perform their duties. This plan designates successors and establishes transition management guidelines to ensure business continuity and seamless operations.

**6. Supervision and monitoring by management and relevant committees**

The Company reports on, monitors progress, and reviews human resource management and succession plans with management and relevant committees to ensure that personnel risk management is effective and aligned with organizational strategy.

**(3) Health and Safety Risks for Stakeholders**

Risk Description The Company’s business operations involve employees, business partners, customers, and other stakeholders. Any accidents, unsafe incidents, or events impacting health and safety may lead to injuries, illnesses, or loss of life and property, as well as adversely affect the work environment and business activities.

Risk Impact Such incidents may impact business continuity, stakeholder confidence, and organizational reputation, while potentially leading to legal liabilities and associated costs.

Risk Management Implementation and Mitigation Measures

**1. Occupational safety, health, and working environment policy**

The Company has established an Occupational Safety, Health, and Working Environment Policy in compliance with the Occupational Safety, Health, and Environment Act B.E. 2554. This policy is integrated into our business operations under the Company’s Sustainability Development Framework to serve as a guideline for systematic operations and risk control.

**2. Regularly evaluate and control occupational health and safety risks**

The Company conducts risk assessments for all activities, workplaces, events, and projects. Appropriate control and prevention measures are established to minimize the likelihood of accidents and unsafe incidents at work.

**3. Safety training and awareness for stakeholders**

The Company provides health and safety training and communication for employees, contractors, and relevant parties to ensure they possess the knowledge and understanding to perform their duties correctly and safely, in accordance with established standards.

**4. Supervision of business partners and contractors for safety standards compliance**

The Company incorporates health and safety requirements as part of the selection and management criteria for business partners and contractors. Furthermore, performance is regularly monitored and audited to ensure full compliance.

**5. Emergency preparedness and incident response**

The Company establishes emergency response plans for incidents such as accidents, fires, or health emergencies. These plans are regularly rehearsed to ensure a rapid response and to minimize potential losses.

**6. Continuous monitoring, audit, and improvement of measures**

The Company monitors health and safety performance and accident reporting, utilizing the findings to refine measures and consistently enhance safety standards.

**(4) Risks Associated with Business License Expiration and Regulatory Compliance**

Risk Description Amarin Television Co., Ltd., a subsidiary operating in the television media and digital TV station business, has been granted a license to use radio frequencies and operate a national commercial television service in the High Definition (HD) general category by the relevant regulatory authority. This license has a 15-year term and is set to expire in April 2029. Throughout the operational period under this license, the company must strictly comply with all laws, regulations, and conditions prescribed by the regulator. Any failure or omission to comply could pose a risk to the status of the license.

Risk Impact In the event that the company fails to comply with specified conditions, or if its licenses are revoked or cannot be renewed, it may have a significant impact on the television station’s operations, revenue, financial performance, and business continuity.

Risk Management Implementation and Mitigation Measures**1. Establish a clear operational framework**

The Company defines systematic and standardized guidelines, processes, and work procedures in alignment with regulatory requirements. This ensures that employees across all departments can perform their duties accurately and in full compliance with regulatory standards.

**2. Compliance monitoring and oversight**

The Company has appointed a dedicated legal and internal compliance unit to monitor and ensure that all operations consistently align with the terms and conditions of the license.

**3. Contingency plans for regulatory changes**

The Company continuously monitors trends in laws and regulations to ensure timely adaptation to potential changes. Furthermore, the Company has focused on developing program content while simultaneously expanding its audience base across online platforms alongside its television business. This strategy aims to mitigate risks associated with the uncertainty and lack of clarity regarding future license renewals by regulatory authorities.

**(5) Risks Associated with Trade Account Collection**

Risk Description The Company may face risks regarding the collectability of accounts receivable, which can arise from various factors such as economic fluctuations, customers' financial liquidity, or payment delays. Such factors may lead to the risk of default or the occurrence of bad debts.

Risk Impact Inadequate management of accounts receivable risks could adversely affect the Company's cash flow, liquidity, and overall financial position.

Risk Management Implementation and Mitigation Measures**1. Potential customer selection**

The Company maintains a systematic screening and evaluation process for credit approval. This involves assessing financial stability, payment history, and overall credibility. For new customers, the Company may require collateral or a security deposit, as appropriate, to mitigate potential risks.

**2. Establishing appropriate credit limits and terms**

The Company determines credit lines and credit terms based on the debt-servicing capacity of each individual customer to prevent payment defaults that could impact the company's cash flow. Furthermore, credit criteria are continuously monitored and adjusted based on customer performance and prevailing market conditions.

**3. Maintaining customer relationships**

The Company prioritizes effective communication and the maintenance of strong customer relationships to ensure that payment issues can be negotiated and resolved efficiently and promptly. In cases where customers face financial difficulties, the Company may consider appropriate relief measures such as debt restructuring or extending payment terms to ensure that both parties can together continue their business operations sustainably.

**(6) Interest Rate Risk**

Risk Description The Company may be exposed to interest rate risks from financial institutions, particularly regarding its outstanding debt obligations. Fluctuations in interest rates could lead to changes in financing costs and interest expenses that deviate from previous projections.

Risk Impact If interest rates rise significantly, it could lead to higher financing costs, affecting the Company's performance, liquidity, and financial position.

Risk Management Implementation and Mitigation Measures**1. Clear financial policy**

The Company maintains a well-defined financial management framework, focusing on cost optimization aligned with our strategic plan to minimize the impact of interest rate volatility.

**2. Utilization of appropriate financial instruments**

The Company considers selecting funding sources with appropriate interest rate structures and may utilize financial hedging instruments, such as Fixed Interest Rate swaps or interest rate management strategies tailored to its debt obligations.

**3. Monitoring economic trends and interest rates**

The Company closely monitors financial market conditions and interest rate trends to ensure strategic adaptability. Furthermore, financial planning is in place to mitigate risks associated with potential market fluctuations.

**4. Policy on non-holding or issuance of financial instruments for speculation**

The Company does not have a policy to invest in financial instruments for speculative purposes, nor does it engage in financial transactions that could adversely affect the Company's stability. Priority is given to financial security and efficient cost management.

**(7) Foreign Exchange Risk**

Risk Description The Company may be exposed to foreign exchange rate volatility, as certain expenses are denominated in foreign currencies. These include payments for machinery, raw materials, and other business-related operational costs.

Risk Impact Exchange rate volatility can lead to increased operating costs, impacting the Company’s ability to control expenses, profit margins, and overall performance. Furthermore, it may affect financial planning and the Company’s long-term financial stability.

Risk Management Implementation and Mitigation Measures

**1. Utilizing appropriate financial hedging instruments**

The Company employs financial instruments, such as forward foreign exchange contracts, for transactions or obligations denominated in foreign currencies. This strategy is implemented to mitigate risks arising from exchange rate volatility.

**2. Determine the forward exchange rate to reduce cost uncertainty**

Forward contracts allow companies to fix the exchange rate in advance, mitigating the impact of currency fluctuations while enhancing efficiency in cost planning and control.

**(8) Compliance Risk Regarding Policies, Laws, Rules, and Related Regulations**

Risk Description The Company’s business operations must strictly comply with all relevant laws, rules, and regulations, which are subject to periodic changes, updates, or amendments. If the Company fails to monitor, understand, and adjust its operations to align with these evolving requirements comprehensively and in a timely manner, it may lead to regulatory non-compliance risks.

Risk Impact Non-compliance with laws and regulations may adversely impact business operations through stricter conditions or limitations. Furthermore, it may damage the Company’s reputation and corporate image, leading to risks of fines, legal penalties, or litigation all of which could ultimately affect operating results and stakeholder confidence.

Risk Management Implementation and Mitigation Measures

**1. Regularly monitor and evaluate legal changes**

The Company maintains a Legal and Compliance Unit to continuously track and review new laws, rules, and regulations relevant to its business operations. Furthermore, the unit consistently analyzes the potential impacts arising from such legal changes.

**2. Communication and reporting process to the Corporate Governance Committee and the Board of Directors**

Upon identifying changes in laws or regulations relevant to the Company’s business, the Company shall immediately report such updates to the Corporate Governance Committee. This is to ensure the timely determination of appropriate operational guidelines and to notify relevant departments for implementation. Furthermore, such matters shall be formally reported to the Board of Directors for their acknowledgment.

**3. Strict regulatory compliance development**

The Company has established internal policies and guidelines to ensure that employees at all levels understand and correctly adhere to relevant regulations. Additionally, we provide legal and regulatory training and education for all concerned personnel.

**4. Proactive risk management through internal control systems**

The Company establishes strict and appropriate internal control and audit guidelines to mitigate risks of legal non-compliance.

**(9) Climate Change Risk**

Risk Description Climate change may impact the society, environment, and supply chains related to the Group’s business operations particularly the publishing and book production sectors, which rely on natural resources such as paper. Climate change can affect ecosystems, forests, communities, and farmers involved in raw material sourcing. Additionally, uncertainty from increasingly extreme weather events may disrupt business activities, event organization, logistics, and product distribution.

Risk Impact Such risks may result in uncertainties regarding the quantity, quality, and continuity of long-term raw material procurement. Furthermore, they could lead to increased operating costs, delays in operations and product delivery, and ultimately impact business continuity and competitive advantage.

Risk Management Implementation and Mitigation Measures

**1. Diversifying raw material sourcing and enhancing supply chain resilience**

The Company has established a policy to procure raw materials from a diverse range of suppliers. This strategy aims to mitigate the risk of over-reliance on a single source and strengthen the capacity to manage uncertainties arising from climate change, particularly within the printing and book production business.

## 2. Selection and support of sustainable suppliers

The Group prioritizes the selection of partners who operate in accordance with sustainable resource management principles. We evaluate compliance against environmental standards and practices that minimize ecological impact, such as sustainable agricultural and forestry management standards, reforestation initiatives, and efforts to mitigate climate change.

## 3. Integrating sustainability into every business group

The Company aims to embed sustainable practices throughout all operational processes from design and raw material selection to production, event management, various activities, and logistics. This approach minimizes social and environmental impacts, ensures efficient resource utilization, and fosters long-term business growth alongside sustainability.

### (10) Cyber Threats Fueled by Rising Business Technology Reliance

<u>Risk Description</u>	Given the rapid leaps in technology, companies are increasingly integrating digital systems into their operations to enhance speed and efficiency. However, a high level of reliance on information technology and digital systems may increase the risk of cyber threats, such as cyberattacks, data theft, or the leakage of sensitive company and stakeholder information.
<u>Risk Impact</u>	A cybersecurity incident may lead to operational disruptions and system outages, potentially resulting in data loss and damage to the company's reputation and stakeholder confidence. Furthermore, such incidents may incur legal liabilities, significant recovery and remediation costs, and adversely impact both short-term and long-term business performance.

#### Risk Management Implementation and Mitigation Measures

##### 1. Strictly establish its policies and standards

The Company has established and enforced comprehensive Information Technology policies covering the use of computer systems and digital technologies. This provides a framework for correct and secure operations while reducing risks associated with improper system usage.

##### 2. Establish clear information system regulations and usage guidelines

The Company has defined policies and procedures for employees at all levels to ensure the correct use of technology and to mitigate risks arising from human error.

##### 3. Access Control Policy

The Company has established an access control system for critical applications and sensitive data, where access rights are granted based on roles and responsibilities (Role-Based Access Control) to prevent unauthorized access to information or systems.

##### 4. Continuous cyber threat monitoring and surveillance

The Company regularly monitors and audits information technology systems for any irregularities to ensure timely detection and response to cyber threats.

##### 5. Evaluation and testing of data backup and Business Continuity Plans

The Company regularly evaluates and monitors compliance with its data backup and Information Technology Continuity Plans (ITCP) to ensure that critical company data is protected and remains recoverable in the event of an emergency.

##### 6. Cybersecurity training and awareness

The Company provides training, educational resources, and testing for all employees on the correct and secure use of technology. This initiative aims to enhance awareness and mitigate cybersecurity risks arising from user behavior.

### 2.2.2 Emerging Risks

#### (1) Risks of Negative Impacts from Artificial Intelligence (AI) Technology

<u>Risk Description</u>	Implementing Artificial Intelligence (AI) in business operations can lead to various negative risks across operational, legal, ethical, and reputational dimensions. These risks include inaccurate or biased AI outputs, violations of data privacy and intellectual property rights, over-reliance on technology, and the use of AI without proper and prudent governance.
<u>Risk Impact</u>	Failure to manage the use of Artificial Intelligence in accordance with relevant laws, standards, and ethical principles may compromise data integrity and business decision-making. Such failure could diminish stakeholder confidence, result in reputational damage, lead to legal liabilities and associated costs, and ultimately impact the company's financial performance and competitive advantage.

#### Risk Management Implementation and Mitigation Measures

##### 1. Establish policies and guidelines for responsible Artificial Intelligence (AI) use

The Company has established policies and guidelines for the use of Artificial Intelligence technology to ensure that its application is appropriate, transparent, ethical, and compliant with laws, regulations, and organizational values.

##### 2. Artificial Intelligence (AI) governance under human oversight

The Company mandates that decisions with a significant impact on the business, customers, or stakeholders must be reviewed and verified by relevant personnel so as to mitigate risks arising from errors or biases within Artificial Intelligence systems.

**3. Protection of personal data and intellectual property**

The Company strictly controls the use of data in the development and application of Artificial Intelligence (AI) to prevent the infringement of personal data, intellectual property, and critical organizational information, in compliance with relevant laws and regulations.

**4. Regular risk assessment and testing of Artificial Intelligence (AI) systems**

The Company regularly assesses risks and tests the accuracy, reliability, and impact of its Artificial Intelligence (AI) systems both before and during deployment. This ensures that the systems effectively support business operations.

**5. Enhance Artificial Intelligence (AI) knowledge and awareness among personnel**

The Company provides training and education to employees on the correct, safe, and ethical use of Artificial Intelligence. This ensures effective technology integration while mitigating risks associated with improper usage.

**6. Monitor changes in laws and standards related to Artificial Intelligence.**

The Company closely monitors developments in artificial intelligence laws, regulations, and guidelines to update its policies and workflows in compliance with evolving requirements.

**(2) Risk of Human Resource Development Lagging Behind Technological Changes**

<u>Risk Description</u>	The rapid advancement of digital technology, information technology, and Artificial Intelligence (AI) has led to swift changes that may cause current personnel skills and knowledge to become misaligned with present and future business demands. Failure by companies to timely enhance the skills and potential of their workforce to keep pace with these shifts could result in a significant skills gap. This gap increases organizational reliance on specialized experts or external resources to bridge the competency deficit.
<u>Risk Impact</u>	Such circumstances may lead to a decline in operational efficiency and hinder the ability to leverage new innovations and technologies to their full potential. Furthermore, it may result in less accurate business decisions, affecting the Company’s long-term competitiveness, increasing operational costs, and heightening the risk of over-reliance on external resources.

Risk Management Implementation and Mitigation Measures

**1. Regularly assessing skill and competency requirements in alignment with technological trends**

The Company consistently evaluates the skills essential for business operations to ensure that personnel development remains synchronized with technological shifts and organizational strategies.

**2. Continuously develop personnel skills and knowledge**

The Company promotes training, on-the-job learning, and the enhancement of digital, technological, and data literacy skills to ensure employees are well-prepared for ongoing changes.

**3. Promote learning and internal knowledge sharing**

The Company supports knowledge transfer and the exchange of experiences among team members to reduce dependency on specific individuals and increase operational flexibility.

**4. Promoting technology adoption with effective governance**

The Company promotes the integration of new technologies into its operations, while establishing guidelines and oversight to ensure that personnel utilize these tools correctly and securely.

**5. Regularly monitor and evaluate personnel development**

The Company tracks training outcomes and skill enhancements to refine development plans, ensuring they remain effective and aligned with continuous technological advancements.

**2.2.3 Investment Risk for Securities Holders**

**(1) Major Shareholder Management Risk**

As of December 31, 2025, the Adelfos Group, comprising Vadhanabhakdi Co., Ltd., Siribhakditham Co., Ltd., and Sirivadhanabhakdi Co., Ltd. holds 904,368,591 shares, representing 90.59 percent (exceeding 75 percent) of the Company’s total paid-up shares. Consequently, this shareholder group maintains near-total control over shareholder meeting resolutions, including director appointments and other matters requiring a majority vote, except for those specifically required by law or company articles to pass by a three-fourths majority.

As a result, minority shareholders may be unable to aggregate sufficient votes to provide checks and balances against matters proposed by the major shareholder.

Risk Management Implementation and Mitigation Measures

**1. Management Structure**

The Company has established a Board of Directors and various sub-committees with clearly defined scopes of authority and responsibility. This ensures that operations adhere to professional standards, maintain transparency, and remain fully accountable.

## 2. Independent Directors

Currently, the Board of Directors consists of 7 independent directors out of a total of 12 members. Each independent director possesses the requisite knowledge and expertise to effectively review the Company's operations and ensure transparency in all processes.

## 3. Information Disclosure

The Company has established processes for disclosing information regarding transactions with directors, major shareholders, or controlling persons, in accordance with the laws and regulations prescribed by regulatory authorities. This is to prevent conflicts of interest and to enhance transparency in the Company's operations.

### (2) The Risk of Low Free Float Leading to Limited Trading Liquidity

As of December 31, 2025, a majority of the company's shares, totaling 904,368,591 shares or 90.59 percent, are held by three shareholders (the Adelfos Group). Meanwhile, minority shareholders account for only 93,904,038 shares or 9.41 percent, distributed among 1,462 shareholders (holding less than 149,742,239 shares or 15 percent).

Although the number of minority shareholders meets the Stock Exchange of Thailand's requirement of no less than 150 shareholders, their aggregate shareholding remains below the minimum threshold of 15 percents of the paid-up capital. Consequently, the Company's free float the proportion of shares available for trading in the secondary market remains at a low level. Such a limited free float proportion may result in low trading liquidity for the company's shares on the Stock Exchange. Share turnover in the secondary market could be minimal, potentially restricting trading access for general investors. Consequently, shareholders may face the risk of being unable to immediately sell their shares or sell at their desired price.

#### Risk Management Implementation and Mitigation Measures

The Company recognizes the importance of complying with the Stock Exchange of Thailand (SET) regulations, particularly the requirement regarding the Free Float proportion, which must not be less than 15 percent of the paid-up capital. Currently, the Company is in discussions with its major shareholders to consider guidelines for restructuring shareholdings and increasing the minority shareholding proportion to meet the criteria and timeline specified by the Stock Exchange of Thailand.

The Company is currently preparing and reviewing its business plan and relevant operational guidelines as follows:

#### 1. Business Group Restructuring

The Company is restructuring its business units to align with future strategic directions, aimed at enhancing growth potential and increasing business attractiveness to new investors.

#### 2. Exploring New and Related Investment Opportunities

The Company is studying opportunities in new and synergistic industries to support future expansion and improve readiness for attracting retail investors.

### 2.2.4 Risks of Investing in Foreign Securities (Case of Foreign Issuer)

- None -

### 3. Driving Sustainable Business Growth

#### 3.1 Sustainability Policy and Management Approach

The Company is committed to conducting its business alongside effective sustainability management to ensure that it can deliver valuable experiences through its products and services. To support this commitment, the Company has established a Sustainability Management Policy to serve as a guiding framework for its operations and to facilitate the transition toward becoming a comprehensive Omni-media organization, while promoting stable and sustainable growth. The Company operates its business in accordance with the principles of good corporate governance, social responsibility, and environmental stewardship throughout its value chain. In addition, sustainability principles have been integrated into the Company’s strategies and business plans by aligning economic, social, and environmental dimensions with the United Nations Sustainable Development Goals (SDGs), with the aim of creating balanced shared value for all stakeholder groups.

#### Corporate Sustainability Framework and Strategy

The Company has established its sustainability goals and strategies in alignment with its business direction and sustainable development objectives. These goals and strategies are developed with consideration of the business context, stakeholder expectations, key global trends, and relevant United Nations Sustainable Development Goals (SDGs).

To ensure that sustainability initiatives are implemented in a systematic and practical manner, the Company has adopted an Environmental, Social, and Governance (ESG) framework to guide sustainability management and monitor performance as follows;



#### Corporate Sustainability Framework and Strategy



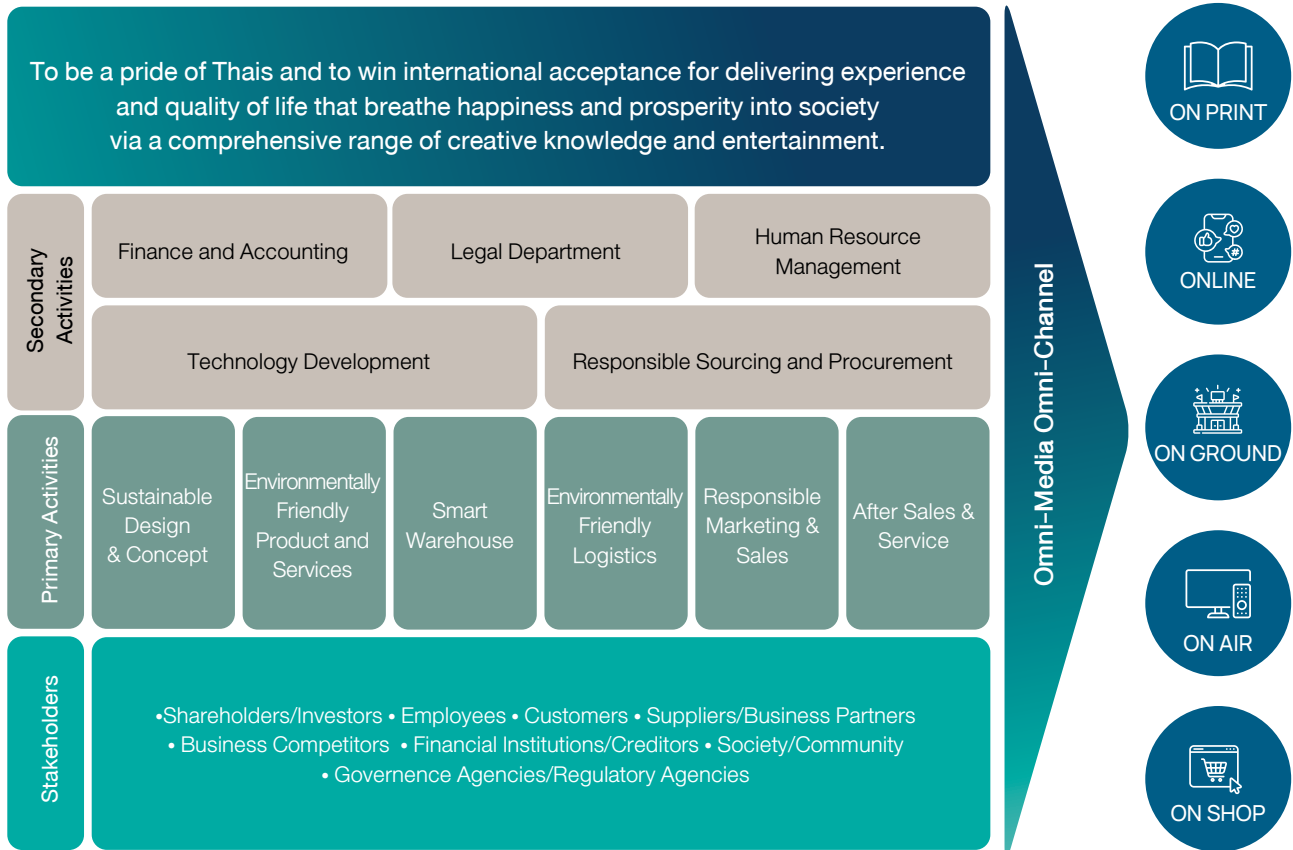
“We work for the happiness and prosperity of society.”

 <p><b>Promote Good Environment.</b> Efficient acquisition and use of resources and commitment to environmental conservation.</p>	 <p><b>Create a Good society.</b> Focus on products and services that create value for participants from the production process to consumers.</p>	 <p><b>Economy/Good Corporate Governance</b> Operate with fairness, transparency and business ethics.</p>
<ol style="list-style-type: none"> <li>1. Climate Change and Resilience</li> <li>2. Resource Efficiency</li> <li>3. Eco-Friendly Products and Services</li> <li>4. Biodiversity</li> <li>5. Pollution Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Human Resource Management</li> <li>2. Human Rights</li> <li>3. Labor Practices</li> <li>4. Occupational Health and Safety</li> <li>5. Responsible Marketing and Sales</li> <li>6. Responsible Content</li> <li>7. Corporate Social Responsibility</li> </ol>	<ol style="list-style-type: none"> <li>1. Corporate Governance</li> <li>2. Crisis and Risk Management</li> <li>3. Sustainable Supply Chain Management</li> <li>4. Customer Relationship Management</li> <li>5. Innovation Management</li> <li>6. Cybersecurity</li> <li>7. Business Resilience</li> <li>8. Technology Change</li> </ol>

### 3.2 Managing Stakeholder Impacts Across the Value Chain

#### 3.2.1 The Company’s Sustainable Value Chain

The Company believes that promoting sustainable business growth is an important part of creating value for society. Therefore, the Company places importance on effective value chain management, focusing on responsible operations at every stage of the value chain, from raw material sourcing to the delivery of products and services to consumers. This approach aims to ensure that stakeholders across the supply chain can collectively deliver sustainable value, in line with the Company’s mission “We work for the happiness and prosperity of society.”



### 3.2.2 Stakeholder Analysis across the Value Chain

The Company has conducted an analysis to identify key stakeholders across its value chain who may be affected, both positively and negatively, by the Company’s business operations. The Company places importance on listening to the perspectives, expectations, and feedback from stakeholders across all sectors. The insights obtained are taken into consideration when determining appropriate operational approaches and communication strategies to effectively engage with stakeholders. The Company has summarized the key stakeholder groups, their expectations, the Company’s response approaches, and communication channels as follows:

Stakeholders	Stakeholders’ Expectations	Response to Stakeholders’ Expectations	Communication Channels/ Communication Methods
<b>Shareholders/ Investors</b>	<ul style="list-style-type: none"> <li>• Sustainable growth in business performance.</li> <li>• Financial returns (dividends and share value) and consistent dividend payments.</li> <li>• Sustainable management in terms of environment, society and good corporate governance.</li> <li>• Sufficient, accurate, transparent and timely disclosures of information.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis, monitoring, inspection and budget management planning to be consistent with the set goals.</li> <li>• Ensuring equitable treatment of shareholders and protection of shareholder rights under the oversight of the Board of Directors.</li> <li>• Business plan reviews to ensure responsibility to the environment, society and corporate governance to create sustainable returns.</li> <li>• Comprehensive risk management with constant risk adjustments.</li> <li>• Disclosure of material information in accordance with the regulations and requirements of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders (AGM).</li> <li>• Annual Report and Sustainability Report.</li> <li>• Company visits.</li> <li>• Disclosure of contact channels for the Company Secretary and Investor Relations (IR).</li> <li>• Corporate website: <a href="http://www.amarin.co.th">www.amarin.co.th</a></li> <li>• Communication channels for feedback, suggestions, and complaints via telephone, email, and the Company’s website.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Fair benefits and compensation.</li> <li>• Career stability and advancement opportunities.</li> <li>• Opportunities for capability and knowledge development.</li> <li>• A good quality of working life along with work safety.</li> <li>• Participation in development planning according to position and duties and responsibilities.</li> <li>• Handling of complaints and respect for human rights with equitable treatment of employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of fair and competitive compensation, welfare, and benefits in line with industry standards.</li> <li>• Development of appropriate training programs to develop the potential, skills and knowledge of employees in each line of work.</li> <li>• Compliance with labor laws and human rights principles</li> <li>• Establishment of work practices regarding safety and occupational health and ensure strict compliance.</li> <li>• Appointment of a welfare committee in the workplace for a term of two years to represent employees.</li> <li>• Communication of business ethics to employees to ensure guideline awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance is evaluated in accordance with the Company’s established criteria on a semi-annual and annual basis.</li> <li>• Employee Satisfaction and Engagement Survey.</li> <li>• Internal department meetings.</li> <li>• Management – employee engagement activities</li> <li>• News, announcements and public relations through various channels of the organization, including internal communication systems, Intranet, email and website.</li> </ul>

Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Communication Channels/ Communication Methods
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Products and services are of high quality and delivered according to customer needs.</li> <li>• Fair and reasonable prices for products and services.</li> <li>• Eco-Friendly Products and Services.</li> <li>• Listening to customer feedback and responding to complaints in a prompt and transparent manner.</li> <li>• After-sales service and response to problems or complaints with speed and care.</li> <li>• Protection of personal data.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation and development of quality and diverse products and services to meet customer needs.</li> <li>• Development and provision of Eco-Friendly Products and Services.</li> <li>• Operating in compliance with international standards, such as ISO 9001.</li> <li>• Adherence to business ethics, with due consideration of customers' interests, and fair and equitable treatment of all customers.</li> <li>• Open channels to receive customer feedback, suggestions, and complaints in order to improve operations.</li> <li>• Personal data protection and cybersecurity.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings or client visits according to work plans.</li> <li>• Communication channels for receiving customer feedback, suggestions, and complaints via telephone, email, and the Company's website.</li> <li>• Customer satisfaction surveys.</li> <li>• Customer engagement activities.</li> <li>• Factory visits.</li> </ul>
<b>Suppliers/ Business Partners</b>	<ul style="list-style-type: none"> <li>• Fair, transparent, and non-discriminatory business practices.</li> <li>• Appropriate and fair returns from business operations.</li> <li>• Strict compliance with contractual terms and business agreements.</li> <li>• Long-term business collaboration and stability.</li> </ul>	<ul style="list-style-type: none"> <li>• Treating suppliers and business partners fairly, transparently, and in accordance with business ethics, without discrimination.</li> <li>• Strict compliance with procurement policies and mutually agreed contractual terms to build trust and sustainable business relationships.</li> <li>• Establishing appropriate internal audit and control systems to ensure compliance with procurement policies and supplier selection procedures.</li> <li>• Prohibiting the giving or receiving of bribes, gifts, or any benefits that may lead to unfair competition.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with suppliers and business partners to enhance operational efficiency and jointly improve the quality of products and services.</li> <li>• Supplier Code of Conduct and Procurement Policy.</li> <li>• Communication channels for receiving feedback, suggestions, and complaints via telephone, email, and the Company's website.</li> <li>• Supplier engagement activities.</li> </ul>
<b>Competitors</b>	<ul style="list-style-type: none"> <li>• Act within the framework of fair competition rules.</li> </ul>	<ul style="list-style-type: none"> <li>• Not damaging competitors' reputations through false or misleading information.</li> <li>• Not seeking competitors' confidential information through improper or unethical means.</li> <li>• Conducting business ethically in accordance with established business ethics principles.</li> <li>• Prohibiting the giving or receiving of bribes, gifts, or any benefits that may lead to unfair competition.</li> <li>• Strict compliance with the Company's Anti-Corruption Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosure of the receipt and handling of complaints from business competitors in the Annual Report.</li> <li>• Communication channels for receiving feedback, suggestions, and complaints via telephone, email, and the Company's website.</li> </ul>
<b>Financial Institutions/ Creditors</b>	<ul style="list-style-type: none"> <li>• Ability to comply with contractual terms and conditions.</li> <li>• Transparent and accountable management under the principles of good corporate governance.</li> <li>• Disclosure of financial information and sustainability-related information.</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with contractual terms and agreements.</li> <li>• Disclosure of accurate information.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and communications with management and the Finance Department.</li> <li>• Information disclosure through communication channels such as telephone, email, meetings, letters, and other channels.</li> <li>• Annual Report and Sustainability Report.</li> </ul>

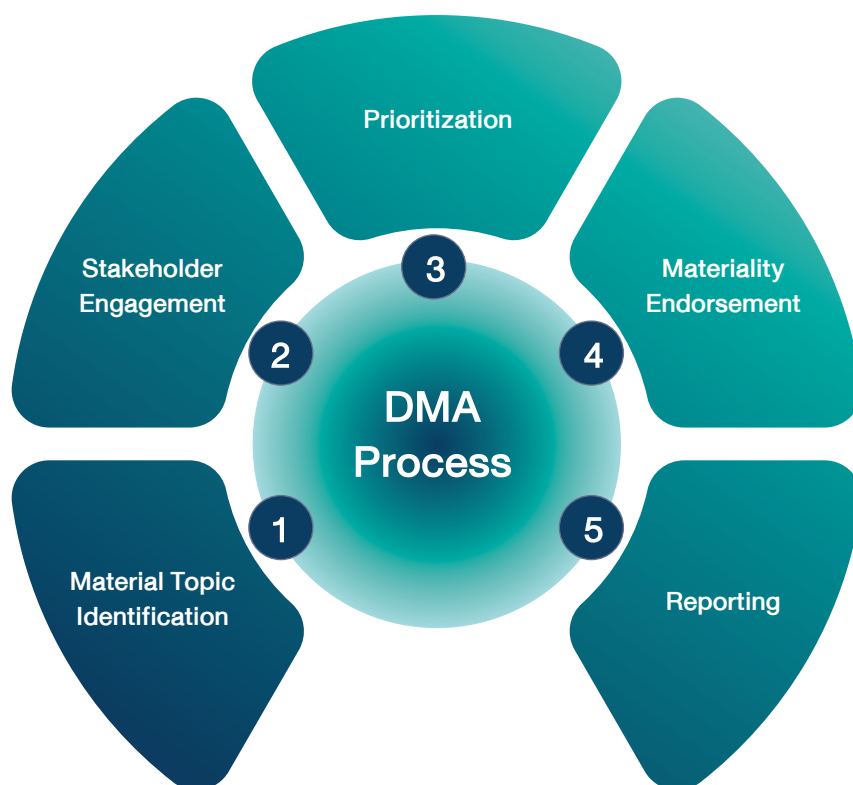
Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Communication Channels/ Communication Methods
<b>Society/ Community</b>	<ul style="list-style-type: none"> <li>Conducting business operations without adversely affecting the quality of life of communities, society, and the environment.</li> <li>Supporting community, social, and environmental initiatives.</li> <li>Providing accurate, fair, and responsible information, news, and content that creates positive impacts on society.</li> <li>Promoting knowledge, reading, and lifelong learning.</li> </ul>	<ul style="list-style-type: none"> <li>Strict compliance with applicable laws and regulations.</li> <li>Implementing CSR projects and community engagement activities to support local economic development, generate income opportunities, and enhance the quality of life for people in the community.</li> <li>Establishing operational guidelines to minimize potential impacts on society and the environment.</li> <li>Producing and disseminating creative and socially responsible content that considers potential impacts on children, youth, and vulnerable groups.</li> <li>Leveraging the Company's platforms to promote knowledge, culture, and environmental awareness.</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement through meetings, dialogues, and collaborative activities.</li> <li>Communication channels for information sharing and receiving feedback or complaints via the website, telephone, email, and letters.</li> <li>Public communication and information dissemination to promote understanding.</li> </ul>
<b>Government Agencies/ Regulatory Agencies</b>	<ul style="list-style-type: none"> <li>Strict compliance with applicable laws, regulations, and relevant requirements.</li> <li>Transparent and accountable management and operations.</li> <li>Responsibility towards society, communities, and the environment.</li> <li>Cooperation or support for activities or initiatives organized by government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring strict compliance with applicable laws and regulatory requirements.</li> <li>Monitoring and improving operations to align with changes in relevant laws, policies, and regulations.</li> <li>Managing occupational health and safety, and environmental aspects in accordance with applicable laws and relevant standards.</li> </ul>	<ul style="list-style-type: none"> <li>Submission of reports and information through systems designated by government authorities.</li> <li>Participation in meetings, training sessions, seminars, and idea exchanges with government agencies and regulatory agencies.</li> <li>Communication through telephone, email, meetings, and other electronic channels.</li> <li>Channels for receiving feedback, suggestions, and complaints via telephone, email, and the Company's website.</li> </ul>

### 3.2.3 Double Materiality Assessment (DMA)

To ensure that the Company's sustainable development practices are effective and aligned with changes in the business context, as well as social and environmental conditions, the Company conducts an annual assessment and review of sustainability issues. This process takes into consideration the business context, stakeholder expectations, and relevant international sustainability standards in order to identify and prioritize sustainability topics that are material to the Company's business operations in a timely and appropriate manner.

In 2025, the Company conducted an assessment of material sustainability topics covering three key dimensions: Environmental, Social, and Governance (ESG). The assessment process was based on the Double Materiality Assessment principle and aligned with the Global Reporting Initiative (GRI) Standards 2021. The assessment evaluates sustainability topics across two dimensions: Financial Materiality and Impact Materiality. Financial Materiality considers the financial impacts of sustainability issues on the Company's performance, while Impact Materiality evaluates the impacts of the Company's operations on stakeholders and society. This approach ensures that prioritized sustainability topics comprehensively reflect potential risks and opportunities, stakeholder expectations, and their relevance to the Company's business operations. The Sustainability and Risk Management Committee (SRMC), a sub-committee of the Board of Directors, is responsible for reviewing and endorsing the material sustainability topics to ensure that the Company's sustainability management is appropriate, transparent, and aligned with its long-term business strategy.

Company conducted the material sustainability assessment through the following steps:



### 1. Material Topic Identification

The Company analyzed the organizational context and current business environment to identify sustainability topics that may be relevant to and impact its business operations. This process involved reviewing secondary data from credible sources, including global and industry sustainability trends, developments in related industries, industry peers, as well as relevant sustainability standards, guidelines, and reporting frameworks at both national and international levels. In addition, the Company conducted value chain mapping to identify sustainability-related impacts, risks, and opportunities across the value chain in the environmental, social, and governance (ESG) dimensions. The outcomes of this analysis served as the preliminary basis for compiling a list of sustainability topics to be assessed in the subsequent stage.

### 2. Stakeholder Engagement

The Company incorporated stakeholder perspectives into the assessment process by collecting feedback from both internal and external stakeholders through interviews and questionnaires. The engagement covered seven key stakeholder groups, including employees, customers, community/society, suppliers/business partners, shareholders/investors, financial institutions/creditors, and government agencies/ regulatory agencies. This process aimed to capture stakeholders' perspectives and expectations, as well as both positive and negative impacts, opportunities, risks, and sustainability issues that matter to each group.

### 3. Prioritization

The Company evaluated each sustainability topic based on insights obtained from the analysis of the organizational context and stakeholder engagement process. The assessment considered impacts across two key dimensions:

- Financial Materiality (Outside-in): Assessment of risks and opportunities that may affect the Company's business performance, competitiveness, and long-term value creation.
- Impact Materiality (Inside-out): Assessment of both positive and negative impacts resulting from the Company's operations on stakeholders, society, and the environment.




### 4. Materiality Endorsement

The prioritized sustainability topics are presented for feedback and recommendations from external experts. The Sustainability and Risk Management Committee (SRMC), a sub-committee of the Board of Directors is responsible for reviewing, evaluating, and endorsing the material sustainability topics to ensure that the Company's sustainability management is appropriate, transparent, and aligned with its business strategy.









### 5. Reporting

The endorsed material sustainability topics are used as a framework for defining the Company's strategies, operational plans, and risk management approach. These topics are also disclosed in the Sustainability Report in accordance with relevant reporting standards to enhance transparency and strengthen stakeholders' confidence in the Company's sustainability performance.








2025 Material Sustainability Assessment Results

Dimension	Material Topics		
	Significant Topics	Focus Topics	Foundation Topics
<b>Environmental</b> 	<ul style="list-style-type: none"> <li>Climate Change and Resilience</li> <li>Eco-Friendly Products and Services</li> </ul>	<ul style="list-style-type: none"> <li>Energy Management</li> <li>Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>Water Management</li> <li>Biodiversity</li> <li>Light Pollution</li> <li>Air Pollution</li> <li>Noise Pollution</li> </ul>
<b>Social</b> 	<ul style="list-style-type: none"> <li>Employee Development</li> <li>Employee Attraction and Retention</li> <li>Data Privacy</li> <li>Responsible Marketing and Sales</li> <li>Responsible Content</li> </ul>	<ul style="list-style-type: none"> <li>Diversity, Equity &amp; Inclusion</li> <li>Human Rights</li> <li>Labor Practices</li> <li>Living Wage</li> <li>Employee Well-being</li> <li>Health and Safety</li> <li>Corporate Social Responsibility</li> </ul>	
<b>Economic &amp; Governance</b> 	<ul style="list-style-type: none"> <li>Business Resilience</li> <li>Cybersecurity</li> <li>Technology Disruption</li> <li>Digital and AI Disruption</li> <li>Customer Relationship Management</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Anti-Corruption</li> <li>Policy Influence</li> <li>Tax Transparency</li> <li>Risk Management</li> <li>Crisis Management</li> <li>Sustainable Supply Chain Management</li> <li>Innovation Management</li> </ul>	

Alignment of Sustainability Topics with the Sustainable Development Goals (SDGs)

Dimension	Materiality Topics	Sub-Topics	SDGs
<b>Environmental</b> 	<b>Climate Change and Resilience</b>	Climate Change Management*	
	<b>Eco-Friendly Products and Services</b>	Eco-Friendly Products and Services*	
	<b>Resource Efficiency</b>	Energy Management	
		Waste Management	
		Water Management	
	<b>Biodiversity</b>	Biodiversity	
	<b>Pollution Management</b>	Light Pollution Management	 
		Air Pollution Management	 
		Noise Pollution Management	 

Dimension	Materiality Topics	Sub-Topics	SDGs
<b>Social</b> 	<b>Human Resource Management</b>	Employee Development*	
		Employee Attraction and Retention*	
		Diversity, Equity & Inclusion (DEI)	 
	<b>Human Rights</b>	Human Rights in Workplace and Supply Chain	  
		Data Privacy*	  
	<b>Labor Practices</b>	Labor Practices	 
		Living Wage	 
		Employee Well-being	 
	<b>Health, Safety and Environment</b>	Health and Safety Employee & Contractor Safety	 
	<b>Responsible Marketing</b>	Responsible Marketing*	  
<b>Responsible Content Production and Distribution</b>	Responsible Content Production and Distribution*	  	
<b>Corporate Social Responsibility</b>	Corporate Social Responsibility	 	
<b>Economic/ Governance</b> 	<b>Corporate Governance</b>	Corporate Governance	 
		Anti-corruption	 
		Policy Influence	 
		Tax Transparency	 
	<b>Crisis and Risk Management</b>	Risk Management	  
		Crisis Management	  
	<b>Responsible Supply Chain Management</b>	Sustainable Supply Chain Management	  
	<b>Customer Relationship Management</b>	Customer Relationship Management*	 
	<b>Innovation Management</b>	Innovation Management	 

Dimension	Materiality Topics	Sub-Topics	SDGs
<b>Economic/ Governance</b> 	<b>Cybersecurity</b>	Cybersecurity*	
	<b>Business Resilience</b>	Business Resilience*	 
	<b>Technology Change</b>	Technology Disruption*	 
		Digital and AI Disruption*	 

\*Significant Material Topics

### 3.3 Promote a Good Environment

#### Environmental Policy and Management Approach

The Company places great importance on conducting its business with environmental responsibility, with a focus on minimizing impacts arising from its operations, promoting efficient use of resources and energy, and encouraging all relevant parties in its business operations to take environmental responsibility across the value chain. This approach aims to achieve a balanced and sustainable development across economics, social, and environmental dimensions, under the Environmental, Energy, and Social Management Policy. To support this commitment, the Company has established guidelines to ensure responsible business practices. These guidelines cover efficient resource management, water management, energy management, waste management, as well as the reduction of greenhouse gas emissions by systematically integrating environmental management into operational processes, while strictly complying with relevant laws, standards, and regulatory requirements. In addition, the Company emphasizes continuous communication, training, and awareness-building among employees regarding environmental responsibilities. The Company also communicates its policies and operational guidelines to suppliers, contractors, and business partners to ensure that operations throughout the value chain are aligned with environmental responsibility principles. Furthermore, the Company conducts monitoring, performance evaluation, and reviews of its Environmental, Energy, and Social Management Policy and practices at least annually. Environmental performance information is also disclosed accurately and transparently through the Annual Report and other corporate communication channels in order to build confidence among all stakeholder groups.

#### Environmental Performance

##### (1) Energy Management

The Company places great importance on efficient energy management by maximizing energy utilization, reducing unnecessary energy consumption, and increasing the use of renewable energy. To achieve this, the Company has continuously implemented energy efficiency measures throughout its operations. These include selecting energy-efficient machinery and technologies from reputable manufacturers, conducting preventive maintenance to extend the operational life of equipment, and improving operational processes to reduce fuel consumption and enhance overall energy efficiency. In addition, the Company utilizes renewable energy from solar power in its business operations. In 2025, the Company expanded its solar panel installations, while also promoting knowledge and awareness of energy conservation among employees at all levels. These initiatives support responsible and efficient energy use in alignment with the Company’s sustainable development approach.

Furthermore, the Company regularly monitors and evaluates energy consumption to identify opportunities for improvement and further enhance energy management efficiency. In 2025, the Company’s total electricity consumption amounted to 10,266.44 MWh, representing a 6.31 percent increase from 2024. However, the share of renewable energy consumption increased to 10.14 percent, up from 9.95 percent in 2024, reflecting the effectiveness of the Company’s operational efficiency improvement measures. The increased use of renewable energy from solar power also contributes to reducing dependence on conventional energy sources and supports the Company’s efforts to minimize long-term environmental impacts.



2025 Target:

**2%** reduction in electricity consumption from the 2024 baseline

#### \* Solar Power Project for Renewable Energy Generation

The Group is committed to promoting the use of renewable energy to enhance energy efficiency, reduce operational costs, and minimize environmental impacts. Since 2023, the Company has continuously implemented a solar power generation project through the installation of solar panel systems, laying the foundation for systematic and sustainable energy management in the long term. In December 2025, the Group installed a solar power generation system on the rooftop of a parking area as part of an 8-rai development project, with a total installed capacity of 708 kilowatts-hours.

In 2025, the Group's solar energy generation reached a total of 1,510 kilowatts-hours per year, resulting in approximately 4,580,449 baht in annual energy cost savings and a reduction of approximately 458,045 kilograms of carbon dioxide equivalent (kgCO<sub>2</sub>e) in greenhouse gas emissions. This project reflects the Group's commitment to efficient energy management, while reducing environmental impacts and supporting its long-term sustainable development goals.



## (2) Water Management

The Company manages water use systematically, recognizing water as an important resource for its operations, especially in the Printing and Packaging business where water is used in production processes. The Company has established water management practices to ensure efficient resource utilization, minimize environmental impacts, and reduce risks that may affect surrounding communities and long-term business operations. The Company focuses on controlling water consumption while ensuring proper wastewater quality management in strict compliance with applicable laws and regulatory requirements. These measures aim to prevent environmental impacts and ensure that wastewater discharge complies with legal standards.

Under its water management approach, the Company has established targets and operational plans based on the 3Rs principle, including Reduce (reducing water consumption), Reuse (reusing water), and Recycle (treating and recycling water). The Company has implemented water conservation initiatives through the "Reclaim Water Project" to improve water use efficiency, reduce the use of new tap water, and minimize environmental impacts from its operations. In parallel, the Company promotes water-saving practices within the organization, regularly monitors and evaluates wastewater quality, and maintains appropriate systems and processes to address potential environmental and community impacts. These efforts ensure that the Company's operations are conducted responsibly, transparently, and in compliance with relevant legal requirements.

In 2025, the Company's water consumption intensity was 13.97 m<sup>3</sup> per million baht of revenue, representing a 12.52 percent decrease from 15.97 m<sup>3</sup> per million baht in 2024. In addition, 100 percent of the Company's wastewater was treated and monitored in compliance with applicable legal standards prior to discharge into public water sources. As a result, there were no complaints from communities or stakeholders, and no fines or penalties related to non-compliance with water management regulations.

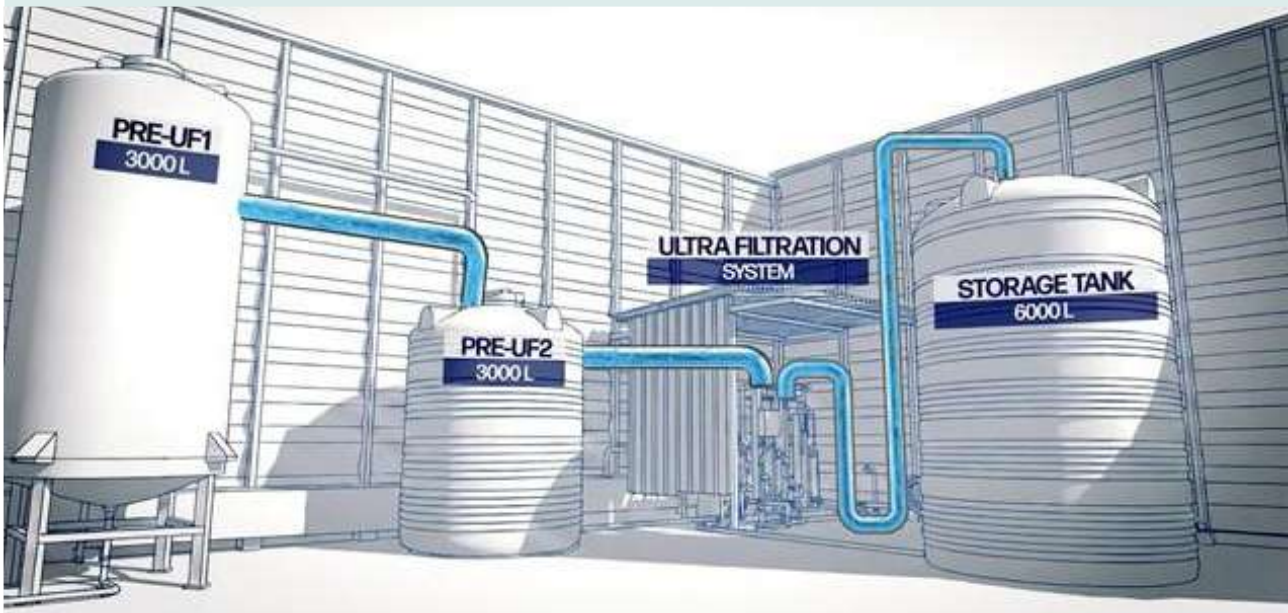


**2025 Target:**  
**5%** reduction in water consumption intensity from the 2024 baseline

**\* Reclaim Water Project**

The Company has implemented a Reclaim Water Project to improve water resource efficiency, reduce the use of new tap water, and minimize environmental impacts from its operations. The project involves upgrading the printing facility's wastewater treatment system to enable treated water to be reused in the printing production process, including printing operations, plate washing, and facility maintenance within the organization.

The project enables the Company to reuse approximately 3,000 m<sup>3</sup> of water per year, accounting for 8.19 percent of total water consumption. It also contributes to the reduction of approximately 1,018 kgCO<sub>2</sub>e of greenhouse gas emissions. These efforts help reduce reliance on new water sources, improve resource efficiency, and support the Company's sustainable water management approach.



**(3) Waste Management**


The Company places importance on systematic waste management, with a focus on reducing waste generated from operations and production processes, as well as ensuring appropriate management of both hazardous and non-hazardous waste. These efforts aim to minimize environmental and community impacts while reducing potential risks that may affect the Company's long-term business operations. To support effective waste management, the Company integrates the 3Rs principle: Reduce, Reuse, and Recycle into its operations, ensuring efficient resource utilization and minimizing environmental impacts.

In addition, waste is managed throughout the entire process, from segregation, storage, transportation, and disposal. This approach supports efficient resource utilization and aligns with the circular economy concept, helping reduce environmental impacts, lower greenhouse gas emissions, and improve operational efficiency.

The Company also integrates sustainability principles into the organization of events and activities by adopting Sustainable Event Management practices to reduce waste generated from events, exhibitions, and related activities. These practices begin from the design stage, including promoting the use of reusable materials and equipment, using modular or lightweight structures that can be assembled and reused across multiple events, and planning appropriate waste management during events to reduce waste requiring disposal and increase the reuse of materials.

For waste disposal managed by external service providers, the Company selects contractors that are licensed by relevant government authorities to transport and dispose of waste properly. This ensures that waste management practices comply with applicable laws and standards while minimizing environmental impacts.

As a result of the Company’s commitment to effective waste management, 2025 amounted to 1,458.14 tons. Of this, 83.20 percent was diverted from disposal, reflecting the effectiveness of waste reduction measures, material recovery initiatives, and continuous process improvements. These efforts contribute to reducing environmental impacts and support the Company’s long-term sustainable operations.



**2025 Target:**  
At least **80%** of total waste generated to be diverted from disposal

**\* Upcycling Project: Transforming Event Materials into Reusable Furniture for Future Events**

The Company applies the circular economy and circular design principles in organizing exhibitions and various activities, with the objective of maximizing the use of resources within each event. This is achieved by increasing the reuse of structures, materials, and equipment, designing them for multiple uses. These practices help reduce the consumption of new resources and minimize waste generation. Event design also emphasizes the use of lightweight, standardized structures that can be easily assembled, disassembled, and reused, thereby reducing the need for new construction and lowering energy consumption associated with material transportation, installation, and event operations.

In addition, the Company transforms vinyl banners and communication materials from events, which would normally become waste after the completion of activities, through a redesign and production process into new products such as chairs that can be reused in future events. This initiative helps reduce the volume of waste requiring disposal while increasing the value of resources throughout their lifecycle.



**\* Food Waste Composting Project**

The Company continuously implements a Food Waste Composting Project, covering both office operations and off-site activities, particularly company events. The initiative aims to manage waste at the source, reduce landfill waste, and promote efficient resource utilization in line with the circular economy principles.

In 2025, the Company collected 492 kilograms of food waste through waste separation within the office. This initiative helped reduce greenhouse gas emissions by 1,245 kgCO<sub>2</sub>e and produced 177 kilograms of organic compost. The compost is used in garden areas within the Company’s premises.

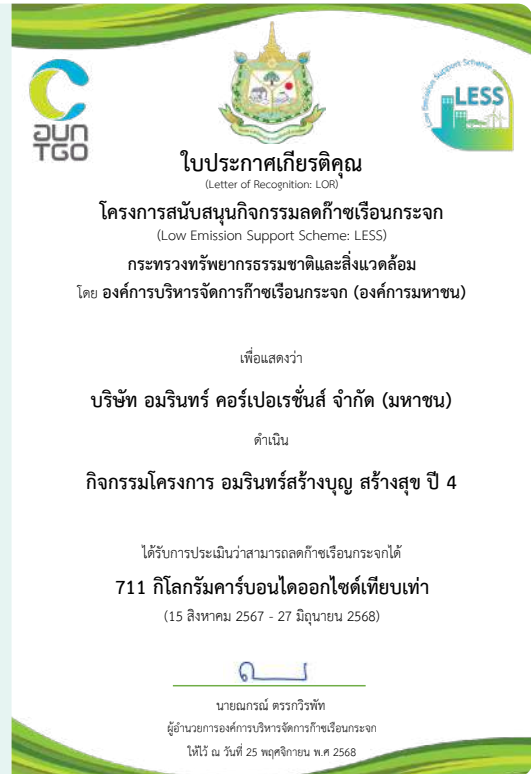
In addition, during the Baan Lae Suan Fair, one of the Company’s key event management activities, food waste was systematically separated through collaboration with waste management partners, including farmers from Bang Krachao Farm and the Chuchok Team. Properly separated food waste was processed into organic compost and redistributed to event participants, reflecting a practical approach to resource circulation within the community.



**\* Amarin Merit-Making and Happiness Promotion Project: Monk Robes from Recycled Plastic Bottles (Year 4)**

The Company places importance on raising awareness and encouraging participation among employees and communities. To support this commitment, the Company launched the Amarin Merit-Making and Happiness Promotion Project, which has been organized continuously for the fourth year. The initiative encourages employees and communities to collect plastic water bottles and donate them to Wat Chak Daeng in Samut Prakan Province. The donated plastic bottles are recycled into polyester fibers and then woven and tailored into Buddhist monk robes in accordance with monastic traditions. Each robe requires approximately 15 plastic bottles (1.5 liters each). In addition to reducing plastic waste, the project also helps reduce greenhouse gas emissions associated with waste disposal processes.

In 2025, the Company expanded the project to include more affiliated companies, increasing participation and significantly raising the number of bottles collected. As a result, the number of bottles collected increased 1.8 times compared to the previous year. In 2025, more than 34,000 plastic bottles, equivalent to 690 kilograms, were donated. These materials were used to produce 2,277 monk robes and helped reduce greenhouse gas emissions by approximately 711 kgCO<sub>2</sub>e.



**\* Waste to Sustainability Project: Delivering Production Waste Materials for Education and Creative Innovation**

The Printing and Packaging business collaborated with Shinawatra University to enhance the value of production waste materials generated from the printing process and reduce waste from printing operations. As part of this collaboration, various types of production waste materials from the printing process, such as paper scraps, greyboard offcuts, stretch film, plastic strapping, and paper dust, were delivered to the university for research, product design, and innovative artistic creations.

This collaboration helps reduce the amount of waste requiring disposal while adding value to resources through students' learning and creativity. It also reflects cooperation between the industrial sector and the education sector in promoting efficient resource utilization, reducing environmental impacts, and creating social value through the integration of knowledge in manufacturing, design, and sustainability to support long-term sustainable development.



#### (4) Greenhouse Gas Management

The Company places importance on the systematic management and reduction of greenhouse gas emissions from its operations in order to support climate change resilience, while enhancing resource efficiency and strengthening business resilience across the value chain. The Company focuses on improving operational efficiency through enhanced energy efficiency, appropriate management of electricity and fuel consumption, and reducing reliance on fossil-based energy sources. In addition, the Company promotes the use of renewable energy, including the installation of solar power generation systems, while adopting production technologies and operational practices that help reduce greenhouse gas emissions. The Company also continuously improves production processes and event management practices to enhance efficiency. Furthermore, the Company promotes the use of recycled materials, recycling practices, and waste management in line with the circular economy concept in order to reduce overall greenhouse gas emissions from its operations.

The Company follows the GHG Protocol to calculate and report its greenhouse gas (GHG) emissions in accordance with internationally recognized standards. This ensures data accuracy and enables effective monitoring, trend analysis, and the development of emission reduction measures. The Company also places importance on compliance with relevant laws and regulations, as well as preparedness for potential future climate-related requirements.



2025 Target:

**10%** reduction in Scope 1 and Scope 2 GHG emissions from the 2025 baseline by 2030

GHG Emission	(tCO <sub>2</sub> e)
GHG Emissions: Scope 1	834.93
GHG Emissions: Scope 2	4,364.04

#### (5) Environmental and Climate Change Education and Awareness

The Company continuously promotes training programs, activities, and communication campaigns related to environmental issues to enhance employees' knowledge, understanding, and awareness of environmental responsibility. These initiatives also encourage positive behavioral changes toward more responsible use of resources, both at work and in daily life. In 2025, the Company supported employees across the Group in participating in environmental training programs and awareness activities covering environmental management, climate change, and energy management. These activities included both specialized training programs and reviews of internal practices aligned with the Company's sustainability management framework. The training programs covered environmental topics relevant to the Company's operations, such as energy management, water pollution control, environmental management practices, and emergency response drills for chemical spill incidents. In total, 87 employees participated in environmental training activities, accounting for 678 training hours. These efforts reflect the Company's commitment to systematically strengthening employees' environmental capabilities to support responsible business operations, reduce environmental impacts, and foster a corporate culture that promotes sustainable resource use in the long term.

In addition, as a media organization, the Company leverages its communication platforms and content production capabilities to promote environmental awareness among the public. Environmental issues, natural resource conservation, and climate change adaptation are incorporated into news programs, variety shows, and television dramas broadcast through Amarin TV Channel 34HD, enabling audiences to receive both entertainment and informative content that encourages participation in environmental protection.

These initiatives reflect the Company's commitment to developing employee capabilities while utilizing its role as a media organization to promote environmental learning and sustainable resource use, supporting responsible business practices and creating positive long-term impacts for society.

**\* Amarin TV Inspires Environmental Awareness at Sustainability Expo 2025 (SX2025)**

At Sustainability Expo 2025 (SX2025), Amarin TV presented the series “Kon Lek Tam Yai” (Small Actions, Big Impact) to share stories of individuals and communities creating positive change for society and the environment, even when starting from small initiatives. The concept of the series highlights that meaningful change can begin with the actions of ordinary people through determination, creativity, and community collaboration. Through real-life stories of individuals and groups addressing challenges within their own communities, the series aims to inspire society to recognize that everyone can play a role in advancing sustainability. This includes caring for the environment, supporting communities, and developing innovations for social good. At the SX2025 stage, Amarin TV showcased stories of individuals and projects that demonstrate how the power of “small actors” can create widespread positive impacts on society and the environment.



**“Knowledge is the Seed of Change”: Media and Knowledge Platforms for Advancing Sustainable Development**

At Sustainability Expo 2025 (SX2025), Amarin Group hosted a panel discussion titled “Knowledge is the Seed of Change”, highlighting the role of media and knowledge platforms in advancing sustainable development. The session emphasized how knowledge sharing can foster understanding and awareness within society, which serve as the starting point for behavioral change, innovation, and long-term solutions to environmental and social challenges. The discussion also underscored the important role of media, books, and content platforms in delivering knowledge to the public, making sustainability topics more accessible and inspiring people to participate in positive change. In addition, the session emphasized the importance of reading and lifelong learning as the foundation for building a learning society.



The discussion also reflected the Company’s position as a “Knowledge Platform”, leveraging the strengths of media, publishing, and events to disseminate knowledge, inspire positive action, and connect collaborative networks across multiple sectors, including businesses, government agencies, civil society, and educational institutions. Through these collaborations, the Company aims to contribute to driving society toward sustainable development.

**“Sufficiency and Sustainability for the Planet” in the Printing and Packaging Business**

Amarin Corporations Public Company Limited, through its Printing and Packaging business, participated in Sustainability Expo 2025 (SX2025) under the concept “Sufficiency and Sustainability for the Planet”. The event served as a platform to exchange knowledge and highlight the role of the private sector in advancing sustainability. The Company joined the Amarin Group Stage “Kon Lek Tam Yai” (Small Actions, Big Impact) to share its approach to sustainable printing operations, covering the entire process from design and the selection of environmentally friendly raw materials to the application of advanced technologies and artificial intelligence (AI) to enhance production efficiency, reduce waste, and improve print quality. In its operations, the Company adopts technologies that help reduce environmental impacts, such as UV LED offset printing machines, which can reduce energy consumption by up to 88.8%, automated Pallet Pile Feeder systems, waste detection systems, and PUR perfect binding technology, which supports systematic waste separation. The printing facility also manages resources



comprehensively through the use of renewable energy from solar power, planning for electric vehicle (EV) charging stations, wastewater treatment and water reuse, legally compliant waste management, and monitoring greenhouse gas emissions data for effective environmental management. In parallel, the Company continues to develop environmentally friendly products under the AmGreen label, which serves as the Company’s eco-symbol, providing customers with sustainable product options.

### Sharing Knowledge on Business Resilience and Sustainability



The Publishing business of the Amarin Group participated in a panel discussion titled “Sharing Knowledge on Business Resilience and Sustainability”, where perspectives were shared on how the publishing industry can adapt to rapid changes in digital technology and evolving media consumption behavior. The discussion highlighted the challenges faced by the publishing industry in an era where access to information through digital platforms and smartphones has significantly increased. Nevertheless, books and high-quality content continue to play an important role in knowledge creation and in promoting deeper learning within society.

Within this context, Publishing businesses need to adapt by developing new business models, expanding content distribution through digital platforms, and creating valuable content that meets the needs of readers in the digital age. Participation in this discussion reflects the Company’s role in using content and knowledge as key drivers in fostering a knowledge society, by delivering content that inspires awareness of environmental, social, and sustainability issues. This approach aligns with the Company’s vision of becoming Thailand’s Leading Knowledge Platform.

## 3.4 Create a Good Society



### Social Policy and Management Approach

The Company recognizes its role and responsibility as a media organization and a knowledge platform for Thai society. It is committed to delivering informative, educational, and creative content with quality and fairness across various platforms, including digital television, social media, printed publications, fairs, and events. These platforms enable people from all segments of society to access information, knowledge, news, and entertainment equally, in accordance with professional media ethics and standards.

The Company aims to leverage the power of media to enhance quality of life, promote lifelong learning, and serve as a bridge connecting Thai society with the global community. It also provides platforms for public voices and opinions, acting as a constructive channel that supports social dialogue and contributes to the development of Thai society in multiple dimensions. In addition, the Company participates in providing assistance to those in need, strengthening social resilience and supporting sustainable and inclusive growth.

Internally, the Company places importance on fair, equitable, and non-discriminatory treatment of employees. The Company conducts its business with responsibility toward society and stakeholders, in compliance with applicable labor laws and internationally recognized human rights and labor standards. These include the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The Company also complies with relevant national standards, including the Thai Labour Standard and the Thai Social Responsibility Standard (TLS 8001-2563).

In addition, the Company has established and implemented a Human Rights Policy to guide its business operations. The policy is implemented alongside the Company’s Code of Business Conduct and integrated across operational processes. The Company respects fundamental labor rights and promotes fair employment practices, including fair recruitment, equitable compensation, appropriate employee benefits, training and development opportunities, and career advancement. The Company also prioritizes employee well-being, occupational health and safety, and the protection of the rights of employees, business partners, communities, and other stakeholders throughout its value chain. The Company reviews this policy regularly and discloses it publicly through the Company’s website to ensure transparency and accountability.



**Social Performance**

**(1) Fair Treatment of Employees and Labour Practices**

**Human Resource Management**

The Company places importance on the concept of “Human Resources as a Sustainable Growth Engine” recognizing that people are a key driver of sustainable growth within the organization. The Company therefore adopts an integrated approach to human resource management across the organizational value chain, while ensuring that employee management practices remain aligned with the rapidly evolving media and knowledge industry. This approach covers the entire employee lifecycle, including workforce planning, job design, competency framework development, career pathways, learning systems enhancement, knowledge management culture, and employee development. These elements collectively contribute to improving employee experience, strengthening employee engagement, and ensuring fair opportunities for career growth within the organization.

To enhance efficiency, consistency, and standards in human resource management across the organization, the Company has transitioned from a Business Unit-based HR structure to an Enterprise HR Structure. This transformation strengthens the role of the HR function as a Strategic Business Partner, enabling it to systematically support the Company’s growth direction by attracting, developing, and retaining talent in alignment with both business objectives and sustainability goals.

The restructuring aims to enhance the capability of the HR function to support business units more effectively by integrating workforce planning, recruitment and talent development, employee engagement, and HR services with the Company’s strategic priorities. As a result, the Company can manage its human capital more effectively while establishing consistent HR policies and practices across the organization, strengthening the Company’s readiness for long-term sustainable growth.

To support this approach, the Company has established a Human Capital Management framework aligned with six key sustainability drivers as follows:

**Human Resource Management System**



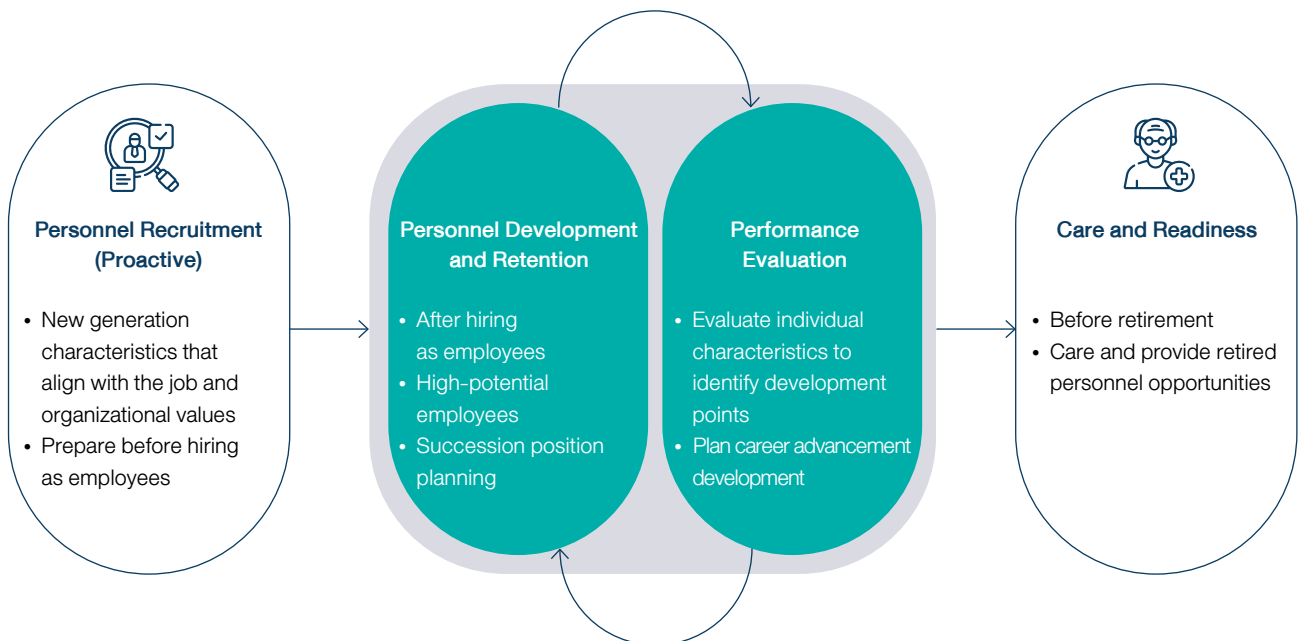
## 1. Strategic Workforce and Skills Planning

From an organizational perspective on workforce and skills planning, the Company aims to structure its workforce to support the missions of each business unit while remaining agile in responding to changes in the market. The transition to an Enterprise HR Structure has enabled more unified workforce planning, reduced duplication, and enhanced the Company’s ability to allocate talent and skills in alignment with business priorities. In addition, the Company has conducted job analysis in collaboration with executives and employees to clearly define the roles, responsibilities, and required qualifications for each position. This process establishes a comprehensive job database that enhances the accuracy of workforce planning and serves as a foundation for systematic recruitment, performance evaluation, and employee development.

The Company has initiated a skills-based approach to work, focusing on the capabilities and competencies required for each role. This approach is supported by the development of a training roadmap and initiatives to strengthen skills that are critical for both current and future business needs. Through tangible investments in employee development, the Company demonstrates its commitment to preparing its workforce to support sustainable business growth.

## 2. Recruitment and Talent Selection

### Framework for Sustainable Personnel in Skills Development and Career Opportunities



The Company conducts recruitment and selection processes based on the principles of transparency, fairness, and equal opportunity under a non-discriminatory employment policy. The Company respects human rights and continuously enhances the quality of recruitment to match job requirements by utilizing information derived from job analysis as a basis for defining qualifications and role expectations. This approach improves clarity and accuracy in the selection process, establishes common standards across business units, and strengthens the Company’s ability to efficiently recruit talent aligned with the diverse requirements of different roles. The Company has established the following key principles for its recruitment practices;

1. **Equality and Non-Discrimination:** The Company ensures equal and non-discriminatory practices throughout all stages of employment by considering candidates based on qualifications, knowledge, competencies, skills, and relevant experience. No discrimination is permitted on grounds unrelated to job performance, such as gender, age, race, religion, or other personal characteristics.
  2. **Transparency and Fairness:** Recruitment decisions are based on clearly defined criteria, standardized evaluation tools, and evidence-based decision-making processes.
  3. **Competency-Based Selection:** Candidate selection is based on qualifications, competencies, skills, and experience that align with the requirements of each position. This approach ensures that selected employees are ready to perform effectively, reduces skill gaps, and enables faster time to productivity, particularly in specialized roles such as printing and production operations, editorial functions, and media and event-related work where timelines are critical.
- These measures help minimize personal bias and ensure fair and objective candidate assessments.

**4. Promoting Career Readiness for Young Talent:** The Company collaborates with educational institutions and internship programs to enhance career opportunities for young professionals and support long-term human capital development in society.

**4.1 Supporting Experiential Learning Opportunities for Students**

The Company places importance on long-term human capital development by establishing partnerships with both public and private universities as well as relevant educational organizations. These collaborations aim to enhance knowledge, professional skills, and workforce capabilities in alignment with the Company’s expertise in the media and knowledge industries. The initiative also seeks to systematically connect the education sector with industry, promoting knowledge exchange, developing labor market-relevant skills, and preparing future talent for emerging industry trends.

In 2025, the Company organized various academic and experiential learning activities, including Open House programs (site visits) and knowledge-sharing sessions on industry trends and future skills. The Company’s professionals also engaged with educational institutions through knowledge exchange activities, providing students with insights into professional standards, career guidance, and practical knowledge that can support their academic and career development.

During the year, the Company collaborated with two universities, with a total of 80 students participating in these programs. These collaborations and activities represent an important mechanism for strengthening human capital development in areas aligned with the Company’s expertise. They also reflect the Company’s role in contributing to a knowledge and career development ecosystem that supports sustainable growth for both the organization and society.

**\* Open House: Supporting Experiential Learning for Kasetsart University Students**

Amarin Corporations Public Company Limited, through **Amarin Kids Publishing**, welcomed students from Kasetsart University, Faculty of Humanities, Literature Program, who were enrolled in the courses Thai Children’s Literature and Children in English Literature, for a study visit on 3 February 2025. The visit provided students with an opportunity to learn about the editorial and production processes involved in publishing children’s books.

The activity was organized to share knowledge and practical experience from professionals in the children’s media and publishing industry. Students were introduced to key aspects of the creative process, including children’s content development, picture book production, and the role of editors in the book publishing process.

This activity reflects the Company’s commitment to supporting experiential learning and human capital development through collaboration with higher education institutions. It aims to enrich students’ learning experiences and prepare them to apply their knowledge effectively in their future academic and professional pursuits.



**4.2 Enhancing Work Readiness through the Internship Program**

In 2025, the Company provided internship opportunities for 259 students from both public and private universities. The program aims to enhance students’ practical work experience and develop skills aligned with the Company’s expertise in the media and knowledge industry. Internship placements covered a wide range of functions, including fiction and literature, publishing, digital media, and printed media production.

The program enables students to learn directly from professionals in each field through hands-on experience under the Company’s operational standards. Interns gain practical skills essential for their future careers and receive continuous feedback on their performance, supporting skill development and strengthening their readiness to enter the labor market effectively.

In addition, the Company identifies high-potential participants and provides opportunities for interested interns to participate in job interviews after completing

the program. This approach helps connect academic learning with employment opportunities, reflecting the role of the internship program in developing a pipeline of high-quality young talent while supporting the Company's long-term sustainable growth.

### 3. Performance Management and Employee Development

#### Performance Management and People Development through a Culture of Synergy for Sustainable Growth

The Company places importance on performance management and employee development as “key mechanisms” for ensuring organizational clarity, consistent performance standards, and effective collaboration across teams. To support this approach, the Company fosters employee development through a culture of synergy, where collaboration and shared values drive collective success. Corporate values are integrated as a behavioral anchor that guides shared organizational conduct.

In 2025, the Company implemented an annual performance evaluation process covering both executives and employees. Evaluation criteria and procedures were clearly communicated to employees to ensure transparency. The process follows principles of fairness, non-discrimination, and accountability. The performance management framework links three levels of performance indicators: organizational, departmental, and individual, enabling employees to understand how their roles contribute to overall organizational goals. The evaluation results are subsequently used to support employee development, training planning, and career advancement in a systematic manner.

To further strengthen employee capabilities, the Company continues to invest in learning and development initiatives aligned with the evolving context of the media and knowledge industry. The Company implements diverse training and learning programs covering professional skills, digital capabilities, leadership development, and management competencies. Learning is supported through the 70:20:10 learning and development approach, enabling employees to develop primarily through practical work experience, complemented by learning from colleagues and formal training programs. In 2025, employees recorded an average of 5 training hours per person per year, totaling 15,000 training hours, supported by a personnel development budget of Baht 1.5 million. These initiatives reflect the Company's commitment to continuously strengthening workforce capabilities required for both present and future business needs.

To ensure that development efforts translate into tangible outcomes, the Company also focuses on strengthening the capabilities of supervisors and team leaders as key drivers of performance and team development. Priority competencies include coaching, communication, constructive feedback, employee well-being, and fair performance management. Learning initiatives are integrated with practical implementation through action plans and post-training follow-up mechanisms, ensuring that knowledge is translated into measurable management practices. These include clearer goal-setting, consistent communication of expectations, actionable feedback for performance improvement, and sustainable team management that helps reduce risks related to work-related stress and employee burnout.

#### The 70:20:10 Learning and Development Model



## Knowledge-Driven Organization

The Company places strong emphasis on knowledge management (KM) and continuous learning as key mechanisms for enhancing organizational competitiveness, fostering innovation, and enabling informed decision-making supported by data and knowledge. This approach aligns with the evolving context of the media and knowledge industry in the digital era. In 2025, the Company launched the Amarin Knowledge Management Platform as the organization’s central learning hub, integrating knowledge resources, training programs, and learning materials from internal and external experts into a single platform. This enables employees to access learning resources anytime and anywhere while supporting self-directed learning based on individual development needs.

The platform enhances the efficiency of internal knowledge transfer, reduces the risk of knowledge loss when employees change roles or leave the organization, and promotes a sustainable culture of shared learning. The Company organizes knowledge into practical and accessible formats through structured knowledge categorization, the designation of Subject Matter Experts (SMEs) in key functional areas, and the promotion of knowledge sharing linked directly to daily work practices and operational challenges. In addition, the Company develops training and capability development plans tailored to the needs of different functions based on Training Needs Assessments covering both internal and external learning programs. These initiatives focus on strengthening essential skills for current and future business needs, including creative thinking and content development, digital and technological capabilities, communication and collaboration skills, as well as management and leadership competencies. Through these efforts, the Company continuously enhances workforce capabilities and establishes a strong foundation for becoming a knowledge-driven organization, capable of adapting to change and achieving sustainable long-term growth.



### \* Leading with Impact: The Art of Mastering People Skills

The Leading with Impact: The Art of Mastering People Skills program focuses on strengthening people management and effective communication skills to foster positive workplace relationships and enhance collaboration across the organization. Participants gained insights into positive communication techniques, active listening, understanding individual differences, and managing relationships within teams and across departments in a constructive manner.



The program also emphasizes leadership development through people skills, enabling participants to build trust, empower teamwork, and exercise positive influence in driving collaborative work. These capabilities help participants strengthen their ability to lead teams effectively and support a more inclusive and productive working environment. Through this program, the Company aims to cultivate a workplace culture that encourages open communication, collaboration, and mutual respect, ultimately supporting the achievement of organizational goals and sustainable long-term success.

### \* Power BI: Data Visualization for Business Decision-Making

The Power BI training program focuses on strengthening employees’ data analysis and data visualization capabilities through digital tools. The program aims to enable employees to transform raw data into clear, accurate, and easy-to-understand reports and dashboards that support effective business decision-making. Participants learned how to manage and organize data, design visual reports through data visualization, integrate multiple data sources, and develop interactive dashboards that can update information in real time. These capabilities help improve the speed of data analysis, reduce errors associated with manual processes, and support data-driven decision-making within the organization.



This program enhances employees’ digital capabilities while improving organizational efficiency in reporting, data management, and analytical processes. It also supports the Company’s transition toward more effective data utilization and sustainable operations in the digital era.

### \* Professional Entertainment Storytelling for Online and Television Platforms

The Company places importance on developing employees' capabilities in storytelling and entertainment content creation to align with evolving consumer behavior and the rapid growth of digital media and television platforms. To support this objective, the Company organized a training program titled "Professional Entertainment Storytelling for Online and Television Platforms." The program aims to enhance employees' knowledge, understanding, and skills in producing high-quality content that effectively reaches and engages target audiences. The training focuses on strengthening key competencies in narrative development, content communication tailored to different media platforms, and adapting storytelling formats to match audience behavior across online and television channels. It also emphasizes the importance of creating engaging and responsible content that reflects the Company's professional standards and brand identity.



### Talent Management

The Company recognizes that the potential of its employees is a critical factor in maintaining competitiveness and ensuring business continuity. Therefore, the Company has established a systematic and continuous approach to managing and developing high-potential employees. The process begins with assessing employees' potential and readiness for key roles, followed by the development of Individual Development Plans (IDPs) and the design of targeted development programs to accelerate career growth and remove barriers to advancement.

Employee development is guided by the 70:20:10 learning framework, which emphasizes practical and experience-based development to achieve tangible outcomes through:

1. Experiential learning through On-the-job assignments and challenging responsibilities.
2. Learning through coaching, mentoring, and collaboration with experienced professionals.
3. Structured learning through formal training programs and professional development courses.

This approach ensures that employee development goes beyond classroom training by integrating development with job assignments, progress monitoring, and performance evaluation. The Company continuously supports talent development through targeted development programs, leadership development initiatives, and high-potential employee programs. Progress is monitored through performance discussions involving supervisors and the Human Resources function to align development outcomes with job performance and readiness for future roles. Through these efforts, the Company aims to strengthen the readiness of internal talent to assume key positions while supporting fair and sustainable career advancement within the organization.

### 4. Compensation, Benefits, Recognition, and Talent Retention

#### Compensation and Benefits

The Company recognizes the importance of fair and transparent compensation and has established a compensation policy that complies with applicable laws and relevant regulations. Compensation is determined based on factors that appropriately reflect the value of the job and employee performance. These factors include job level and responsibilities, performance evaluation results, economic conditions and labor market trends, as well as benchmark salary data from organizations within comparable industries. This approach ensures both competitiveness and fairness in employee compensation.

In addition, the Company places importance on treating all employees equally, particularly in ensuring gender equality in compensation and benefits between male and female employees, except in cases where job characteristics or working conditions may impose certain limitations. The Company strives to ensure that compensation appropriately reflects both job responsibilities and actual performance.

The Company also provides both short-term and long-term benefits to support employees' quality of life and well-being while strengthening employee engagement and organizational commitment. These benefits aim to promote job security and motivation in the workplace. The Company also respects employees' rights and freedom of association, including the right to collective representation and negotiation in accordance with applicable laws.

Employee compensation consists of the following components:

1. **Base Salary or Wages** Employees receive regular salary or wages determined based on job responsibilities, position level, professional experience, and individual expertise.
2. **Performance-Based Incentives** Additional compensation may be granted based on performance evaluation results. Employee compensation is reviewed annually to ensure alignment with performance and organizational objectives.

All employees across the Group undergo annual performance evaluations conducted in a transparent, fair, and non-discriminatory manner. The evaluation results are used to support training and development planning, as well as decisions related to career advancement and compensation adjustments. The Company communicates evaluation processes and criteria clearly to employees.

Performance evaluation is based on multiple performance indicators, including:

- **Organizational Indicators** Organizational-level indicators represent the overall performance goals of the Group and serve as the primary framework guiding all business units and employees. These indicators typically include key financial performance metrics such as revenue and profitability.
- **Department Indicators** Department-level indicators are established to align with the organization's overall strategic goals and policies. These indicators help ensure that each department contributes effectively to achieving organizational objectives.
- **Individual Key Performance Indicators (KPIs)** Individual performance indicators are critical, as employees play a key role in driving the Company's overall success. These indicators assess each employee's performance and contribution while ensuring alignment with departmental and organizational goals.

### Promotion and Career Development

The Company places importance on employee promotion and position adjustments based on the principles of transparency and fairness. Clear criteria and guidelines have been established to support the consideration process, covering factors such as knowledge, competencies, past performance, years of service, work discipline, and potential for future development and career growth. Promotion and position adjustments are aligned with the Company's job structure and job evaluation framework to ensure appropriate role classification and to support sustainable career progression for employees in line with the Company's organizational direction. The review process involves an assessment of qualifications by the Human Resources function, followed by approval from the relevant committees to ensure that decisions are made carefully and in accordance with established criteria. Once approved, the results are formally documented through official appointment orders.

The Company is committed to ensuring that the promotion and position adjustment process remains transparent, auditable, and free from any form of solicitation or acceptance of improper benefits from involved parties. This approach aims to strengthen

employee trust while promoting an organizational culture grounded in good governance, equality, and fairness.

### Employee Well-being

The Company places strong emphasis on supporting employees' well-being by promoting both physical and mental health, enabling employees to maintain a healthy balance between work and personal life or work-life balance. The Company strives to create a safe working environment and a positive workplace atmosphere that encourages employees to perform their duties to the best of their abilities. At the same time, employees are encouraged to express their ideas and participate in initiatives that contribute to improvements, innovation, and organizational development. Such a working environment helps enhance work efficiency, strengthen employee engagement, and foster a sense of shared growth between employees and the organization.

In 2025, the Company conducted an employee survey to gather feedback on employee well-being initiatives in order to design activities that align with employees' needs and organizational goals. These initiatives aim to promote work-life balance, strengthen employee engagement, and encourage social interaction among employees.

Employee well-being activities in 2025 focused on promoting both physical and mental health, strengthening relationships between executives and employees, and facilitating knowledge sharing and exchanges of perspectives and experiences on topics that are relevant to work and daily life. The Company also increased the number of on-site activities to encourage employees across the Group to interact and participate together, while continuing to organize online activities to enable employees to join conveniently from different locations, reflecting the evolving needs of the modern workforce. In addition, the Company provides employee support through various initiatives, including the following;

#### • Enhancing Quality of Life through Employee Benefits

Employee benefits are an important factor in supporting the quality of life of employees and their families, while also reflecting the Company's commitment and responsibility in caring for its workforce. Appropriate and adequate benefits not only help strengthen employee morale but also enhance productivity and foster a stronger sense of loyalty and engagement with the organization.

To ensure that benefits align with employees' needs, the Company has established a Welfare Committee to oversee and continuously improve employee welfare programs for the benefit of employees at all levels. In 2025, the Welfare Committee convened four meetings to review employee feedback and recommendations regarding benefits and to implement improvements aimed at enhancing employees' quality of life.

The Company is committed to providing employee benefits that are comprehensive and exceed legal requirements in

order to promote stability and well-being for employees and their families. In addition to statutory benefits required by labor laws, the Company also provides additional welfare programs designed to further enhance employees' quality of life.

**\* Provident Fund**

The Company supports employees' long-term financial security by providing a Provident Fund, a voluntary savings scheme that encourages financial planning and retirement preparedness. Under this program, the Company contributes to employees' savings in accordance with the conditions specified in the Company's provident fund policy.

The provident fund serves as an important mechanism for strengthening employees' financial stability and improving their long-term quality of life. In 2025, 83% of the Company's employees participated in the Provident Fund program.

**\* Amarin Taweasuk Savings Cooperative**

The Company also promotes financial discipline and responsible financial management among employees through the "Amarin Taweasuk Savings Cooperative." Employees may voluntarily apply for membership in the cooperative.

The cooperative serves as both a savings platform and an alternative financial resource for employees. It helps promote financial discipline, reduce debt burdens, and support employees' long-term financial well-being and quality of life.

**• Employee Engagement Survey**

The Company places strong emphasis on strengthening employee engagement to ensure that employees feel satisfied and motivated in their work. The Company conducts an annual employee engagement survey to gather feedback that reflects employees' perspectives and sentiments toward the organization. Survey results are analyzed and used to improve organizational management practices and employee support programs to better align with employees' needs while supporting business objectives. This approach helps strengthen employees' trust and commitment to the organization, encouraging them to perform at their full potential and remain with the Company over the long term. In 2025, the Company recorded an employee engagement score of 94%, reflecting a high level of employee confidence and commitment toward the organization.

**• Strengthening Employee Engagement and Retention**

The Company is committed to fostering and strengthening employee engagement as a key factor in enhancing work performance and supporting sustainable business operations. This commitment is guided by principles of respect for human rights, equal and fair treatment of employees, and the creation of a working environment that encourages participation and teamwork.

The Company promotes open communication and continuous feedback from employees to support the development of a workplace environment that responds effectively to employees' needs. These practices help build trust, confidence, and stronger relationships between employees and the organization. As a result, employees are empowered to perform to their full potential while contributing to the Company's long-term sustainability and growth.

Performance Results: Employee Engagement Survey Results	Unit	2022	2023	2024	2025
Employee Engagement Survey Results*	%	90	94	93	94

\*The survey results cover only the Printing and Packaging business.

**\* Long Service Award Ceremony**

The Company organizes the Long Service Award Ceremony to express appreciation and recognize the dedication, loyalty, and long-term commitment of employees who have contributed to the organization over many years. During the event, Mr. Siri Bunpitukgate, Chief Executive Officer, together with the management team, presented awards to employees who have completed 15, 20, 25, and 30 years of service with the Company. This initiative reflects the Company’s commitment to valuing employees as one of its most important assets. The program also helps strengthen employee morale, foster a sense of belonging, and reinforce a strong organizational culture, which serves as an important foundation for the Company’s stable and sustainable growth.



**\* Work-Life Balance and Family-Friendly Workplace**

The Company places strong emphasis on promoting work-life balance for employees, recognizing that family responsibilities and childcare represent important stages in employees’ working lives. The Company therefore supports both male and female employees in exercising their rights to maternity and parental leave in an appropriate and equitable manner.

This approach helps create a supportive working environment that enables employees to balance family and professional responsibilities. It also helps reduce concerns during important life transitions, such as becoming parents, while supporting employees in returning to work with confidence and maintaining their productivity and effectiveness.

**\* Workout Wednesday: Employee Health Promotion Activity**

The Company organized the Workout Wednesday 2025 program to promote employees’ physical and mental well-being while fostering positive relationships and engagement within the organization. The program features regular exercise sessions held every Wednesday evening after working hours, with professional instructors providing guidance and support during the activities. The initiative has received strong interest from employees, with more than 30 participants joining each session, reflecting positive engagement and employees’ growing awareness of the importance of maintaining good health and participating in organizational activities.



The Workout Wednesday program forms part of the Company's Employee Well-being initiatives. The Company aims to create a workplace environment that supports health, relaxation from work-related stress, and a healthy balance between work and personal life. These efforts contribute to improving employees' quality of life, strengthening employee engagement, and enhancing long-term work performance.

## 5. Employee Separation Management

The Company places importance on managing employee separation processes in a fair, transparent, and respectful manner, recognizing the dignity of every individual. All separation processes are conducted based on clear, justifiable, and verifiable reasons, without discrimination. Employees are provided with appropriate communication and explanations regarding relevant information prior to any decision. The Company also ensures that advance notice is given in accordance with legal requirements, and that severance payments and related benefits are provided in compliance with labor laws and Company policies.

In cases of organizational restructuring, the Company implements careful and responsible procedures that take into account the potential impacts on employees. Appropriate support measures are provided to affected employees in order to mitigate impacts and ensure fairness for all parties.

In addition, the Company systematically manages other aspects related to employment termination, including the protection of employee data confidentiality and information security, the provision of employment certification documents in accordance with employee rights, and the provision of appropriate guidance when necessary. These processes are conducted with respect and empathy to ensure that affected employees are treated fairly, while also maintaining the trust and confidence of employees who continue to work within the organization.

## 6. Human Resource Information Management

The Company places strong emphasis on the management of employee information and data as a key mechanism supporting good corporate governance, data-driven decision-making, and transparent and responsible business operations. The Company continuously enhances its data management systems and processes to ensure that information remains accurate, complete, up-to-date, and auditable throughout its lifecycle. Appropriate controls are also implemented for data access, usage, and disclosure in order to protect personal data, reduce data-related risks, and build trust among all stakeholder groups.

The Company manages employee information in compliance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and relevant guidelines. Systematic measures are implemented to protect the personal data of employees and job applicants. These measures include clearly defined roles and responsibilities for relevant personnel, access controls based on job necessity, appropriate data retention and disposal periods, and oversight of external service providers to ensure that personal data is managed securely and in accordance with applicable laws.

In addition, the Company applies digital technologies to support the systematic storage, analysis, and utilization of data in order to enhance human resource management and support management decision-making. Emphasis is placed on data quality management and structured data organization to ensure efficient use of information. Examples include workforce monitoring, tracking employee skill development progress, and managing data required for workforce planning and business continuity management.

Furthermore, the Company integrates information management with its corporate governance framework, internal control systems, and audit processes to mitigate risks related to ethics, fraud, and data security incidents. These measures help strengthen transparency and reliability in business operations. In 2025, neither the Company nor its group companies recorded any complaints or incidents related to personal data breaches or employee data leakage.

## Human Rights in the Workplace and across the Supply Chain

The Company places importance on respecting and protecting human rights throughout its business operations, recognizing that its media, content, and knowledge-based services play a significant role in society, impacting consumers, employees, business partners, and stakeholders across the value chain. The Company is therefore committed to conducting its business on a responsible, transparent, and fair basis, with respect for human dignity, non-discrimination, and zero tolerance for all forms of human rights violations, both within its own operations and throughout its supply chain.

The Company has adopted internationally recognized principles on business and human rights as a framework for establishing its approach and risk management processes. This enables the systematic implementation of human rights due diligence to prevent, identify, assess, and mitigate potential human rights impacts arising from its business operations.

<b>2025 Target</b>	<p><b>The Company has conducted human rights due diligence covering all business activities, achieving 100% coverage of its operations.</b></p> <p>These are divided into two main groups:</p> <ul style="list-style-type: none"> <li>• Group 1: Activities related to the Company’s core business operations, including products and services.</li> <li>• Group 2: Supporting business activities involving key stakeholders, including partners, employees, customers, society and communities, and shareholders.</li> </ul>
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### Human Rights Due Diligence (HRDD)

To promote effective human rights management within the organization and ensure compliance with the Company’s Human Rights Policy, the Company conducts Human Rights Due Diligence (HRDD) as part of its business operations. This process reflects the Company’s commitment to respecting and protecting human rights throughout its operations and supply chain. The Company conducts its business based on the principles of transparency, fairness, and respect for human dignity, covering all key stakeholders, including employees, business partners, contractors, and local communities. The Company’s human rights management approach is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

The HRDD process focuses on identifying, preventing, and mitigating potential human rights risks that may arise from the Company’s operations and supply chain. This includes both actual and potential human rights impacts, addressed through systematic implementation and continuous improvement of human rights management practices.

### Human Rights Due Diligence Process



#### Human Rights Policy and Commitment

The Company conducts its business in accordance with the principles of good corporate governance, social responsibility, and respect for human rights across its value chain. The Company complies with applicable laws and internationally recognized standards, including the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

The Company has established a Human Rights Policy to guide its business operations and promote fair and equitable treatment of all individuals. The policy emphasizes non-discrimination, equal opportunity, and the protection of fundamental labor rights. It serves as a framework for ensuring that employees are treated with fairness, dignity, and respect. This policy applies not only to the Company’s operations but also extends to its subsidiaries, business partners, suppliers, and other stakeholders across the Company’s value chain.



1

Commitment

2



Instilling Organizational Values

## Embedding Human Rights within the Organization

The Company promotes respect for human rights among employees across the organization. Awareness and understanding are strengthened through communication and training programs to ensure that employees understand the importance of human rights in business operations and business relationships, in order to prevent potential risks and negative human rights impacts that may arise from the Company's activities and business practices.

### Assessment of Actual and Potential Human Rights Impacts

The Company conducts regular assessments and reviews of human rights risks to identify both actual and potential impacts arising from its activities or through its business relationships. The assessment considers both internal and external stakeholder groups who may be directly or indirectly affected by the Company's business activities across the supply chain. In addition, the Company takes into consideration vulnerable groups that may be affected by business activities, including individuals exposed to risks such as forced labor, women, children, indigenous peoples, migrant workers, and local communities. The human rights risk assessment also covers issues related to equal pay and non-discrimination. In 2025, the Company conducted a human rights risk assessment covering 100% of its business activities. The assessment scope was divided into two main groups:

- Core business activities: Operations related to products and services
- Supporting business activities: Activities involving business partners, employees, customers, communities, and shareholders

### 3.1 Identification of Human Rights Risks Across the Supply Chain

The Company conducts a Human Rights Risk Assessment (HRRRA) to identify key human rights issues that may be affected by activities related to the Company's business operations across the value chain. The assessment covers the Company's core business activities, representing 100% of operational areas and 100% of business activities.

3



Impact Assessment

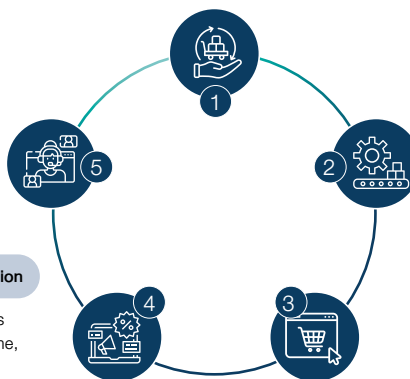
### Key Stakeholders Significantly Affected

#### 5. Customer Feedback and After-Sales Service

- Executives, employees of AMARIN
- Media
- Community and society
- Shareholders/Investors
- Producers, Program Producers, Actors
- Media consumers, Fans, Members
- Operators in the same industry and related professional associations
- Government sector, Civil society, Charitable organizations
- Regulators

#### 4. Product/Service Marketing and Distribution

- Customers, agents, product and Owners of products that purchase advertising time, program sponsors
- Partners/Licensees/Operators in the same industry
- Shareholders/Investors
- Government sector
- Thought leaders
- Licensor of the trademark
- Community and society
- Business partners
- Executives/employees



#### 1. Procurement of Raw Materials/Content

- Business partners, suppliers of raw materials and services, and trade representatives
- Executives, employees
- Creators, program producers, writers, actors
- Community and society

#### 2. Production Process and Product/Service Development

- Executives, employees of AMARIN
- Shareholders/investors
- Media consumers, fans, members
- Community and society
- Government agencies (including SET, SEC, NBTC, and network operators)
- Partners/Operators in the same industry

#### 3. Product/Service Distribution

- Business partners, product/service distributors, and Trade creditor
- Community and society

Rights holders	Human Rights Issues
Employees	<ul style="list-style-type: none"> <li>Working conditions and workplace environment</li> <li>Occupational Health and Safety</li> <li>Non-discrimination</li> <li>Freedom of association and collective bargaining</li> <li>Child labor and forced labor</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Standard of living and quality of life</li> <li>Community health and safety</li> <li>Waste and hazardous materials management</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Customer data privacy</li> <li>Non-discrimination and protection of customer rights</li> </ul>
Suppliers/ Business Partners	<ul style="list-style-type: none"> <li>Supplier code of conduct and ethical business practices</li> <li>Supplier data privacy</li> </ul>

### 3.2 Risk Assessment and Prioritization

The Company conducts assessments and reviews of human rights risks using impact and likelihood criteria to determine the level and prioritization of potential risks. In 2025, the Company reviewed human rights risks by considering both current issues and potential risks that may arise in the future. The assessment covers the rights of key stakeholders, including employees, communities, customers, and business partners. The assessment also covers key human rights risk areas such as working conditions, occupational safety and health, discrimination and harassment, illegal use of labour, standard of living, and data privacy. Based on the assessment, the Company identified salient human rights issues within its business operations, particularly workplace accidents and the improper use or adequacy of personal protective equipment (PPE). The Company has implemented mitigation and preventive measures to reduce potential impacts and manage these risks.

In addition, the Company conducts human rights risk assessments for its Tier 1 suppliers. Key issues include safety training for workers, inspection of work equipment and emergency response equipment, and fire evacuation drills. The Company also encourages its suppliers to establish preventive and corrective measures to address human rights issues, ensuring that these practices are implemented across all Tier 1 suppliers.

### Integration of Policies, Risk Assessment, and Internal and External Control Mechanisms

Rights holders	Employees
Salient Human Rights Issue	<p>Occupational Health and Safety</p> <ul style="list-style-type: none"> <li>Workplace accidents, such as accidents involving machinery in production, product delivery incidents, slips or falls from stairs, falling objects or goods from height, forklift collisions, and cuts from sharp tools.</li> <li>Inadequate Personal Protective Equipment (PPE), such as inappropriate safety footwear.</li> </ul>
Mitigation and Preventive Measures	<ul style="list-style-type: none"> <li>Safety manuals and operational safety guidelines.</li> <li>Conducting job safety analysis for operational activities.</li> <li>Occupational health and safety training for employees.</li> <li>Safe driving training programs for employees.</li> <li>Provision of appropriate Personal Protective Equipment (PPE) and work-assistive equipment.</li> <li>Monthly inspection of PPE conducted by the Occupational Health, Safety and Environment Committee (OHS&amp;E) and equipment checks before use by responsible line managers.</li> </ul>
Integration of Measures	<ul style="list-style-type: none"> <li>Corporate policies (e.g., Safety, Occupational Health and Work Environment Policy, Human Rights Policy).</li> <li>Workplace rules and operational regulations.</li> <li>Occupational Health, Safety and Environment Committee.</li> <li>Safety performance targets for vehicle operations.</li> <li>Standard operating procedures (SOPs).</li> </ul>



Integration



Monitoring and Review

### Monitoring and Review

Human rights risks related to the Company's business operations and supply chain may change over time due to evolving business activities and stakeholder groups; the Company regularly reviews identified human rights risks and the effectiveness of mitigation and preventive measures. The Company also establishes the indicators to monitor and evaluate its human rights performance, such as the percentage of employees receiving human rights training and the number of grievances received and their resolution status.

6  
  
 Communication

**Communication and Reporting**

The Company communicates and provides training to employees to enhance their understanding of business relationships and potential risks related to human rights violations arising from the Company’s activities. The Company also publicly discloses its human rights performance on a regular basis through the annual Sustainability Report and the Company’s official website.

7  
  
 Stakeholder Engagement

**Stakeholder Engagement**

The Company engages with both internal and external stakeholders, including employees, local communities, government agencies, and civil society organizations, to communicate the outcomes of its human rights management practices and strengthen collaboration in addressing human rights issues.

8  
  
 Remediation and Grievance Mechanisms

**Remediation and Grievance Mechanisms**

In cases where human rights violations occur, including discrimination or harassment, which are inconsistent with the Company’s human rights principles and Code of Business Conduct, the Company will conduct appropriate investigations and take disciplinary actions in accordance with its internal regulations. If the actions constitute violations of applicable laws, the Company will proceed with legal actions as appropriate.

The Company places importance on providing fair, transparent, and appropriate remediation to affected parties. Remedies may include both financial and non-financial forms of compensation, implemented in accordance with applicable laws and internationally recognized human rights principles to ensure fairness and restore stakeholder confidence.

In addition, the Company encourages employees and all stakeholder groups to report any human rights violations through the Company’s grievance and whistleblowing channels. All reports will be handled in accordance with the Company’s Whistleblowing Policy and Whistleblower Protection Policy. The Company ensures that whistleblowers are protected and that all complaints are investigated and addressed through established procedures to ensure appropriate corrective and preventive actions.

**Grievance and Whistleblowing Channels**

Amarin Corporations Public Company Limited

**Address:** 378 Chaiyaphruek Road, Taling Chan Subdistrict, Taling Chan District, Bangkok 10170


**Phone:** 0 2422 9999/The Office of Legal and Compliance

**Email:** secretary@amarin.co.th

**2025 Key Performance Results**

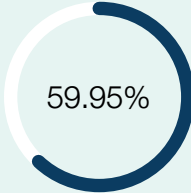
**Human Rights Assessment**

**Areas of Operation and Business Activities of the Company**



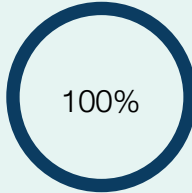
100%

of FTEs received assessment of risks and impacts on human rights



59.95%

of FTEs identified with human rights risks Printing Automotive





100%

of FTEs identified with impacts and implemented resolutions

**Key High-Risk Issues**

Employee safety and health, impacts of work in the printing and automotive departments.

- 
  - Accidents during work issue, including accidents from production machinery, falling product delivery or falling from ladders, falling objects or products from heights, accidents from forklift collisions, knife wounds
- 
  - Inappropriate Personal Protective Equipment (PPE) issue, such as safety shoes and safety helmets

Note: FTEs stand for Full-Time Equivalents, which means the number of full-time equivalent employees.

### Enhancing Awareness of Respect and Compliance with Universal Human Rights Principles

#### Training

The employee who received the training



#### Complaints and Cases of Human Rights Violations



Human Rights Violations

0 Cases



Discrimination

0 Cases



Harassment or Sexual Harassment

0 Cases



Violation of Indigenous Peoples' Rights

0 Cases

### Personal Data Protection Act (PDPA) Training

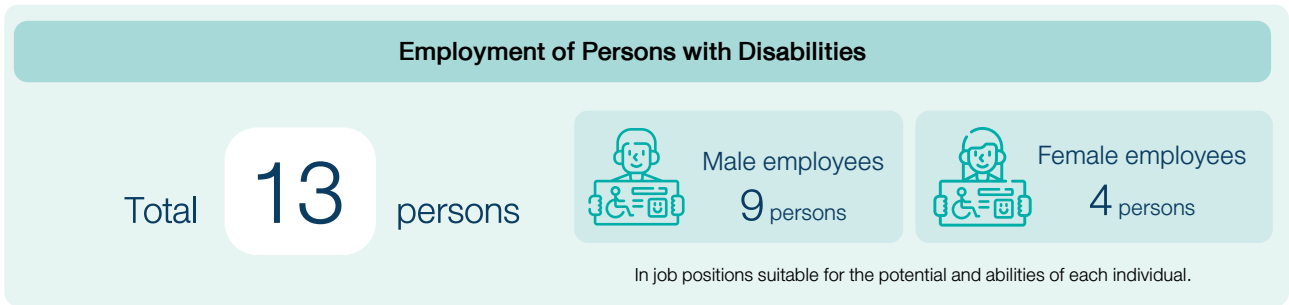
The Company places strong importance on respecting the right to privacy and the protection of personal data of all stakeholders, which is a key human rights issue in the digital era. To enhance employees' knowledge, understanding, and awareness, the Company organized internal training on the Personal Data Protection Act (PDPA) in 2025. A total of five training sessions were conducted, with 117 employees participating in the program. The training focused on helping employees understand the key principles of personal data protection laws and how to apply them appropriately in their daily work in a manner that is transparent and compliant with legal requirements.

These initiatives reflect the Company's commitment to strengthening employee capabilities in respecting human rights, protecting personal data, and conducting business responsibly toward society and all stakeholders.



### Employment of Persons with Disabilities and Promotion of Diversity, Equity, and Inclusion

The Company promotes equal employment opportunities and does not discriminate on the basis of physical condition, gender, age, religion, or any other personal status. The Company is committed to respecting human rights and creating an inclusive and fair working environment for all employees. In 2025, the Company employed 13 persons with disabilities, comprising 9 male employees and 4 female employees, in positions aligned with their individual abilities and potential. The Company also provides appropriate workplace environments, facilities, and necessary support to enable employees with disabilities to perform their duties safely and effectively, while encouraging equal participation of employees from all groups.



These initiatives reflect the Company’s commitment to promoting Diversity, Equity, and Inclusion (DEI), while complying with relevant laws and regulations. This approach forms an important part of the Company’s efforts to develop human capital sustainably and create long-term shared value for society.

### Occupational Health and Safety Management

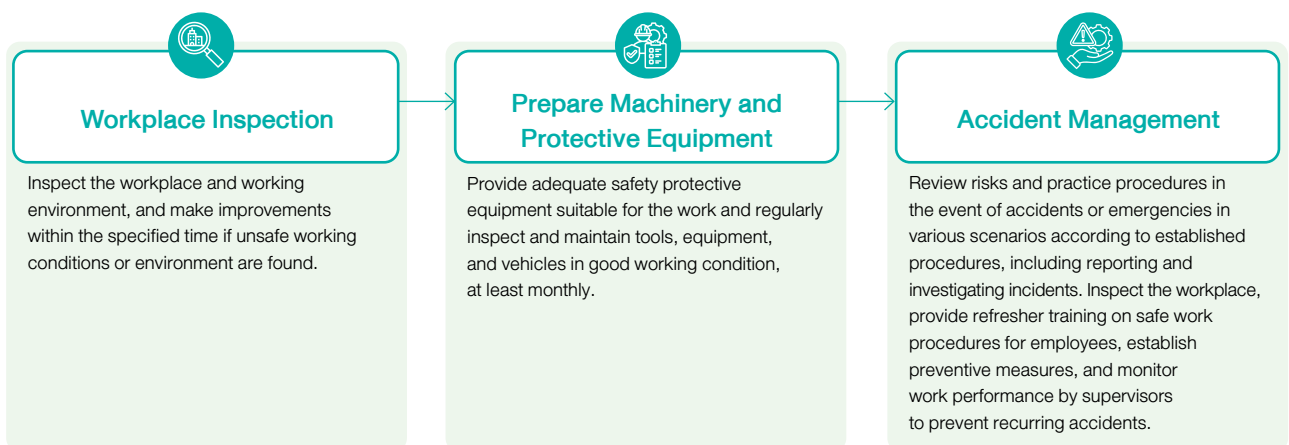
The Company places strong importance on Occupational Health, Safety, and the Work Environment and has established policies to ensure a safe working environment for employees and relevant stakeholders. The Company aims to create workplaces that are safe, hygienic, and conducive to efficient operations. All safety management practices are implemented in compliance with applicable laws, regulations, and relevant occupational health, safety, and environmental standards.

The Company manages workplace safety comprehensively across all operational processes. This includes maintaining safe and suitable working environments, ensuring the readiness and safety of machinery, tools, and equipment, preventing work-related accidents and occupational illnesses, and establishing emergency response measures. The Company also closely monitors operations to ensure strict compliance with safety procedures and preventive measures.

In addition, the Company has established an Occupational Health, Safety, and Work Environment Committee (OHS&E Committee) to formulate policies and oversee the implementation of safety, occupational health, and work environment management. The committee ensures that operations comply with relevant laws, ministerial regulations, company policies, and operational guidelines. It also oversees workplace safety management and environmental conditions to ensure alignment with international standards and applicable legal requirements, **with the Company’s ultimate goal of achieving zero accidents.**



The Occupational Health, Safety and Work Environment Committee (OHS&E Committee) oversees the implementation of safety-related measures to ensure compliance with relevant regulations and organizes various safety activities with strong employee participation. A summary of these activities is presented below.



Furthermore, the Company promotes the development of employees’ knowledge and awareness of occupational health and safety through regular training programs and safety-related activities. These initiatives encourage employees to actively participate in maintaining workplace safety, helping to reduce risks, hazards, and potential accidents. They also contribute to preventing losses from emergencies or crisis situations while strengthening the confidence of employees and stakeholders.

In 2025, the Company recorded a Lost Time Injury Frequency Rate (LTIFR) of 0.60, and no work-related fatalities were reported among employees or contractors within the Company’s operational areas.

**\* Capacity Building in Occupational Health, Safety and Work Environment**

The Company provides training programs for Safety Officers at the executive and supervisory levels to strengthen knowledge, understanding, and responsibilities related to occupational health, safety, and the work environment among management and supervisors. These roles are critical mechanisms for driving effective safety management within the organization.

The training programs cover key topics including occupational safety laws and regulations, workplace environment management, hazard identification and risk assessment, prevention of workplace accidents and occupational diseases, and the promotion of a safety culture at both organizational and operational levels. These initiatives help ensure that operations are conducted in accordance with professional standards and relevant legal requirements.

In 2025, the Company conducted the following training programs:

Training Program	Number of Training Sessions	Participants
Safety Officer for Management Level	2	25
Safety Officer Supervisory Level	1	46

These capability development initiatives enhance safety awareness, improve risk control and prevention efficiency, and support the creation of a safe, high-quality, and sustainable working environment for employees at all levels.

**\* Fire Safety and Emergency Preparedness Training**

The Company organizes annual basic firefighting training programs to enhance employees' knowledge, understanding, and practical skills required for fire prevention and emergency response. The training covers both theoretical and practical components to ensure participants can apply the knowledge effectively and safely in real-life situations. The theoretical session includes fundamental knowledge on fire causes, types of fire, potential risk factors, and different types of firefighting equipment. The practical session focuses on hands-on training in using fire extinguishers and operating fire hose systems, helping participants build confidence and readiness in responding to emergency situations. In 2025, a total of 506 employees participated in the firefighting training program. These initiatives help strengthen safety awareness, reduce fire-related risks, and support the development of a safe working environment for employees and stakeholders across the organization.

**(2) Customer Responsibility Practices**

The Company places importance on delivering valuable content alongside high-quality services, recognizing that providing such products and services helps build customer confidence and trust in conducting business together. This also supports the development of long-term and sustainable relationships between the Company and its customers. To achieve this, the Company continuously develops its workforce by enhancing employees' knowledge and skills to ensure the consistent delivery of high-quality content and services. The Company also provides transparent and comprehensive information to support customers' decision-making, while responding to customer needs promptly and efficiently to maintain high levels of customer satisfaction.

In addition, the Company focuses on creating valuable and diverse products, activities, and content that effectively reach target audiences through a wide range of communication and distribution channels, enabling broader access for consumers. At the same time, the Company continues to develop new business initiatives that build upon its core businesses in order to expand customer choices and create greater value. These efforts align with the Company's strategic goal of becoming a comprehensive Omni Media – Omni Channel platform and a knowledge hub that supports a sustainable learning society.



**2025 Target:**

**Customer Complaints = 0 cases**

**Enhancing Product and Service Quality to Improve Customer Satisfaction**

The Company places importance on enhancing customer satisfaction and has established clear policies and practices for customer services under its corporate governance framework. These policies cover fair and equitable service provision, the expansion of service channels, grievance mechanisms under the Whistleblowing Policy the Personal Data Protection Policy of Amarin Corporations Public Company Limited and Its Affiliates Policy. The Company places particular importance on maintaining the confidentiality of customer information and ensures that such data is not misused, except where required by law.

In addition, the Company values customer feedback and actively listens to customer opinions in order to continuously improve service quality and enhance content development. Each business unit conducts annual customer satisfaction surveys, which serve as important inputs for improving products, content, and services to better align with customer expectations.

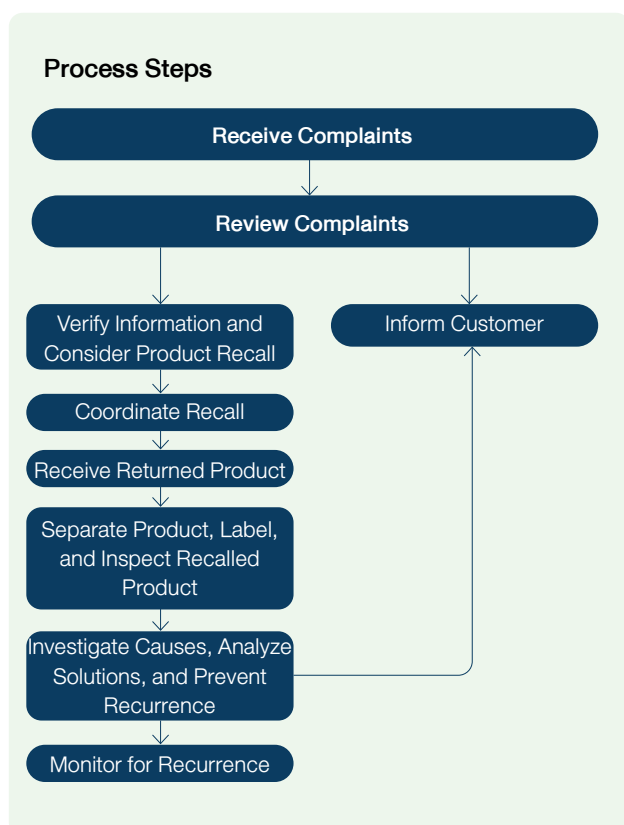
Customer Satisfaction Survey Results	Customer Satisfaction* (%)				Target
	2022	2023	2024	2025	2025
<b>Media and Event Business</b> Level of satisfaction of visitors attending the "Baan Lae Suan Fair"	85	85	85	85	> 85
<b>Printing and Packaging Business</b> Level of satisfaction of customers using the services	96	96	92	94	> 85

Note: \*The average score from all the issues surveyed for customer satisfaction.

### Responsible Product and Service Quality Development

- The Company recognizes its responsibility to consumers and therefore implements quality control processes for its products and services in accordance with applicable laws and international standards. The Company is committed to delivering high-quality products and services that are safe for customers' health and well-being, and that customers can trust. The Company maintains efficient customer data management systems and effective customer relationship management throughout both pre-sale and post-sale stages. Customers are provided with accurate and sufficient information to support informed decision-making. In addition, the Company continuously invests in research and development to enhance product quality and service standards. If any product is found to be damaged or does not meet required standards, the Company has established product recall procedures and replacement product management processes to minimize potential impacts on customers and mitigate any possible risks.

The Company conducts periodic and random inspections based on customer complaints and regulatory requirements to ensure continuous compliance with quality standards. Formal procedures for customer complaint handling and product recall have been established in accordance with the Company's operational guidelines, as summarized below.



The Company is committed to developing products and services that are safe for customers and aligned with relevant quality standards, regulatory requirements, and consumer protection laws to ensure confidence in the quality and reliability of its products and services. The Company has obtained internationally recognized certifications, including ISO 9001:2015, a quality management system that ensures operational processes are effectively controlled, traceable, and supported by corrective and preventive actions to address potential issues.

In addition, the Company has established a Quality Policy to guide its operations with creativity and standardized processes while ensuring compliance with applicable laws and regulations. The policy aims to deliver products of excellent quality that are safe for consumers and environmentally responsible, while continuously improving products and services to meet customers' needs and expectations.

- The Company recognizes its role and responsibility in producing and disseminating media and content that are of high quality, accurate, transparent, and mindful of potential social impacts. The Company has therefore established policies and operational guidelines on quality and ethical

standards in media and content production and distribution. These guidelines serve as a framework for employees and cover processes related to content design, review, and publication, the clear separation of commercial content from editorial content, as well as continuous oversight and improvement to ensure that the content presented is accurate, balanced, and socially responsible. In addition, the Company places strong emphasis on **promoting access to high-quality media**, enabling consumers to conveniently and safely access accurate, transparent, and socially beneficial information. The Company focuses on developing platforms and communication channels that are accessible across multiple devices, reducing technological barriers and expanding access for diverse consumer groups. At the same time, the Company ensures the accuracy and transparency of information through fact-checking processes and promotes diversity and non-discrimination in content presentation. The Company also prioritizes the protection of consumers from inappropriate content, particularly children and youth, while promoting media literacy to encourage responsible and critical media consumption among the public.

**\* Promoting Media Literacy and Trusted Information**

The Company implements the Promoting Media Literacy and Trusted Information initiative to support the public in accessing accurate, transparent, and socially beneficial information in the digital era. The initiative focuses on developing media platforms and communication channels that are user-friendly, compatible with multiple devices, and accessible to persons with disabilities and vulnerable groups. At the same time, the Company maintains strict oversight of content quality and ethical standards in media production and distribution.

The initiative also promotes media literacy, strengthening the public’s ability to critically evaluate information, distinguish reliable information from misinformation, and use media responsibly. This is achieved through the development of quality content, the creation of channels for public engagement and feedback, and the continuous development of media professionals’ capabilities.

Through these efforts, the Company aims to enable media consumers to access **accurate information, reduce the spread of misinformation, and foster a culture of responsible media consumption that contributes positively to society** in the long term.

In 2025, the Group reported no incidents related to customer personal data breaches or personal data leakage, and no significant complaints regarding violations of ethical standards in media production and distribution.

**(3) Responsibility to Suppliers/Business Partners**

The Company is committed to managing its supply chain with transparency and fairness, while upholding business ethics, respecting human rights, and ensuring the safety and well-being of stakeholders at all levels. The Company also takes into consideration the economic, social, and environmental (ESG) impacts arising from its business operations. The Company strives to strengthen relationships with suppliers and business partners while continuously improving working processes and jointly managing risks to build trust among all stakeholders. Through these efforts, the Company aims to foster strong partnerships and support sustainable business growth. To ensure responsible engagement with suppliers, the Company has established clear guidelines under its Corporate Governance Policy, Supplier Code of Conduct, Procurement Policy, and Supply Chain Management Policy, which incorporate ESG considerations. These policies serve as guiding principles for suppliers and partners in conducting business responsibly and sustainably together with the Company.



2025 Target:

**Zero complaints**

from suppliers regarding non-compliance with the Supplier Code of Conduct.

**Green Procurement and Adherence to Human Rights Principles**

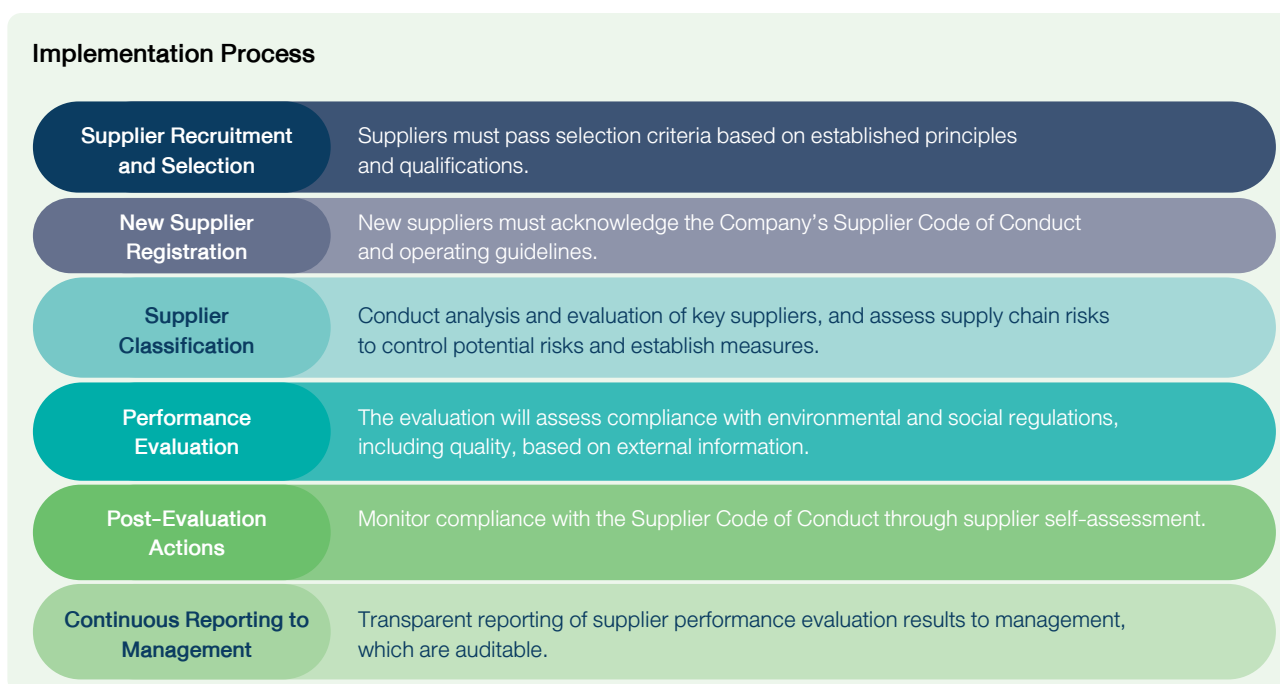
The Company places strong importance on the selection of business partners across the entire value chain, from upstream to downstream operations. In doing so, the Company prioritizes the conservation of natural resources and the reduction of environmental impacts through the implementation of a Green Procurement Policy, which is applied throughout the organization and across the supply chain. This policy serves as a mechanism to reduce resource consumption and minimize waste generation and pollution. The Company also promotes awareness and understanding among internal departments regarding the principles, criteria, and regulations related to environmentally friendly procurement practices. In addition, the Company has formally announced

its Human Rights Policy, which establishes a framework encouraging all business partners to respect and comply with human rights principles. These principles are integrated into procurement-related processes. The Company also conducts regular due diligence and monitoring of business partners to assess potential human rights impacts and establish mitigation measures in cases where human rights violations may occur within the procurement system.

### Supplier Management Framework

The Company places strong importance on treating suppliers fairly, equitably, and transparently, while promoting the sourcing of goods and services from suppliers that demonstrate strong capabilities, responsible business conduct, and strict compliance with applicable laws and regulations. The Company’s procurement processes are conducted under the ISO 9001 Quality Management System, which covers procurement policies and procedures, approval authority levels, and supplier selection processes. Environmental, social, community, and good corporate governance considerations are integrated into the evaluation process.

In addition, the Company has established a systematic supplier management framework to encourage suppliers to conduct their business in alignment with ethical principles, quality standards, and environmental, social, and governance (ESG) requirements throughout the supply chain. This framework enhances the effectiveness of supplier selection, monitoring, and performance evaluation processes, ensuring transparency and accountability while supporting sustainable growth across the supply chain. The key elements of the supplier management framework are as follows:



Supplier Complaints	
<b>Target:</b> Zero complaints from suppliers regarding compliance with the Supplier Code of Conduct.	<b>2025 Performance</b> No complaints from suppliers regarding compliance with the Supplier Code of Conduct or issues related to unfair or unequal treatment. In addition, no complaints were received from suppliers concerning fraud or corruption involving Company personnel.

### (4) Responsibility to Competitors

The Company conducts its business with integrity, fairness, transparency, and accountability, ensuring that it does not take unfair advantage of competitors. The Company refrains from seeking confidential information belonging to competitors and strictly prohibits offering or accepting any improper benefits that could compromise fair business practices. The Company operates in strict compliance with all applicable laws and regulations and has established policies and operational guidelines related to fair competition under its Corporate Governance Policy, which are implemented consistently across the organization.

### Complaints from Competitors

**Target:**

No complaints or disputes with competitors.

**2025 Performance**

No disputes with competitors and did not enter into any agreements with competitors or other businesses that would create market monopolies or restrict fair competition.

### (5) Responsibility to Financial Institutions/Creditors

The Company treats all creditors with fairness, transparency, and equality, and strictly complies with all contractual terms and conditions. To maintain the confidence of creditors, the Company places strong emphasis on prudent financial management, maintaining an appropriate financial structure, and regularly communicating the Company’s business status to creditors. The Company is also committed to fostering long-term and sustainable relationships with financial institutions and trade creditors.

In 2025, the Company strictly complied with its corporate governance policies and guidelines. Key actions are summarized as follows:

1. Complied with all contractual agreements, terms, and conditions with responsibility, integrity, and transparency.
2. Disclosed and reported the Company’s financial position to financial institutions and/or creditors accurately, honestly, and in a timely manner in order to maintain the Group’s credibility with financial institutions and creditors.
3. In the event that the Company may be unable to comply with contractual obligations or conditions, it will promptly notify the relevant financial institutions and/or creditors in advance and work together to find appropriate solutions and prevent potential damages.

### Complaints/Disputes with Financial Institutions/Creditors

**Target:**

Zero complaints or disputes with Financial Institutions/Creditors.

**2025 Performance**

No disputes with Financial Institutions/Creditors during the year.

### (6) Responsibility to the Community and Society

The Company conducts its business sustainably alongside communities and society, guided by the organization’s mission: **“We work for the happiness and prosperity of society.”** The Company strives to create shared value through beneficial and creative content and services that contribute positively to society, while continuously engaging in initiatives that support social and community development. These efforts form an important foundation for the Company’s long-term business growth.

The Company emphasizes improving quality of life, strengthening communities, and promoting societal well-being to support balanced and sustainable growth for all stakeholders. In its operations, the Company adheres to principles of good governance, business ethics, and social responsibility. It supports public benefit activities and collaborates with government agencies, private sector organizations, and civil society to undertake initiatives that benefit society and the environment. In addition, the Company encourages executives and employees to actively participate in volunteer and community engagement activities on an ongoing basis. These initiatives aim to cultivate a sense of social responsibility, generosity, and participation in creating happiness, resilience, and prosperity for society as a whole.

In 2025, the Group organized 10 community and social initiatives, with a total contribution of Baht 1,203,250, and recorded 18,000 employee volunteer hours.



### \* Amarin Corporations Public Company Limited Participates in the Royal Kathin Robe Offering Ceremony at Wat Chaiyaphruek Mala Ratchaworawihan

Amarin Corporations Public Company Limited was graciously granted the Royal Kathin Robe for the year 2025 by His Majesty the King. The Royal Kathin Robe Offering Ceremony was presided over by Dr. Sumet Tantivejkul, Chairman of the Board, at Wat Chaiyaphruek Mala Ratchaworawihan, Taling Chan District, Bangkok. The ceremony was attended by members of the Board of Directors, advisors, executives, employees, distinguished guests from both the public and private sectors, as well as members of the public.



The activity was organized to support the preservation of Buddhism, continue Thailand's cherished cultural traditions, and promote spiritual and social values within society. The total donations amounted to Baht 1,576,324, which will be used for the maintenance of the royal temple, the support of monks and novices, and the provision of four educational scholarships for schools within the local community, totaling Baht 40,000, to support education and youth development.

This initiative reflects the Company's commitment to conducting business alongside the preservation of Thai cultural heritage, the promotion of social values, and the strengthening of community well-being, in line with the organization's mission: "We work for the happiness and prosperity of society."

### \* Amarin Group Supports Communities Affected by the Thailand-Cambodia Border Situation

In 2025, amid unrest along the Thailand-Cambodia border, Amarin TV launched the "Amarin Asa Songduan" (Amarin Emergency Volunteers) initiative to help alleviate the hardships faced by affected communities. The project leveraged the Company's media capabilities to communicate the situation, raise public awareness, and encourage people to participate in relief efforts through donations of essential supplies.



The Company established a donation collection point at the Amarin TV office and promoted the initiative through its media channels to facilitate public participation. Donated items included essential goods such as rice, dried food, diapers, sanitary pads, mosquito repellent, and milk for children. The donated supplies were promptly collected and delivered to the affected border areas to help relieve immediate hardships and provide encouragement to those impacted by the situation.

**\* Amarin Group Provides Relief Support to Flood-Affected Communities in Southern Thailand**

In 2025, following severe flooding in Southern Thailand, the Amarin Group, through Amarin TV, participated in efforts to support affected communities by organizing donation drives and delivering essential supplies as part of the Company's volunteer initiative.

Amarin TV served as a central hub for collecting donated items from the public, including dried food, drinking water, and other essential supplies. The collected items were subsequently delivered to the Royal Thai Navy to support relief operations and facilitate the timely and effective distribution of aid to flood-affected communities across the southern region.



This initiative reflects the Company's ability to leverage its role as a media organization to connect public support with government response efforts, strengthening collaboration during times of crisis. The activity also highlights Amarin's commitment to responding to social emergencies by mobilizing resources, communication channels, and partnerships to help alleviate hardships and provide encouragement to communities in need.

**(7) Responsibility to Government Agencies/Regulatory Agencies**

The Company conducts its operations in strict compliance with applicable laws, regulations, rules, and guidelines. **The Legal and Compliance Department** is responsible for overseeing and ensuring adherence to relevant legal and regulatory requirements, and this responsibility is clearly defined within the Company's organizational structure. In addition, the Company supports business practices that contribute to the development of the economy and society. The Company also maintains constructive and appropriate relationships with government and regulatory authorities through transparent communication and coordination. Furthermore, the Company regularly provides support, cooperation, and assistance in initiatives and projects organized by government agencies where appropriate.

**(8) Responsibility to Intellectual Property**

The Company fully cooperates in preventing any infringement of intellectual property rights or copyrights, as specified in the Business Ethics Manual and the Company's Code of Conduct regarding respect for intellectual property owners' rights. This establishes clear policies and operational practices. The Company communicates these policies through meetings, briefings, and internal communications to ensure understanding among employees. It also implements monitoring, supervision, and review processes to prevent any infringement of intellectual property or copyright. In addition, disciplinary measures are defined and enforced in cases where violations are identified.

**(9) Data Protection and Information Systems Security**

Information technology plays a critical role in enhancing operational efficiency and enabling effective data management within the organization. However, risks such as system disruptions, leakage of sensitive information, and cyber threats may impact business continuity, service delivery, financial performance, reputation, and stakeholder confidence. The Company therefore places strong emphasis on the systematic protection of data and information systems.

**Management Approach**

The Company recognizes the importance of safeguarding information technology security to ensure that the Group is prepared to respond to potential cyber threats in a timely and appropriate manner. The Company has established policies and operational procedures on Information Technology Security (IT Security) across the Group to ensure consistent implementation across all business units. Employees who encounter incidents or risks related to information systems are required to report them to their supervisors and the Information Technology Department to ensure that appropriate corrective and preventive measures can be implemented. The Company also conducts Disaster Recovery Plan (DRP) exercises for critical data storage systems and performs annual reviews of its information technology systems.

In addition, the Company recognizes the importance of protecting the personal data privacy of all stakeholder groups. The Company strictly complies with relevant laws and regulations and ensures that stakeholder data is protected, secure, transparent, and used only when necessary, within the scope of consent provided. The Company has established and implemented a Personal Data Protection Policy applicable to all operations within the Group. This policy aligns with the Personal Data Protection Act B.E. 2562 (2019). The Company has also appointed a Personal Data Protection Unit and a Data Protection Officer (DPO) responsible for providing guidance, supervising, and monitoring the collection, use, and disclosure of personal data in compliance with applicable laws. The Internal Audit Department is responsible for conducting annual reviews and assessments of relevant operations, focusing on activities that may involve risks related to personal data management. The department also evaluates the adequacy and effectiveness of the Company's data privacy protection strategies to ensure compliance with personal data protection laws. Furthermore, the Company requires its subsidiaries to classify information according to its level of importance and sensitivity in order to establish appropriate operational procedures and access rights. Data categories include public information, internal-use information, and confidential information. Risk assessments are conducted to identify potential risks and determine preventive or mitigation measures to ensure risks remain within acceptable levels. Stakeholders may submit complaints or inquiries related to personal data protection through the Data Protection Officer (DPO) via email at [dpooffice@amarin.co.th](mailto:dpooffice@amarin.co.th).

or Contact:           The Personal Data Protection Department  
                           Amarin Corporations Public Company Limited and its subsidiaries  
 Head Office        378 Chaiphruak Road, Taling Chan Subdistrict, Taling Chan District, Bangkok 10170  
 Phone:             0 2422 9999

## 2025 Performance

### Information Systems Security

In 2025, the Information Technology Department implemented the Group's IT Security Policy comprehensively. Key measures included information security management, data backup and recovery, emergency preparedness, system monitoring, risk assessment, internal data controls, disaster recovery drills for critical data storage systems, and regular reviews of information technology systems. Based on the 2025 IT system audits, no significant risks or deficiencies were identified in relation to General IT Controls or IT Application Controls for the Group's key systems.

### Personal Data Protection

In 2025, the Personal Data Protection Unit under the Legal and Compliance Department implemented the Group's personal data protection policies and relevant legal requirements through the following actions:

- Review of Personal Data Management Practices
- The department reviewed the management of personal data of stakeholders of the Company and its subsidiaries, including customers, employees, and business partners, to ensure that employee practices were aligned with the Group's policies and applicable laws regarding the collection, use, and disclosure of personal data. The review results indicated that most operations complied with the applicable regulations and internal guidelines, with no significant deficiencies identified.
- Training and Awareness on Personal Data Protection
- The Company promoted awareness and understanding of personal data protection laws and practices among employees at all levels. Personal data protection has been incorporated as part of the onboarding program for new employees. In addition, the Personal Data Protection Unit under the Legal and Compliance Department regularly disseminates knowledge materials and practical guidelines to employees across the Group via email. Directors, executives, and employees are also required to participate in training and complete assessments every two years. Furthermore, personnel from the Personal Data Protection Unit participate in training programs organized by external organizations to enhance their capabilities in overseeing and ensuring the Group's compliance with personal data protection laws.

**2025 Performance**

Summary of Key Performance Results	2022	2023	2024	2025
IT system disruptions or security breaches that caused significant damage to the business or reputation, or resulted in fines or lawsuits	0 cases	0 cases	0 cases	0 cases
Data leakage incidents	0 cases	0 cases	0 cases	0 cases
IT security training sessions	-	-	✓	✓
Complaints regarding personal data violations	0 cases	0 cases	0 cases	0 cases
Training and dissemination of knowledge materials on personal data protection practices	-	-	✓	✓

**(10) Innovation Development**

**Advancing Printing Innovation toward Sustainable Production**

Amarin Corporations Public Company Limited and Canon Thailand have announced a long-term collaboration under a Strategic Partnership initiative to enhance Thailand’s integrated media industry. The partnership combines Canon’s world-class printing technologies and imaging solutions with Amarin’s diverse media production capabilities and extensive communication platforms. This collaboration aims to elevate industry standards, create new business opportunities, and strengthen joint marketing capabilities across online, on-ground, and event channels.

As the first project under this collaboration, the Company has become the first organization in Thailand to install the Canon ColorStream 8000 Series, a high-speed industrial digital printing technology. This advanced system enhances production efficiency and supports the evolving demands of the modern book and print media market, which prioritizes quality, speed, production flexibility, and energy efficiency.

The adoption of this technology also enables the Company to fully implement a Print-on-Demand production model, allowing printing to be carried out based on actual demand. This approach helps reduce overproduction, minimize inventory storage, and decrease paper waste and other consumables from the production process. As a result, the Company can improve operational efficiency while supporting environmentally sustainable business practices.



## International Awards for Printing Innovation

The Company has received international recognition for its innovation and printing quality, winning two Silver Awards at the Asian Print Awards 2025, a prestigious regional competition that recognizes excellence in the printing industry across Asia. The awards include:

- Silver Award – Digital Calendars Category for the work “Light and Shadow with Architecture”
- Silver Award - Digital Book Printing for the work The Bootleg Show



These awards reflect the Company's capability to apply advanced digital printing innovations to produce high-quality work that meets international standards. The technology enables efficient production across a wide range of print volumes to meet diverse customer requirements. The recognition also reinforces the Company's commitment to continuously elevating the standards of Thailand's printing industry to the international level.

## 3.5 Good Corporate Governance



### Corporate Governance Policy and Management Approach

The Company operates as an Omni-Media Organization, guided by the Corporate Governance policy, which serves as a fundamental foundation for its operations. The Company also upholds respect for human rights, ensures fair and equitable treatment of all stakeholders, and conducts its business in strict accordance with the professional ethics of the media and publishing industry. In addition, the Company places strong emphasis on anti-corruption practices, implementing systematic corruption risk assessments and recognizing its responsibility toward society and stakeholders throughout the business value chain.

In 2025, the Company continued to drive its operations based on professional ethics, integrity, transparency, accountability, and strict compliance with applicable laws and regulatory requirements. These include regulations from relevant authorities such as the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), the National Broadcasting and Telecommunications Commission (NBTC), the Department of Intellectual Property, the Fine Arts Department, and other relevant government agencies. The Company has established practical corporate governance guidelines and promotes them through internal communication, employee engagement activities, and continuous training programs to ensure that directors, executives, and employees at all levels understand and effectively implement governance principles in their daily operations. Furthermore, recognizing its important role as a media organization in society, the Company organized training on “Laws Related to Product Presentation in Television and Online Media” to enhance knowledge, understanding, and ethical awareness among content production personnel. The Company firmly believes that conducting business with integrity and ethical standards forms the cornerstone of sustainable development and is essential for building trust and confidence among stakeholders, particularly as a key media organization in society.

### (1) Business Ethics Implementation and Performance

The Company recognizes that business ethics are a foundation of good corporate governance. Therefore, the Company has established the “Code of Business Ethics of the Company and its Group” and implemented it across the organization as a clear framework to guide the conduct of directors, executives, and employees in a consistent and practical manner throughout the organization. The Company reviews and updates the Code of Ethics, policies, and related practices at least once a year to ensure

alignment with evolving business contexts, legal requirements, and corporate governance standards. This approach promotes transparent, fair, and lawful business practices while reducing risks related to conflicts of interest. In addition, the Company has incorporated policies regarding the use of inside information, securities trading of the Group, and the confidentiality of information to the public within the Code of Business Ethics to ensure strict compliance.

### Performance on Business Code of Conduct

In 2025, the Company continued its operations following the organizational restructuring by establishing the Legal and Compliance Office to strengthen governance systems in line with relevant laws, regulations, and standards, while enhancing transparency, fairness, and operational efficiency. This unit is responsible for overseeing three key functions: the Personal Data Protection Department, the Contracts and Intellectual Property Department, and the Company Secretary and Compliance Department. These functions support corporate governance practices, legal risk management, and compliance with regulatory requirements. The Corporate Governance Committee continuously monitors and oversees the implementation of these activities to ensure that the Company’s operations adhere to good corporate governance principles and support the organization’s sustainable growth.

In addition, the Company promotes knowledge and awareness of business ethics among directors, executives, and employees through Micro Learning training delivered via the LINE Official platform “Amarin\_Connect” under the topic “Code of Business Ethics of the Company.” This training is accompanied by questionnaires to assess understanding and reinforce accurate knowledge, encouraging employees to align their practices with the Company’s policies and requirements. All directors, executives, and employees have acknowledged and committed to complying with the Code of Business Ethics, while the Corporate Governance Committee closely monitors the implementation to foster an organizational culture grounded in ethics, transparency, and accountability.



In 2025, the Company was evaluated in the Corporate Governance Report of Thai Listed Companies 2025 (CGR) conducted by the Thai Institute of Directors (IOD) and received an “Excellent” rating (5 Stars) for the fourth consecutive year. The Company also received a 5-star “Excellent” rating in The Annual General Shareholders’ Meeting (AGM) Assessment Project conducted by the Thai Investors Association. These results reflect the effectiveness of the Company’s corporate governance system, transparency, and ethical business conduct, which are key factors in building confidence among stakeholders and supporting the Company’s long-term sustainable growth.

### (2) Anti-Corruption

The Company conducts its business in accordance with the principles of good corporate governance, placing strong emphasis on transparency, fairness, accountability, and social responsibility, as well as the prevention of bribery in all forms. The Company has declared a clear stance of zero tolerance toward all forms of corruption and is committed to contributing to the development of a society and economic system driven by ethics, integrity, and transparency.

To support this commitment, the Company has established and enforced a robust Anti-Corruption Policy, which is reviewed and updated at least once a year to ensure alignment with applicable laws, international standards, and best practices in corporate governance. In addition, anti-corruption measures have been integrated into all operational processes, supported by appropriate internal control systems covering the offering or acceptance of bribes or any form of improper incentives.

The Company also promotes awareness, knowledge, and understanding of anti-corruption among directors, executives, and employees at all levels through regular communication, training, and knowledge assessments. The Company has established multiple whistleblowing channels and appropriate measures to protect whistleblowers. The Company does not tolerate any actions that may be considered corruption and ensures that investigations are conducted in accordance with established procedures, with transparency and fairness. Furthermore, the Company strictly complies with relevant anti-corruption laws and standards, does not support any form of improper benefit—either directly or indirectly—and rejects any abuse of authority in all forms. The Company also collaborates with government agencies, the private sector, civil society, and regulatory bodies to promote higher ethical standards in the business sector and to support the sustainable development of the country’s economy and society.

#### Corruption Risk Assessment

To ensure the effectiveness of its anti-corruption management, the Company conducts assessments of the adequacy of its internal control systems in accordance with the COSO framework and the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC). As part of this process, the Company performs annual assessments of fraud risks and internal controls on a regular basis. Business units conduct self-assessments through fraud risk and internal control assessment forms during

operational risk management meetings (Risk Workshops). This process enables the Company to identify, assess, and manage corruption-related risks comprehensively. The risks are categorized into two main types:

1. Risks related to unlawful conduct, particularly those associated with corruption and violations of laws related to business operations. Such risks may arise from various factors, including the giving or receiving of gifts, hospitality, entertainment, or other benefits; sponsorships; charitable donations; facilitation payments; political contributions; the hiring of government officials; and procurement activities. These risks may affect the Company's reputation, credibility, and organizational stability.
2. Financial reporting risks, including the misrepresentation of financial information and accounting fraud (financial misstatements and accounting fraud), as well as fraudulent disbursements.

The Company's fraud risk and internal control assessments cover four types of controls: preventive controls, detective controls, corrective controls, and directive controls. In addition, the Company has developed a fraud risk management plan to ensure that corruption risks are effectively prevented and mitigated in alignment with the Company's Anti-Corruption Policy. The Company has also established mechanisms for handling complaints and providing protection for whistleblowers who report corruption-related concerns.

### Anti-Corruption Performance

In 2025, the Company continued its efforts to strengthen an organizational culture grounded in transparency and anti-corruption. The Company circulated the Anti-Corruption Policy to all executives for annual acknowledgment and signature, reaffirming their commitment to uphold the organization's ethical principles and practices. In addition, the Legal and Compliance Office, in collaboration with the Human Resources Department, communicated and promoted awareness of the policy among directors, executives, and employees through email and the LINE Official platform "Amarin\_Connect." Employees were also required to review the anti-corruption guidelines and complete a knowledge assessment to reinforce proper understanding and reduce risks related to non-compliance with applicable laws and regulations. **As a result, 91% of employees completed the assessment and formally acknowledged the policy.**



The Company also demonstrated its commitment to anti-corruption on International Anti-Corruption Day by inviting employees to participate in a symbolic activity of wearing white shirts, encouraging participation and raising ethical awareness across the organization. Furthermore, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), reflecting its commitment to conducting business with transparency and in accordance with good corporate governance standards.

The Company reported no significant corruption incidents affecting its business operations and no complaints related to corruption from employees or stakeholders during the year. The Company remains committed to strengthening preventive measures and encouraging employees to actively participate in corruption prevention and whistleblowing, supporting transparent and ethical business practices.

## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, Financial Condition and Material Changes

#### 4.1.1 Operational Overview

The Group continues to drive revenue with the Omni-Media – Omni-Channel strategy under the operations of printing, book distribution and educational activities, media and event business and digital TV business with the key operations and plans for 2025 are as follows:

- **Printing and Packaging Business:** In 2025, the Company invested Baht 31.87 million in printing machineries, including a digital high speed inkjet, a single-color HD printer and a sprayed edges printer, to increase efficiency and competitive differentiation. The Company has also passed the 2025 international system assessment from SMETA 4 Pillar Version 7.0 and ISO9001:2015, including certification as a Green Industry Level 2, Green Activity from the Ministry of Industry.
- **Publishing Business:** The Company is committed to developing content in various formats, whether books, e-books, chapter novels and audiobooks, to meet the ever-changing behaviors and need of readers. In 2025, the Amarin's publishers released 465 new titles, with popular titles including: "The let them theory", "Things no one taught us about love", and "Home Lovers". Furthermore, the publishing business has expanded its role to become a center for the development of Thai literature by establishing Amarin Literary Agency.
- **On shop and Online Book and Merchandise Distribution Business:** The Group distributes books through Amarin Book Center Co., Ltd. (ABook) which has comprehensively distributed various forms of publications with book retailing done via "Naiin" bookstores with more than 89 outlets. The Group enhances its potential to reach consumers through leading e-commerce platforms, effectively responding to the lifestyles of digital readers without limits and managing sales through Naiin stores. This strategy is a worthwhile investment and allows the Group to be a part of society by continuously promoting learning and reading among Thais.
  - In March, the Group joined the 53<sup>rd</sup> National Book Fair.
  - In July, the Group organized the 6<sup>th</sup> International Novel Festival at Samyan Mitrtown shopping center. This is a book fair under the theme "Read Art." It includes an art gallery zone with works from 32 artists, a panel discussion on the main stage titled "Art as a Profession" with famous artists joining and a live drawing zone with Mr. Fu Jihong.
  - In October, the Group participated in the 30<sup>th</sup> National Book Fair at the Queen Sirikit National Convention Center.
- **Media & Events Business:** In 2025, the Group has organized various events, including:
  - There are four Baan Lae Suan Fairs (BS), namely BS Select 2025, BS Shopping Week 2025, BS Midyear 2025 and BS Living Festival 2025.
  - There are three Amarin Baby & Kids Fairs (ABK) by namely ABK Fair 2025 Summer Festival, ABK Fair Midyear and ABK Fair Carnival 2025.
  - Expand into the entertainment market, also organized the "Lee Minh Asia Fan Meeting Tour" and four concerts, "Play Yard" concert, "The Darkest Romance" concert, "Jazz Me to the Moon" concert and "Hall of Friends" concert.
  - In October, the Group participated in Sustainability Expo 2025 by organizing the SX Kids Zone, SX Marketplace Zone and Better Community Zone.
  - In November, Praew Studio was opened at One Bangkok for filming podcast content, the "Praew Talk" program and more programs in the future.
  - In December, a special issue of Praew magazine, "Forever in the Hearts of the Thai People".

In addition, the Group provides event management services that have been certified by the Thailand Sustainable Event Management Standard (TSEMS) by the Thailand Convention and Exhibition Bureau (TCEB), as follows: Amarin Corporations PCL has been certified at level 3, TSEMS Leading, and AME Imaginative Co., Ltd. has been certified at level 2, TSEMS Engaged.

- **Digital TV Business:** The Group continuously develops content and entertainment programs under Amarin TV 34HD with news programs that are intensive and full of information, combined with lifestyle programs that meet the needs of all audience groups. Amarin TV 34HD's popularity ranking moved from 7<sup>th</sup> in December 2024 to 4<sup>th</sup> in December 2025 are as follows:
  - There are new shows for children, including the "Cute Cute Family Club" program and the "Little Explorers" (Nu Thod Long) program.
  - Amarin TV organized a concert event of "Pride Flower Music"
  - The Group launched "K-SHORTS," a micro-drama project by three Thai media partners, Kantana, Amarin TV, and MI GROUP, joining forces to create a vertical series. With intense, concise, and fast-paced storytelling, it captures the audience's emotions and connects with them in just a few minutes.

- The Group produced and broadcast the program
  - › “The Journey Fun Kids Mission” on Amarin TV 34HD. This program was created to take children outside the classroom to learn, having fun and learning about sustainability, natural resources and the environment.
  - › The documentary series “Life is Predetermined by Destiny” tells the story and life lessons of Dr. Sumet Tantivejkul, Director and Secretary-General of the Chaipattana Foundation. It airs on Amarin TV 34HD and online via Facebook and YouTube: AMARIN TV.
- Amarin TV organized three seminars such as
  - › “SPORTLIGHT FORUM SME Navigator 2025: Guiding Thai Businesses to Survival and Success.”
  - › “SPOTLIGHT Creating Sustainable City: Building Sustainable Cities for Long-Lasting Lives.”
  - › “SPOTLIGHT DAY 2025” was held under the theme “New World Order: The Thai Economy in the New World Order”. The objective is to analyze the economic and geopolitical impacts and adjustments of Thailand to the changing world order among major powers, and to find ways for businesses to survive in a world where global trade is no longer the same.

#### 4.1.2 Analyzing Operational Performance and Financial Position

The performance report, financial position, and key financial ratios as detailed in Section 4.3 are derived from a portion of the Consolidated Statements of Financial Position, Consolidated Statements of Comprehensive Income, and Consolidated Statements of Cash Flows for the years ended December 31, 2023 - 2025, which have been audited and certified by KPMG Phoomchai Audit Company Limited., and the Company analytics data for the past three years can be found in the annual report, or the 56-1 One Report, on the company website.

##### Operating results and profitability

###### Revenue from sales and services

During the years 2023 - 2025, the Group had total revenues of Baht 4,288.83 Million, Baht 4,167.43 Million, and Baht 3,905.25 Million, respectively. In 2025, the Group's total revenue decreased by Baht 262.18 Million, or 6.29 percent from 2024. It was affected by a decrease in revenue from the TV Digital business 8.80 percent, the printing and book distribution business 5.45 percent and the organization exhibitions, production and advertising through printing and online media 2.53 percent. Due to the impact of external economic factors.

###### Cost of sales and services

During the years 2023 - 2025, the Group's cost of sales and services was Baht 3,008.52 Million, Baht 3,065.01 Million, and Baht 3,007.90 Million, respectively. In 2025, the Group's cost of sales and services decreased by Baht 57.11 Million, or 1.86 percent from 2024, Mainly due to declining revenue trends and lower printing costs, even though holding fan meetings and concerts, resulted in higher operating expenses compared to the previous year.

###### Selling and administrative expenses

During the years 2023 - 2025, the Group incurred selling and administrative expenses of Baht 961.81 Million, Baht 1,011.42 Million, and Baht 1,005.23 Million, respectively. In 2025, the Group's selling expenses slightly decreased by 6.19 Million Baht, or 0.61 percent from 2024. As a result, the Group's selling and administrative expenses to total revenue ratio was 25.74 percent.

###### Net profit (loss)

During the years 2023 - 2025, the Group's net profit(loss) attributable to the parent Company was Baht 290.49 Million, Million 76.33 Baht, and Baht (111.83) Million, respectively. In 2025, the Group's operating results decreasing by Baht 188.16 million or 246.51 percent from year 2024. The Group was affected by the decrease in revenue from TV advertising. As a result, the Group's loss per share were 0.112 Baht per share in 2025.

Although the Group faced a loss this year, the Group's consolidated financial statements showed a positive EBITDA. In year 2025, the Group had EBITDA of Baht 397.89 million, a decrease of Baht 214.77 million or 35.06 percent from year 2024. Due to declining of the group's performance.

#### **Asset management capability**

- As of December 31, 2023 - 2025, the Group had total assets of Baht 5,963.88 Million, Baht 6,011.39 Million, and Baht 5,844.89 Million, respectively. In 2025, total assets decreased of Baht 166.50 Million or 2.77 percent compared to the end of 2024, mainly attributed to the amortization of digital television license by Baht 140.04 million.
- As of December 31, 2023 - 2025, the Group had total liabilities of Baht 1,248.08 Million, Baht 1,280.55 Million, and Baht 1,283.69 Million, respectively. In 2025, total liabilities increased only slightly by Baht 3.14 million
- As of December 31, 2023 - 2025, the Group had total shareholders' equity of Baht 4,715.80 Million, Baht 4,730.84 Million, and Baht 4,561.20 Million, respectively. In 2025, total shareholders' equity decreased by Baht 169.64 million due to net loss attributable to the Company from operations in the amount of Baht 111.83 million and dividend payment to shareholders in the amount of Baht 59.90 million. This resulted in a debt-to-equity ratio of 0.28 times at the end of 2025.

#### **Liquidity and capital adequacy**

During the years 2023 - 2025, the Group's cash flow liquidity increased by Baht 8.69 Million, Baht 325.70 Million, and Baht 7.01 Million, respectively, which indicates that the Group has stability and liquidity. As at 31 December 2025, the Group had cash and cash equivalents at the end of the year of Baht 583.58 Million. The details of the cash flows from each activity are as follows:

- Net cash provided by operating activities was Baht 404.53 million. Mainly driven by net cash from operations, adjusted for non-cash items such as depreciation and amortization digital television license totaling Baht 375.46 million, amortization of book copyrights and other intangible assets totaling Baht 133.08 million. Cash flows went down due to changes in operating assets and liabilities in the amount of Baht 41.58 million.
- Net cash provided by investing activities was Baht 239.26 million. The majority consisted of net increases in debt securities of Baht 98.59 million, and acquisition in machinery, equipment, improve land and building of Baht 94.91 million and book copyright of Baht 77.87 million.
- Net cash used in financing activities was Baht 158.26 million, mainly used to pay lease agreement Baht 93.29 million and paid dividends to the Company's shareholders Baht 59.90 million.

#### **Issuance of debt securities with an obligation to maintain financial ratios**

- None -

## **4.2 Potential Factors or Incidents That May Materially Affect the Financial Condition or the Operating Results**

The Group is facing the impact of digital technology, artificial intelligence, and online platforms, resulting in a shift in business models and the structure of the media and publishing industry towards digital media. This is to accommodate the changing consumer behavior, which primarily relies on online platforms and social media. The Group has channels to connect and communicate with their audience, including YouTube, Facebook, and TikTok. As of the end of December 2025, the digital TV business had 69 million followers across all platforms, and the media and events business has 13.5 million followers across all platforms.

### 4.3 Information from financial statements and significant financial ratios

#### 4.3.1 Consolidated Financial Statement

Statements of Comprehensive Income	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
<b>Income</b>						
Revenue from Sale of Goods and Rendering of Services	4,118.87	96.04	3,966.09	95.17	3,741.48	95.81
Other Income	169.96	3.96	201.34	4.83	163.77	4.19
<b>Total Income</b>	<b>4,288.83</b>	<b>100.00</b>	<b>4,167.43</b>	<b>100.00</b>	<b>3,905.25</b>	<b>100.00</b>
<b>Expenses</b>						
Cost of Sale of Goods and Rendering of Services	3,008.52	70.15	3,065.01	73.55	3,007.90	77.02
Selling Expenses	464.31	10.82	499.99	12.00	498.72	12.77
Administrative Expenses	497.50	11.60	511.43	12.27	506.51	12.97
<b>Total Expenses</b>	<b>3,970.33</b>	<b>92.57</b>	<b>4,076.43</b>	<b>97.82</b>	<b>4,013.13</b>	<b>102.76</b>
Profit (Loss) from Operations	318.50	7.43	91.00	2.18	(107.88)	(2.76)
Finance Cost	(5.03)	(0.12)	(4.41)	(0.11)	(5.07)	(0.13)
Share of Profit (Loss) of Associates Accounted for Using Equity Method	15.94	0.37	0.60	0.01	(2.77)	(0.07)
<b>Profit (Loss) Before Income Tax Expense</b>	<b>329.41</b>	<b>7.68</b>	<b>87.19</b>	<b>2.09</b>	<b>(115.72)</b>	<b>(2.96)</b>
Tax Expense	(38.92)	(0.91)	(2.68)	(0.06)	6.56	0.16
<b>Profit (Loss) for the Year</b>	<b>290.49</b>	<b>6.77</b>	<b>84.51</b>	<b>2.03</b>	<b>(109.16)</b>	<b>(2.80)</b>
<b>Other Comprehensive Income (Expense)</b>						
Total Comprehensive Income (Expense) for the Year	15.41	0.36	8.44	0.20	(0.58)	(0.01)
<b>Total Comprehensive Income (Expense) for the Year</b>	<b>305.90</b>	<b>7.13</b>	<b>92.95</b>	<b>2.23</b>	<b>(109.74)</b>	<b>(2.81)</b>
<b>Profit Attributable to:</b>						
Owners of Parent	290.49	6.77	76.33	1.83	(111.83)	(2.87)
Non-controlling Interests	-	-	8.18	0.20	2.67	0.07
<b>Earnings (Loss) per Share (Baht/Share)</b>	<b>0.291</b>		<b>0.076</b>		<b>(0.112)</b>	

	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
<b>Assets</b>						
<b>Assets Current Assets</b>						
Cash and Cash Equivalents	250.87	4.21	576.57	9.59	583.58	9.98
Trade Accounts Receivable	491.52	8.24	427.61	7.11	386.04	6.60
Other Current Receivables	63.25	1.06	75.34	1.25	80.04	1.37
Inventories	449.97	7.54	546.54	9.09	570.93	9.77
Current Portion of Investments in Debt Securities	624.02	10.46	543.13	9.04	488.05	8.35
Other Current Assets	18.62	0.32	21.04	0.35	21.99	0.38
<b>Total Current Assets</b>	<b>1,898.25</b>	<b>31.83</b>	<b>2,190.23</b>	<b>36.43</b>	<b>2,130.63</b>	<b>36.45</b>
<b>Non-current Assets</b>						
Other Non-current Financial Assets	-	-	20.00	0.33	-	0.00
Investments in Associates and Related Parties	137.12	2.30	54.70	0.91	46.58	0.80
Investments in Debt Securities	595.94	9.99	308.91	5.14	461.04	7.89
Property, Plant and Equipment	1,446.49	24.25	1,450.54	24.13	1,416.54	24.24
Right-of-use Assets	132.44	2.22	151.27	2.52	112.34	1.92
Land Held for Future Development	199.69	3.35	199.69	3.32	199.69	3.42
Digital Television License	744.53	12.48	604.50	10.06	464.46	7.95
Goodwill	189.78	3.18	189.78	3.16	189.78	3.25
Book Copyright	259.70	4.35	249.66	4.15	229.87	3.93
Intangible Assets Other than Goodwill	171.84	2.88	401.52	6.68	378.28	6.47
Deferred Tax Assets	1.27	0.02	6.72	0.11	18.32	0.31
Deposits	47.28	0.80	47.50	0.79	52.27	0.89
Other Non-current Assets	139.55	0.35	136.37	2.27	145.09	2.48
<b>Total Non-current Assets</b>	<b>4,065.63</b>	<b>68.17</b>	<b>3,821.16</b>	<b>63.57</b>	<b>3,714.26</b>	<b>63.55</b>
<b>Total Assets</b>	<b>5,963.88</b>	<b>100.00</b>	<b>6,011.39</b>	<b>100.00</b>	<b>5,844.89</b>	<b>100.00</b>
<b>Liabilities and Equity</b>						
<b>Current Liabilities</b>						
Trade Accounts Payable	394.84	6.62	358.90	5.97	343.30	5.88
Other Current Payables	165.01	2.77	162.77	2.71	229.27	3.92
Accrued Expenses	260.98	4.38	262.99	4.37	242.29	4.15
Current Portion of Lease Liabilities	81.81	1.37	84.07	1.40	65.67	1.12
Other Current Liabilities	44.93	0.75	42.68	0.71	36.38	0.62
<b>Total Current Liabilities</b>	<b>947.57</b>	<b>15.89</b>	<b>911.41</b>	<b>15.16</b>	<b>916.91</b>	<b>15.69</b>
<b>Non-current Liabilities</b>						
Lease Liabilities	52.88	0.89	69.82	1.16	49.38	0.84
Deferred Tax Liabilities	-	-	40.59	0.68	40.44	0.69
Non-current Provisions for Employee Benefits	235.33	3.94	245.54	4.08	262.14	4.48
Non-current Provisions for Cost of Dismantling	7.51	0.13	8.16	0.14	8.10	0.14
Other Non-current Liabilities	4.79	0.08	5.03	0.08	6.72	0.12
<b>Total Non-current Liabilities</b>	<b>300.51</b>	<b>5.04</b>	<b>369.14</b>	<b>6.14</b>	<b>366.78</b>	<b>6.27</b>
<b>Total Liabilities</b>	<b>1,248.08</b>	<b>20.93</b>	<b>1,280.55</b>	<b>21.30</b>	<b>1,283.69</b>	<b>21.96</b>
<b>Equity</b>						
Share Capital: Issued and Paid-up Share Capital	998.28	16.74	998.28	16.61	998.28	17.08
Share Premium on Ordinary Shares	2,786.81	46.73	2,786.81	46.36	2,786.81	47.68
Retained Earnings						
Legal Reserve	70.78	1.18	76.78	1.28	77.00	1.32
Unappropriated	859.93	14.42	759.01	12.62	586.77	10.04
Non-controlling Interests	-	-	109.96	1.83	112.34	1.92
<b>Total Equity</b>	<b>4,715.80</b>	<b>79.07</b>	<b>4,730.84</b>	<b>78.70</b>	<b>4,561.20</b>	<b>78.04</b>
<b>Total Liabilities and Equity</b>	<b>5,963.88</b>	<b>100.00</b>	<b>6,011.39</b>	<b>100.00</b>	<b>5,844.89</b>	<b>100.00</b>

Cash Flow	2023 (Million Baht)	2024 (Million Baht)	2025 (Million Baht)
Net Cash Flow from Operating Activities	747.59	451.59	404.53
Net Cash Flow from (Used in) Investment Activities	(353.62)	155.74	(239.26)
Net Cash Used in Financing Activities	(385.28)	(281.63)	(158.26)
Net Increase (Decrease) in Cash and Equivalents	8.69	325.70	7.01
Cash and Cash Equivalents at 1 January	242.18	250.87	576.57
Cash and Cash Equivalents at 31 December	250.87	576.57	583.58

#### 4.3.2 Financial Ratios

Finance Ratios (Consolidated Financial Statements)	Unit	2023	2024	2025
<b>Liquidity Ratios</b>				
Current Ratio	Time	2.00	2.40	2.32
Quick Ratio	Time	1.44	1.70	1.59
Cash Liquidity Ratio	Time	0.75	0.49	0.44
Receivable Turnover	Time	8.16	8.63	9.20
Average Collection Period	Day	44	42	39
Inventory Turnover	Time	6.82	6.15	5.38
Inventory Turnover Period	Day	53	59	67
Account Payable Turnover	Time	7.58	8.13	8.57
Payment Period	Day	48	44	42
Cash Cycle	Day	49	57	64
<b>Profitability Ratios</b>				
Gross Profit Margin	Percentage	26.96	22.72	19.61
Operating Profit Margin	Percentage	8.12	2.31	(2.96)
Other Income Ratio	Percentage	3.96	4.83	4.19
Cash Profitability Ratio	Percentage	223.53	492.98	(365.60)
Net Profit Margin	Percentage	6.77	2.03	(2.80)
Return on Equity	Percentage	6.17	1.62	(2.41)
<b>Operating Efficiency Ratio</b>				
Return on Assets	Percentage	4.83	1.41	(1.84)
Return on Fixed Assets	Percentage	26.80	19.16	11.58
Asset Turnover	Time	0.71	0.70	0.66
<b>Financial Policy Ratio</b>				
Debt to Equity Ratio	Time	0.26	0.27	0.28
Interest Coverage Ratio	Time	148.52	102.41	79.68
Dividend Payout	Percentage	61.86	78.48	-

## 5. General Information and Other Material Facts

### 5.1 General Information

#### Securities registrar

##### Thailand Securities Depository Co., Ltd.

14<sup>th</sup> Floor, SET Building, Tower B  
93 Ratchadaphisek Road, Din Daeng, Bangkok 10400  
Tel: 0 2009 9999, Fax: 0 2009 9476  
Call Center: 0 2009 9999  
www.set.or.th/tsd/th/tsd.html

#### Auditing firm

##### KPMG Phoomchai Audit Ltd.

Empire Tower 1, 50<sup>th</sup> Floor, South Sathon Road,  
Yannawa Sub-district, Sathon District, Bangkok 10120  
Tel: 0 2677 2000 Fax: 0 2677 2222

**List of auditors:** Miss Nittaya Chetchotiros  
(License number 4439)

#### Investor Relations Contact

Ms. Siriporn Sittichainarong  
Tel: 0 2422 9999 ext. 4634, 4635  
Fax: 0 2422 9890  
E-mail: ir@amarin.co.th

### 5.2 Other Material Facts

#### 5.2.1 Other Information That May Significantly Influence Investors' Decision Making

- None -

#### 5.2.2 Restrictions of Foreign Shareholders

- None -

### 5.3 Legal Disputes

- None -

### 5.4 Secondary Market

The Company has not registered its shares in the stock market of any foreign country.

### 5.5 Financial Institution with Regular Contact

The Company has not issued any debt securities during the year.

Financial institution with regular contact as follows:

- Bangkok Bank, Bang Lamphu Branch
- Kasikorn Bank, Bang Yi Khan Branch
- Siam Commercial Bank, Bang Lamphu Branch

## Section 2

# Corporate Governance

6. Corporate Governance Policy
7. Corporate Governance Structure and Key Information on Directors Committees, Executives, Staffs and Others
8. Report on Key Performance Outcomes in Corporate Governance
9. Internal Control and Related Party Transactions

## 6. Corporate Governance Policy

### 6.1 Overview of the Policy and Guidelines

The Board of Directors recognizes and believes in the importance of corporate governance, a pillar that upholds the Company's effective and efficient operations on the bases of balance, sustainability, transparency, fairness, accountability, social and environmental responsibility, in the best interest of shareholders, investors, stakeholders, and all relevant parties. Therefore, the Board of Directors has formulated the Corporate Governance Policy for committee, executives, and staff to strictly adhere to, in pursuit of the Company's stable and sustainable growth.

The Board of Directors has formulated Corporate Governance Policy, Business Ethics Manual and other relevant policies in accordance with the Stock Exchange of Thailand's (SET) Corporate Governance Code for Listed Companies 2012, the Securities and Exchange Commission's (SEC) Corporate Governance Code (CG Code) for Listed Companies 2017 and the Thai Institute of Directors' (IOD) Corporate Governance Report of Thai Listed Companies (CGR). The Corporate Governance Committee considered and presented the policies for the Board of Directors to approve before implementation. The Corporate Governance Committee, moreover, reviewed the policies every year. If any change is made, it is published on the Company's website, [www.amarin.co.th](http://www.amarin.co.th), so as to establish mutual understanding and promote practices that are in line with Business Ethics of directors, executives, and employees at all levels, as well as to provide information to shareholders, investors, stakeholders, and other interested parties.

#### 6.1.1 Policy and Guidelines Related to the Board of Directors

The Board of Directors comprises individuals with the knowledge, expertise, and experience that greatly benefit Amarin Group. They are highly dedicated and allocate sufficient time to fully perform their duties and responsibilities.

The Board of Directors is appointed by shareholders to perform the duty of supervising the business to ensure compliance with the law and the Company's policies, objectives, regulations and shareholder meeting resolutions. This duty must be carried out responsibly, prudently, honestly and with integrity in the same manner that ordinary individuals operating such a business would under the same circumstances, with commercial bargaining power that is free from influence from the status of directors of the Company, while being in accordance with the principles of good corporate governance for the best interest of the Company and its shareholders.

With such responsibility, the Company has a policy to select directors at both the board and individual levels to ensure that the board consists of people from diverse backgrounds (board diversity), including diversity in terms of sex, age, education, professional experience, skills, knowledge, specialized expertise and skills matrix of the Board of Directors such as business administration, organization management, accounting and finance, law, investment, printing and packaging, TV business, mass communication, book business, information technology, etc., including virtue and ethics, having a good attitude towards the organization, having vision and leadership, and being able to devote sufficient time to the Company. The diversity in the structure of the Board of Directors is an important factor that helps promote a balance of ideas and discussions to establish initiatives that are beneficial to the Company. It also increases the efficiency of the Board of Directors' performance, enabling it to set strategies and policies, make decisions and supervise the performance of the management to strictly comply with the law and the Company's policies, objectives, regulations and shareholder meeting resolutions.

In order to support the specific duties of the Board of Directors, the Board of Directors has appointed directors with appropriate knowledge and expertise to serve as members in 5 sub-committees, namely, the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, and the Sustainability and Risk Management Committee. This is to assure shareholders that the Company operates and screens its work carefully. The scope, powers, duties and responsibilities of each sub-committee are clearly defined and the committees' meeting results are regularly reported to the Board of Directors.

The Board of Directors has appointed a Company's Secretary and assigned him/her to perform a supporting role in the various activities of the Board of Directors such as in organizing board meetings and shareholder meetings, preparing meeting invitations and meeting minutes, and monitoring compliance with the resolutions of the Board of Directors, along with other duties as specified in the relevant laws and regulations.

The policies and practices related to the Board of Directors as stated in the Corporate Governance Policy, Business Code of Conduct and the Board of Directors' charter, which are in line with the CG Code of the SEC, the Good Corporate Governance Principles for Listed Companies of the Stock Exchange of Thailand and the criteria of the IOD's CGR Project, are summarized as follows:

## (1) Vision, Mission, and Strategic Plan

The Board of Directors plays an active role in defining the Company's vision, mission, and strategic direction, and in establishing key policies such as the Corporate Governance Policy, Business Code of Conduct, and Anti-corruption Policy. These policies serve as a framework guiding management and employees toward achieving common objectives and maximizing benefits for the Company and its shareholders as a whole, while taking into account relevant stakeholders. The Board reviews these policies every 3-5 years to ensure their relevance amid changing business conditions and external factors.

In addition, the Board considers and approves major plans, budgets, annual business targets, and key operational policies proposed by management and endorsed by the Executive Committee. The Board also oversees management in communicating annual plans, targets, and operational policies across the organization, and requires management to report the Group's operating results to the Executive Committee monthly and to the Board quarterly, enabling the Board to provide recommendations for improvements or corrective actions as deemed appropriate.

## (2) Composition, Qualifications and Appointment of Directors

### Composition

The Board of Directors has 12 members in accordance with the Company's regulations and the CG Code, which stipulates that the Company's Board of Directors shall consist of not fewer than 5 members and should not exceed 12 members, which is appropriate to the Company's business size and effective operations, with no fewer than 3 independent directors, who must make up at least one-third of all directors, and there must be a higher proportion of non-executive directors than executive directors.

### Qualifications

The Company's directors must possess the qualifications without the prohibited characteristics specified in the Public Limited Companies Act, securities and exchange laws, and other relevant laws, including not possessing traits that indicate a lack of suitability to be trusted to manage a business with public shareholders as specified by the SEC Office. In addition, directors should hold positions in no more than 5 listed companies, as this ensures that directors can perform their directorial duties efficiently while being able to devote sufficient time to performing their duties as directors. In addition, independent directors must have additional qualifications according to Section 17 of the Capital Market Supervisory Board Announcement No. ThorChor. 39/2559 on permission requests and the granting of requests for initial public offerings (along with amendments), and the criteria stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand.

The Company's directors are experienced professionals, fully qualified, without the prohibited characteristics as prescribed

by law, offering a diverse array of skills, knowledge, expertise, experience and professional specialization. In addition, the Board of Directors has mandated the development of a Board Skills Matrix to review the current composition of the Board of Directors and determine the qualifications of the directors required for future recruitment and appointment.

### Appointment of Directors

In the selection of directors of the Board of Directors, the Board of Directors has assigned the Nomination and Remuneration Committee to select suitably qualified individuals to replace directors whose terms are due to expire or other vacancies, and recommending them to the Board of Directors and/or the shareholders' meeting for consideration of election. In the nomination and selection of individuals deemed appropriate director candidacy, the Company prioritizes those possessing knowledge, ability, experience, solid career history, leadership qualities, broad vision along with good morals and ethics and a positive attitude towards the organization. Such individuals must also be able to dedicate sufficient time to the Company's operations. In addition, in recruiting new directors, the Company takes into account the diversity of the structure of the Board of Directors (board diversity) and has developed a Board Skills Matrix to determine the qualifications of the directors to be recruited, with consideration based on necessary skills that are still lacking in the Board of Directors, as well as appropriate qualifications and consistency with the composition and structure of the Board of Directors in line with the Company's business strategy, while also considering board diversity in other aspects such as sex and age by considering appropriately qualified individuals who are women and/or young people who possess skills, knowledge, expertise and appropriate experience to be nominated as the Company's directors. Accordingly, the diversity of the directors provide a variety of perspectives and opinions that help support the work and decision-making process of the Board of Directors by ensuring that they are more thorough and effective. In addition, in the selection of directors, the IOD's Director Pool database may also be used with a transparent and clear process in accordance with the Company's regulations and relevant legal requirements, to establish confidence among shareholders.

Additional information on the composition and nomination of the Board of Directors is disclosed in Item 7.2.1 Board Composition and Item 8.1.1 Director Nomination/Director Development/Performance Evaluation of the Board of Directors in this 56-1 One Report.

## (3) Duties and Authorities of the Board of Directors

The Board of Directors has powers and duties as specified in the Securities and Exchange Act and the Stock Exchange of Thailand B.E. 2535 and various related regulations, including compliance with good governance business principles and ethics of the Amarin Group are as follows:

- (3.1) Vision, mission, goals and business strategies of the company to be consistent with the changing situation.
- (3.2) Follow up and ensure that progress is reported so that operating results meet goals, indicators and strategic

plans under the budget that the Board of Directors has approved, including provide policies for improving and developing competitiveness at the international level.

- (3.3) Establish good corporate governance policies, company ethics and Anti-fraud and corruption Policy, such as the Stakeholder Engagement Policy, Anti-fraud and corruption, prevention of money laundering, confidentiality and receiving notifications of clues and complaints (Whistleblower). The corporate governance policy, code of ethics and Anti-fraud and corruption Policy are reviewed annually.
- (3.4) Establish an appropriate and adequate internal control system and monitor the efficiency of the internal control system to meet accepted standards such as the Committee of Sponsoring Organization (COSO) by revealing the adequacy of controls and the review is reported in the annual report.
- (3.5) Establish a risk policy and appropriate risk management framework including following efficiency of risk management on a regular basis by revealing its adequacy of the risk management system in the annual report.
- (3.6) Establish a policy framework for information technology management and treatment measures security and safety of information technology systems to be in accordance with the standards which are acceptable in the industry, monitor and review and improve it to be consistent and appropriate with information technology risks.
- (3.7) Promote the creation and use of innovation and technology appropriately in order to business operation and use resources efficiently and create value for mutual benefit both for the Amarin Group of companies, business partners, related parties, and society.
- (3.8) Supervise the company's operations to have financial stability to be able to run its business continuously.
- (3.9) Ensure that financial information is prepared and disclosed that is accurate, complete, and timely and reflects operating results and financial status in accordance with accounting standards set forth in accordance with accounting laws. Including disclosing various important information to the organization correctly, complete according to relevant rules and guidelines.
- (3.10) Establish a framework and mechanism for supervising subsidiaries or joint ventures by the Board of Directors. The suitability of the person is considered to be represented as a director of a subsidiary company or associated company to control and oversee the operations of subsidiaries or associated companies at the level appropriate for each business.
- (3.11) Set criteria and process for selecting the CEO and senior executives that is transparent and clear as well as determine compensation and evaluate it annually, including follow up and ensure that there is a process for preparing personnel for replacement or succession planning for the position of director, president and senior executives on an annual basis.
- (3.12) Ensure the implementation of anti-corruption measures within the organization and monitor compliance with corporate governance policies, the Company's code of conduct, and the anti-fraud and corruption policy.

#### **(4) Independence of the Board of Directors from**

opinions and vote on matters in which the Board has decision-making authority. In cases where a decision of a director is under pressure from work or family or if the director has stake in the matter such that the director's decision would be biased in favor of himself or herself, close acquaintances and personal interest, the independence of directors is a matter of the utmost importance of consideration, in order to protect the interest of shareholders. Additionally, directors that lack independence should not be involved in decision-making. Therefore, in order to ensure checks and balances in operation, the Company has separated the roles and responsibilities of the Chairman of the Board of Directors, the Chief Executive Officer and the Managing Director by not allowing them to be the same person, with the Chairman of the Board of Directors being an independent director in accordance with the 2012 Good Corporate Governance Principles for Listed Companies of the Stock Exchange of Thailand, who shall not have any relationship with the management. Moreover, the Company has clearly separated the powers, duties and responsibilities among the Chairman of the Board of Directors, the Chairman of the Executive Committee and the Chief Executive Officer, the details of which are provided in Section 7.2.2 Details about directors and controlling parties in this 56-1 One Report.

#### **(5) The Board Committees**

The Board of Directors has appointed qualified and experienced directors and senior executives of the Group to serve on five sub-committees, namely:

- The Audit Committee
- The Corporate Governance Committee
- The Sustainability and Risk Management Committee
- The Nomination and Remuneration Committee
- The Executive Committee

These sub-committees are established to ensure that shareholders can have confidence that the Company exercises due care and efficiency in its consideration of significant operational matters. The scope, authority, and responsibilities of each sub-committee are clearly defined in their respective charters. Each sub-committee is also required to regularly report its performance and recommendations to the Board of Directors for acknowledgment.

#### **(6) Company's Secretary**

The Board of Directors has assigned the Company Secretary to support its activities namely holding Board of Directors' meetings/shareholders' meetings, preparing and sending out invitations to meetings, preparing meeting reports, storing documents related to meetings, and following up with the implementation of the Board of Directors' resolutions. The Company Secretary also has other duties as prescribed by Section 89/15 of the Securities and Exchange Act B.E. 2535 and applicable regulations.

**(7) Board of Directors' Meetings and Information Delivery**

The Board of Directors' meetings are parts of its key mission to supervise the Company's operations. The meetings are done based on the following guideline:

- (7.1) Board of Directors' meetings are officially scheduled in advance for the whole year, with directors being informed of this schedule. At least one meeting of the Board of Directors is held in each quarter for the Board to acknowledge operating results and review financial statements. In events of urgent matters, additional Board of Directors meetings may be held where appropriate. At least one independent director shall attend a meeting on the formulation of Board of Directors' meeting agendas.
- (7.2) Invitations are sent to each director at least seven days ahead of each of the Board of Directors' meetings. Included are clear meeting agendas and necessary documents for directors to review and have adequate information to make decisions at the meeting, which normally lasts for one to three hour(s).
- (7.3) A quorum is required at the time the Board of Directors votes on any matter, whereby not less than two-thirds of all directors entitled to vote on that agenda item must be present.
- (7.4) Every director shall have opportunities to discuss and provide opinions independently and openly at each meeting. The Chairman of the Board shall compile opinions and conclusions from each Board of Directors' meeting. In an event that a director has significant interests involved in any specific meeting agenda, he/she shall be asked to leave the meeting and abstain from casting a vote on the issue.
- (7.5) Minutes of each Board of Directors' meeting shall be prepared in writing by the Chairman and secretary of the Board, and submitted to the Board of Directors for review and approval at its next meeting. These meeting minutes, along with relevant documents, are also stored both as hard copies and soft copies to provide convenience to both directors and relevant parties who look for references;
- (7.6) Non-executive directors shall convene meetings without the presence of executive directors or the Management to discuss management issues independently. In the fiscal year 2025, one such meeting was held. Additionally, the Board of Directors has a policy requiring the Audit Committee to meet with the Auditor at least once a year without the presence of the Management to ensure that directors can represent shareholders independently and maintain proper checks and balances. According to the Board of Directors Charter, a quorum for passing resolutions requires at least two-thirds of all directors with voting rights to be present.

**(8) Selection of Directors**

The nomination of directors is considered by the Nomination and Remuneration Committee, which based on Board Diversity policy. Under this policy, directors should be diverse in terms of gender, age, educational background, work experience,

expertise, and specialized skills. The Board Skills Matrix has been drawn up and reviewed on a regular basis to ensure that the Board of Directors has a proper mix. Aside, the Board of Directors must demonstrate solid integrity, vision, and leadership, and contribute to the balancing of ideas and discussions so as to pave the way for constructive concepts that are useful to Amarin Group and increase the Board's efficiency. Also, the Board of Directors must select qualified persons for executive posts in a proper, transparent and fair manner.

**(9) Remuneration of Directors and Executives****Directors' Remuneration**

The Board of Directors has assigned the Nomination and Remuneration Committee to consider and determine the remuneration of the Board of Directors, the sub-committees, and the Company's senior executives. The remuneration policy aims to attract and retain qualified directors in alignment with the Company's needs and to ensure competitiveness with other companies in the same industry. It is established based on clear, transparent, and fair criteria. Directors who assume additional responsibilities shall receive appropriate additional remuneration. Executive directors and management are compensated based on both the Company's performance and their individual performance results. This approach promotes good corporate governance in accordance with the principles set by the Stock Exchange of Thailand (SET) and international best practices. The directors' remuneration is as approved by the Annual General Meeting of Shareholders.

**Group Chief Executive Officer's Remuneration**

The Board of Directors conducts an annual performance evaluation of the Group Chief Executive Officer (GCEO). The Nomination and Remuneration Committee is responsible for assessing and determining both short-term and long-term remuneration for the GCEO and senior executives before submitting it to the Board for approval. The remuneration of the GCEO and senior executives is directly linked to their performance evaluations, which are conducted annually using a Balanced Scorecard approach that incorporates multiple Key Performance Indicators (KPIs). These indicators cover both short-term and long-term performance aspects. The GCEO's performance evaluation results are treated as confidential and for internal use only.

Additional information is provided in Section 7.4.2 – Policy on Remuneration for Executive Directors and Management, Section 7.4.3 Remuneration of Executive Directors and Management and Section 8.1.2 – Attendance and Individual Directors' Remuneration in this Form 56-1 One Report.

**(10) Performance Evaluations of Directors**

The Board of Directors has already approved the performance evaluation forms for the Board of Directors both as a group, as a sub-committee and as an individual. Every director shall

conduct a self-evaluation annually so as to review his/her performance and obstacles. Performance evaluations of the Board of Directors, all committees, all sub-committees, and each individual director are summarized for the Board of Directors to consider and plan performance improvement.

Additional information is provided in Section 8.1.1 (3) Information on the Board Performance Evaluation in this 56-1 One Report.

#### **(11) Director Development**

The Board of Directors places importance on the development of directors and executives. Therefore, it has a policy to encourage directors and executives to attend training or participate in activities to continuously increase their knowledge in various fields and enhance and develop the know-how, understanding and skills of directors and executives in Amarin Group's business and in other courses that are beneficial to the performance of duties. In doing so, orientation is specified for every new director, and the management is assigned to disseminate information, news and knowledge that are necessary and beneficial to the performance of duties, as well as to encourage directors, executives and related persons in the Company's corporate governance system, such as the Company Secretary and investor relations personnel to attend training seminars that enhance knowledge that is beneficial to the performance of duties in addition to participating in activities to meet and exchange experiences and opinions with the directors and executives of other listed companies as organized by the Thai Institute of Directors, the Stock Exchange of Thailand, Office of the SEC and other institutions, etc. in related courses. The purpose of this is to enable the use of acquired knowledge and experience to enhance work efficiency in management, business and good corporate governance, as well as to enable all directors and executives (according to the definition of executives by the SEC Office) to be members of the Thai Institute of Directors to receive information and news and attend training courses beneficial to the performance of duties as directors and executives of listed companies. Accordingly, the Company has assigned the Company's Secretary to assist in announcing the training schedule for various courses to directors and executives to ensure that they are regularly informed in advance.

Additional information appears in Section 8.1.1 (2) Information on the Development of Directors in this 56-1 One Report.

#### **(12) Succession Plan**

The Board of Directors has drawn up a plan to properly and transparently select persons for all its high-level executive posts. Also, the Board of Directors is in charge of their appointments so as to ensure that the Company gets executives who are professional and able to maintain independence from the major shareholder or other shareholders. The nominations of the Group Chief Executive Officer (GCEO) and other high-level executives of Amarin Group are done in line with the process prescribed by the Nomination and Remuneration Committee. Nominated are suitable candidates in terms of age, qualifications,

and work experience. The nomination process places an emphasis on new-generation talents and grooming them for career advancement. These talents are subject to advanced evaluations. Developed based on individual development plans, they are given challenging missions. Rotations are also done to ensure their resourcefulness development and optimal leadership skills. Amarin Group has prepared development plans for staff at all levels to ensure they shall be ready, qualified, and take up higher posts when they become vacant.

#### **(13) Internal Control and Internal Audit**

The Board of Directors places importance on establishing an effective internal control system to ensure operational efficiency and effectiveness, reliability of financial and accounting reporting, compliance with applicable laws and regulations, and the prevention of corruption. To support this, the Company has established an independent Internal Audit Department that reports directly to the Audit Committee. The Internal Audit Department provides advisory support, evaluates the adequacy and effectiveness of internal controls, and audits the operations of various units to ensure compliance with Company policies and regulations. Audit results are reported regularly to the Audit Committee and quarterly to the Board of Directors.

The Board of Directors assigns the Audit Committee to annually review the adequacy and appropriateness of the internal control system across the five components prescribed by the SEC, as follows: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring. This ensures that the Company's internal control framework remains appropriate in light of changing circumstances, operating environments, and evolving risk factors.

The Board of Directors also promotes awareness and cooperation among employees regarding internal control and internal audit practices. Employees are required to comply strictly with established procedures, support internal audit activities, provide accurate and truthful information to internal auditors and external auditors, and promptly report any errors or irregularities identified in financial or operational matters.

#### **(14) Risk Management**

The Board of Directors recognizes the importance of enterprise-wide risk management to ensure that the Company can achieve its objectives in accordance with good corporate governance practices and remain resilient amid the evolving business environment. The Board has established the Sustainability and Risk Management Committee to define policies and objectives for enterprise risk management and to ensure the implementation of an effective and efficient risk management system. This system is designed to manage key risks of the Group at an acceptable level, including strategic, operational, financial, business, legal and regulatory compliance, corruption-related risks, and other material risks associated with the Company's operations.

The Sustainability and Risk Management Committee is responsible for overseeing and monitoring the risk management practices of all subsidiaries and/or departments. This includes identifying, analyzing, assessing, and prioritizing risks that may affect the achievement of departmental or corporate objectives, determining appropriate risk mitigation measures, and monitoring risks to ensure they remain within acceptable levels. The Committee also ensures that risk factors and control measures are regularly reviewed and updated.

Significant risks that may affect internal control are reported to the Audit Committee on a regular basis. In addition, the Sustainability and Risk Management Committee reports its performance, key risks, and risk management approaches to the Board of Directors on a quarterly basis. The Board also encourages management and employees to recognize the importance of risk management and promotes the integration of risk management practices at all organizational levels, fostering a strong risk-aware culture across the Company.

#### **(15) Policy and Guideline on Information Technology**

The Board of Directors has accorded importance to IT systems, safety and security to prevent the distribution of false information, which may cause damage to the Company. Staff of Amarin Group must acknowledge and follow this policy, which is published on the Company's website, [www.amarin.co.th](http://www.amarin.co.th).

#### **(16) Supervision of Corporate-Government Policy/ Guideline Implementation**

The Board of Directors has placed a strong emphasis on and promoted corporate governance policy and guidelines among executives and staff. Such policy and guidelines are reflected in the Corporate Governance Policy, Business Ethics, and Anti-corruption Policy. The promotion of these principles for implementation builds the confidence of all stakeholder groups. Covered in such policy and guidelines are human resource development, occupational safety, health and environment, supply chain management, and responsibility towards stakeholders namely shareholders, employees, customers and vendors. The Board of Directors has followed up with the implementation of corporate government policy/guideline on an annual basis.

#### **(17) Anti-corruption and Bribery Prevention**

The Board of Directors is committed to conducting business with transparency, in full compliance with the law, ethical principles, and good corporate governance practices. Recognizing that corruption and bribery are both legal and moral offenses, the Company has established an Anti-corruption Policy as a framework for operations. The Company has also resolved to participate in the Thai Private Sector Collective Action Against Corruption (CAC) initiative and has publicly disclosed its anti-corruption policies and practices on the Company's website (<https://amarin.co.th>) under the section "Good Corporate Governance." The policy is reviewed annually for appropriateness. The key principles are summarized as follows:

- Directors, executives, and all employees are required to comply with laws, business ethics, and internal regulations related to the prevention and suppression of corruption. They must perform their duties with transparency and are strictly prohibited from engaging in or showing any intent of corruption or bribery, whether by giving or receiving money, gifts, assets, or other benefits to or from stakeholders, directly or indirectly, in exchange for organizational, personal, or related benefits. Bribery for business advantage is strictly prohibited. Any actions that pose a risk of corruption must be handled with utmost caution in accordance with the Company's rules and guidelines such as those governing political activities, charitable donations, sponsorships, and the giving or receiving of gifts.
- The Company conducts an annual corruption risk assessment and establishes appropriate risk management measures to prevent or reduce risks to acceptable levels, consistent with the Company's internal control system. The results are reported to the Audit Committee and the Board of Directors.
- The Company has issued clear operational procedures to prevent corruption in business operations, including rules on authority delegation, political contributions, charitable donations, sponsorships, gift acceptance and offering, facilitation payments, and engagement with government officials.
- The Company has implemented appropriate and sufficient internal control systems and internal audit procedures covering financial records, accounting processes, and other operational functions. These measures ensure the efficiency and effectiveness of the anti-corruption policy, practices, and controls, with audit results reported to the Audit Committee.
- The Company provides secure communication channels for employees and stakeholders to report suspected corruption, provide feedback, or file complaints. Measures are in place to protect and uphold the rights of whistleblowers in accordance with the law and Company policy. Details on reporting channels, handling processes, and protection measures are described in Section 8.1.4 "Whistleblowing."
- The Company communicates its Anti-corruption Policy to all internal and external stakeholders and the general public through appropriate means such as letters, emails, the Company's website, and notice boards. Subsidiaries and controlled entities are also required to adopt and implement the Company's Anti-corruption Policy.
- The Company promotes ongoing training programs on the Anti-corruption Policy and measures for directors, executives, and employees to enhance knowledge and awareness of anti-corruption principles. New employees are provided with orientation training covering the Company's policies, measures, and disciplinary actions in case of non-compliance. In cases where corruption occurs, the Board of Directors or the designated sub-committee will determine disciplinary action or legal proceedings against the offender. Investigations are also conducted to identify root causes and develop preventive measures to mitigate future risks of corruption.

The Company's Anti-corruption Policy is publicly disclosed on its website at <https://amarin.co.th/en/anti-corruption-en>, and is subject to review for appropriateness at least once a year.

The Company declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC) on 26 June 2024, and subsequently passed the assessment and was officially certified as a CAC member for the first time in September 2025. The certification is valid from 30 September 2025 to 30 September 2028, reflecting the Company's strong commitment to conducting business with transparency and in accordance with good corporate governance principles.

#### **(18) Governance of Subsidiaries and Associates**

The Company has established a policy for supervising the operations of subsidiaries and affiliated companies to oversee and protect the interest of the Company's investments and to ensure that the work processes of companies within Amarin Group are consistent and in line with the same standards, thereby enhancing good corporate governance and coordination in Amarin Group's business operations through important governance mechanisms. For example, this includes sending the Company's directors or executives to serve as directors or senior executives at least in proportion to the shareholding proportion in order to participate in policy-making and monitor business operations in line with the Company's main policies; reporting business performance or information about significant changes in various aspects to Executive Committee meetings every month and to the Board of Directors every quarter; supervising operations to ensure compliance with the criteria and rules of Amarin Group and related regulatory agencies and compliance with the principles of good corporate governance of Amarin Group; supervising the preparation of accounts and financial reports in accordance with relevant laws and generally accepted accounting standards; being able to compile and prepare consolidated financial statements in a timely manner, and having an appropriate and adequate internal control system, etc.

Additional information appears in Section 8.1.3 Supervision of Subsidiaries and Affiliated Companies in this 56-1 One Report.

#### **(19) Remedies in Case of Rights Violations**

The Board of Directors recognizes the importance of all stakeholder groups involved in the Company's business operations and is committed to treating each group in accordance with their legal rights and contractual agreements with the Company, while refraining from any actions that may violate stakeholder rights.

The Company has established whistleblowing and complaint channels for reporting illegal acts or violations of Company rules and regulations. Upon receiving a complaint, the Company will promptly address and remedy any deficiencies or impacts arising from violations of the lawful rights of complainants, whistleblowers, or other stakeholders. The Company will also implement preventive measures to avoid recurrence and consider appropriate compensation measures as necessary.

#### **(20) Measures for Non-Compliance with Policies and Practices**

The Board of Directors requires all personnel to acknowledge and strictly adhere to the policies and practices related to good corporate governance principles of the Group. Any failure to comply with, or violation of, such policies and practices that results in damage to the Group or loss of business opportunities shall subject the non-compliant or offending individual to disciplinary action in accordance with the Company's work regulations on disciplinary measures and/or legal penalties as applicable.

#### **(21) Code of Conduct**

The Board of Directors has established a Business Code of Conduct as part of the Company's Corporate Governance Policy to serve as a guideline for directors, executives, and employees in performing their duties and conducting business with integrity under the principles of good governance. The Code covers responsibilities toward stakeholders, related-party transactions, legal and regulatory compliance, asset protection, the use and protection of inside information, securities trading, and the prevention of conflicts of interest. The Company has disclosed the Business Code of Conduct on its website. The Company also provides ongoing training on the Business Code of Conduct for employees and conducts an annual review to update and improve the Code as necessary. Directors, executives, and employees are required to strictly comply with the Business Code of Conduct. Any negligence or violation is subject to disciplinary action and/or legal penalties, as applicable. In cases where any conduct may be inconsistent with the Company's Business Code of Conduct, such concerns should be reported through the complaint channels specified in the Whistleblowing Policy.

#### **(22) Policy on Group Chief Executive Officer's and High-Level Executives' Working as Directors and Executives in Other Companies**

The Group Chief Executive Officer of the Company is required to notify the Board of Directors of reasons and details related to the company (companies) where he/she intends to hold a position of a director, a senior executive, and that is (are) not a subsidiary or an associate of the Company, in events that the said work is not related to the affairs of Amarin Group to seek an approval prior to taking the said position. The Group Chief Executive Officer can serve as a director at no more than five other listed companies. Aside, for the best interest of the Company in regard to its Group Chief Executive Officer's ability to devote his/her time to carrying out his/her duty as its top executive with efficiency, its Group Chief Executive Officer is barred from serving as the chief executive officer, managing director, or equivalent of another legal entity that is neither the Company's subsidiary nor associate.

Regarding high-level executives of the Company and its subsidiaries, they must notify the Company's Group Chief Executive Officer of reasons and details related to the company

(companies) where they intend to hold a position of a director, a senior executive, or any other and that is (are) not a subsidiary or an associate of the Company, in events that the said work is not related to the affairs of Amarin Group, to seek an approval prior to taking the said position. The Company's President in turn is required to report to the Board of Directors any position a high-level executive holds in other businesses.

The Company Secretary shall disclose information on its President's and high-level executives' executive/director positions in other companies in the Form 56-1 One Report.

However, in the event that the President has held positions in other companies even before this policy was approved by the Board of Directors, he/she only has to report such position holding to the Board of Directors for acknowledgement. In the event that high-level executives have held positions in other companies even before this policy was approved by the Board of Directors, they only have to report such position holding to the Company's President.

## 6.1.2 Policy and Guidelines Related to Shareholders and Stakeholders

The policies and practices regarding shareholders and stakeholders under the Corporate Governance Policy and Code of Conduct of Amarin Group, which are in line with the CG Code of the SEC Office, the Good Governance Principles for Listed Companies of the Stock Exchange of Thailand, and the criteria under the IOD CGR Project are as follows:

### (1) Policies and Practices Regarding Shareholders

#### (1.1) Shareholders' Rights

The Board of Directors recognizes and respects the ownership rights of shareholders in the Company by encouraging shareholders to exercise their rights and refraining from taking any action which violates or infringes upon the rights of shareholders. This includes giving importance to the shareholders' rights to receive correct, complete, sufficient, timely and equal information about the Company, and supporting shareholders to exercise their rights to attend shareholder meetings to participate in determining the direction of the Company's operations and making decisions on matters that have a significant impact on the Company, with sufficient time given for consideration and acknowledgement of the voting results. Accordingly, the following principles and practices are as follows:

**A. Fundamental Rights:** The Company does not take any action which is a violation or deprivation of the rights of shareholders, and encourages shareholders to exercise their basic rights as shareholders, such as in buying, selling or transferring shares, receiving a share in the Company's profits, receiving sufficient news and information about the business, attending shareholder meetings to exercise their voting rights to appoint or remove directors or auditors and considering and approving matters that affect the Company.

**B. Right to Receive Important News and Information:** Shareholders equally have the right to receive information. The Company publishes news and information in both Thai and English through the channels of the Stock Exchange of Thailand and the Company's website to provide shareholders with multiple channels to receive important news of the Company, such as operating performance, information about related transactions, changes in capital structure, changes in control authority, and purchases and sales of important assets of the Company, along with other information that is necessary for shareholders' decision making.

**C. Rights to Attend Shareholders' Meetings:** The Company promotes and encourages all groups of shareholders, including institutional investors, to attend shareholders' meetings to exercise their rights to make decisions on important matters or matters affecting or related to the interest of the Company or the rights of shareholders. Accordingly, the Company takes action in various ways to promote and facilitate the exercising of the rights of all shareholders, including institutional investors, at shareholder meetings as follows:

#### - Shareholders' Meeting Schedule

The Board of Directors supports the holding of an annual general meeting of shareholders within 4 months from the end of each accounting period (The end of the Company's accounting period is 31 December of each year.) In addition, in necessary and urgent cases where special agendas have to be proposed to cover matters related to the interests of shareholders or related to the conditions or requirements of applicable laws that require urgent shareholder authorization, the Company shall hold extraordinary shareholder meetings on a case-by-case basis. In the consideration for specifying meeting agendas, 1 independent director is assigned to participate in the consideration, and the Company shall specify the date, time and place of each shareholder meeting with consideration to the convenience of the shareholders.

#### - Proposing Additional Agendas and Nominating Persons for Appointment as Directors

The Company has practice guidelines for overseeing practices to equally and fairly protect the fundamental rights of shareholders, foster investment confidence in the Company, and provide opportunities for shareholders to exercise their rights to propose meeting agendas and nominate qualified persons to be elected as directors of the Company by at least 90 days before the general shareholders' meeting. The Company has published the criteria and methods for the shareholders to exercise such rights on its website and notified shareholders through

the Electronic Company Information Disclosure System of the Stock Exchange of Thailand.

**- Invitation ahead of Meeting Date**

- 1) Shareholders shall have the right to receive an invitation to a shareholders' meeting in advance with the invitation sent out 21 days ahead of the meeting date to ensure that shareholders have enough time to study relevant information. Moreover, the Company shall advertise shareholders' meeting schedules in daily newspapers at least three days in advance for three consecutive days.
- 2) Shareholders shall have the right to sufficient information related to meeting agendas, invitations to shareholders' meetings, and explanations and opinions of the Company's Board of Directors for their decision making.

**- Appointment of Proxies**

Shareholders have the right to appoint another person to attend meetings and vote on their behalf. Shareholders have the right to receive documents and instructions for appointing proxies. A lawfully appointed proxy, upon presenting a proxy appointment letter to a director at the meeting, shall have the right to attend the meeting and vote in the same way as a shareholder in every respect. Shareholders may also appoint an independent director of the Company to attend the meeting as their proxy and vote on their behalf. In addition, shareholders have the right to receive a complete background and work information of each independent director as appropriate for their consideration, and the Company shall proceed as follows:

- 1) Sending to shareholders proxy forms on which shareholders can tick "approve", "disapprove" and "abstain" on each meeting agenda as voting instructions. Included is advice on how to conveniently appoint a proxy. With the advice, shareholders shall be able to prepare documents correctly and enable their proxy to attend meetings without any problem;
- 2) Assigning at least one independent director as a prospective proxy for shareholders; and
- 3) Shareholders may grant a proxy electronically in accordance with the Announcement on Electronic Granting of Proxy B.E. 2565, which is issued by the Department of Business Development, the Ministry of Commerce:  
([https://www.dbd.go.th/download/dbd\\_plc2535\\_eautMeetig25651007.pdf](https://www.dbd.go.th/download/dbd_plc2535_eautMeetig25651007.pdf))

**- Facilitating Shareholders' Participation in Shareholders' Meetings**

The Board of Directors considers the convenience of shareholders in attending meetings by allocating an appropriate amount of time for discussions and selecting a venue that is easily accessible. Shuttle services are provided at designated pickup points. A barcode system is used for quick and convenient registration and voting.

**- Shareholders' Meetings**

- 1) The Company has set the date, time and venue of each shareholders' meeting including its e-version by taking into account shareholders' convenience. Systems has been laid down for meeting registration. Identity checks are also conducted for participants over online platforms. Staff to facilitate registrations and checks shall be adequate, with proper technologies sufficiently integrated for shareholders' convenient exercising of their right to vote on each agenda.
- 2) Votes are to be done by the use of voting ballots (in the case of physical meetings). Otherwise, votes are to be conducted by the use of a voting system from a service provider that is certified for its electronic meeting control system by the Electronic Transactions Development Agency (in the case of electronic meetings) to ensure transparency and auditability.
- 3) Refrain from actions that would restrict the right to vote. All shareholders have the right to attend meetings and vote on agendas throughout each meeting. Shareholders who attend a shareholders' meeting after the meeting has already started are allowed to vote on the agendas that are under consideration and have not yet been voted on.
- 4) The Company values all shareholders, including minority shareholders, regardless of sex, age, skin color, race, nationality, religion, beliefs, political opinions or disabilities. Minority shareholders shall have their rights protected from direct and indirect unfair actions by controlling shareholders in order to ensure that shareholders receive equal treatment and protection of their basic rights. The Company also gives shareholders the right to vote on a one-share-one-vote basis, and the Company has only one type of shares, i.e., ordinary shares.
- 5) Shareholders have the right to express their opinions and ask questions on issues related to each agenda, and directors and sub-committee chairmen and relevant senior executives are instructed to attend meetings to answer questions and listen to shareholders' opinions.
- 6) Shareholders have the right to receive dividends. The Company has a policy of paying dividends to shareholders at a rate of not less than 60 percent of net profits after deducting all taxes and reserves each year. However, this also depends on investment plans, business cash flow, necessity and other factors as appropriate in the future and as deemed fitting by the Board of Directors.
- 7) Shareholders have the right to elect and remove directors, propose meeting agendas, and consider and approve the remunerations of directors and sub-committees, including the right to approve the appointment of auditors.
- 8) Independent auditors or witnesses are to be appointed to count votes at shareholders' meetings.
- 9) In the event that the meeting has multiple agendas, the Company shall hold separate voting for each item. The agendas for the election of the Company's directors are to be arranged such that votes are conducted for the appointment of directors by individual.

**- Prevention of Conflict of Interest for Meetings**

The Board of Directors has taken into account the importance of meetings and has stipulated that if any director, executive, and employee has a conflict of interest or benefits with the Company, they must inform the meeting and not participate in the consideration process or must abstain from voting on that matter. For shareholders' meetings, if any director has a conflict of interest or is involved in any agenda, that director must inform the meeting in order to request to not participate in the meeting and to abstain from voting on that agenda.

**- Disclosure of Shareholders' Meeting Results**

- 1) Following each shareholders' meeting, the Company shall release resolutions from the meeting along with voting results via its website and the SET's news system by 9:00 a.m. of the following workday.
- 2) The Company shall release the report on a shareholders' meeting within 14 days since the meeting was held. The report shall be published on the Company's website for shareholders to acknowledge and review without the need to wait until the next shareholders' meeting.

In 2025, the Annual General Meeting of Shareholders (AGM) was held on Friday, April 25, 2025, at 2:00 p.m., in the form of an Electronic Meeting (E-Meeting) pursuant to the Royal Decree on Electronic Meetings B.E. 2563 (2020). The meeting was conducted via the IR Plus AGM Application, which had been evaluated and certified by the Electronic Transactions Development Agency (ETDA) as compliant with electronic meeting security standards. The meeting was broadcast live from the Convention Hall, Executive Building, Amarin Corporation Public Company Limited, 378 Chaiyaphruek Road, Taling Chan Subdistrict, Taling Chan District, Bangkok 10170. At the commencement of the meeting, there were 30 shareholders attending in person and by proxy, representing 90.8949 percent of the total issued shares. A total of 10 directors out of 12 were present, accounting for 83.33 percent of the Board. Those in attendance included the Chairman of the Board, the Chairman of the Audit Committee, the Chairman of the Nomination and Remuneration Committee, the Chairman of the Sustainability and Risk Management Committee, the Vice Chairman of the Executive Committee, the Chief Financial Officer, the Company's Auditor, and the Company Secretary. The details of the meeting proceedings are as follows:

**1) Prior to the Shareholders' Meeting Date**

- The Company gave the rights to minority shareholders to propose the agenda of the shareholders' meeting and nominate the knowledgeable and qualified individuals to be the directors, in advance, from 9 December 2024 to 10 February 2025. No Shareholders proposed an agenda or nominated individuals to be directors during the period. The criteria and methods were published on the Company's website and notified through the Electronic Company Information Disclosure System of the Stock Exchange of Thailand.
- The Company prepared the invitation to the Annual General Meeting of Shareholders in both Thai and English and published the invitation along with all related information (including the Annual Report) on the Company's website on 27 March 2025, 29 days prior to the meeting date (25 April 2025), and the invitation was also sent to shareholders on 3 April 2025, 22 days prior to the meeting date, ensuring they received the documents in advance and had sufficient time to review the information before the meeting.
- In the invitation, the Company detailed the facts, reasons, and opinions of the Board of Directors completely and sufficiently for the consideration of the shareholders. The Agenda of the General Shareholders Meeting consisted of:
  - 1) Agenda of the appointment of directors: The information of the nominees was provided namely their name and surname; age; nationality; type of director; position in the Company; date, month, and year of the first appointment; number of years as the Company's directors; education, training/seminar on directors' roles; shareholding percentage in the Company; illegal act records family relationship to the executives; work experience during the past five years; meeting attendance in the past year; and prohibited attributes.
  - 2) Agenda of consideration on the director's remuneration: Provided information on policies, criteria, and procedures for determining the directors' remuneration, amount of financial remuneration, and forms of remuneration classified by position and responsibilities of the directors.
  - 3) Agenda of the appointment of the Auditor: Provided information on the Auditor's name, the name of the audit office, experience, competence, the number of years as the Company's Auditor, separately from other service fees.
  - 4) Agenda on dividend payout: Provided information on dividend payout policy, the amount of cash dividend to be approved, and a comparison to the amount paid in the previous year. In events of dividend omissions, reasons shall be provided.
- No document with important information was suddenly distributed at the shareholders' meeting nor was any agenda added or information changed materially without prior notice to the shareholders.
- The Company opened the pre-registration system to allow shareholders to verify their identities in advance via the IR PLUS AGM Application starting from 18 April 2025, at 8:00 a.m. (8 days prior to the meeting date)
- To provide convenience to shareholders who could not attend the meeting in person, the Company sent Proxy Forms A, B and C to them. Proxy Forms A, B, and C, moreover, could also be downloaded from the Company's website. Moreover, there were also the list of names and profiles of the independent directors for the shareholders to choose to be their proxies as well.

- In addition, the Company implemented the e-Proxy Voting System to facilitate shareholders in conveniently authorizing the Company's independent directors to attend the Annual General Meeting of Shareholders and cast votes on their behalf via the Investor Portal (IVP) of the Thailand Securities Depository Co., Ltd. (TSD). Through the e-Proxy Voting System, shareholders are not required to attach or send physical proxy documents by post to the Company. Individual shareholders who are IVP members and have completed identity verification through NDID (National Digital ID) can access the system via the Investor Portal (IVP) at <https://ivp.tsd.co.th>. The e-Proxy Voting system was available from 4 April 2025, until 24 April 2025, at 5:00 p.m., starting from the date following the mailing of the AGM invitation notice until 5:00 p.m. on the business day prior to the meeting date, without requiring shareholders to wait for the printed invitation. The Company also provided stamp duty services for proxy forms.
- To give convenience to institutional investors in attending the meeting, the Company contacted institutional investors to coordinate in preparing proxy forms prior to the meeting date for convenient meeting registration.

## 2) On the Shareholders' Meeting Date

- The Company ensured that the meeting procedures were conducted in full compliance with applicable laws, with due consideration for convenience, shareholders' rights, and equitable treatment of all shareholders. Shareholders were allowed to log in and join the meeting at least 2 hours prior to the start of the meeting, and registration remained open throughout the duration of the meeting until its conclusion.
- To ensure compliance with applicable laws, the Company's Articles of Association, and the principles of good corporate governance for listed companies, the Company invited Ms. Natcha Srisupornvichai and Ms. Supawan Chobros, legal advisors from DN 36 Company Limited, to act as independent inspectors overseeing the meeting procedures. Their role was to ensure that the meeting was conducted in accordance with legal and governance standards. In addition, auditors from KPMG Phoomchai Audit Ltd. attended the meeting to respond to shareholders' inquiries.
- The Chairperson presided over the meeting and assigned Miss. Angkanang Maimongkol to conduct the meeting. The latter thus introduced the Board of Directors, the Chairman of all sub-committees, the Executive Committee, and the Company's Auditor to the meeting and explained to the shareholders voting procedures and vote counting for each agenda that are subject to laws and the Company's regulations. In case of late attendance during the meeting, the Company shall assign the late attendant the right to vote on the remaining agendas and this shall constitute a quorum. There was neither addition of agendas nor amendment of important information without prior notice. All shareholders were given an opportunity and a full equal right to raise questions, express opinions, and give suggestions on all agendas.

- The Company complies with its Articles of Association, which specify that one share equals one vote. For the 2025 Annual General Meeting of Shareholders, the voting was categorized into two types as follows:
  1. Agenda items requiring approval by a majority vote of the shareholders present and entitled to vote namely, Agenda Items 1, 3, 4, 5, and 7. The vote count was based solely on the number of votes for and against, excluding any abstentions.
  2. Agenda items requiring approval by not less than two-thirds (2/3) of the total votes of the shareholders attending the meeting namely, Agenda Item 6. The vote count included all votes for, against, and abstained.

In addition, Agenda Item 2, which concerned the acknowledgement of the Company's operating results, did not require a vote. For Agenda Item 5, regarding the election of directors to replace those retiring by rotation, the voting was conducted on an individual basis, following the principles outlined above.

Prior to a vote on each agenda, the Chairperson of the meeting offered participants opportunities to reasonably ask questions and express opinions related to the agenda. Shareholders or their proxies, were required to declare their first and last names and status as shareholders or proxies as such information would be recorded in meeting minutes. Regarding the dividend payment agenda, the Company disclosed the actual payout amount compared to the dividend payment policy. For the director election agenda, the Company facilitated the election of directors on an individual basis

Regarding the dividend payment agenda, the Company disclosed the actual payout amount compared to the dividend payment policy. For the director election agenda, the Company facilitated the election of directors on an individual basis

- The Company allocated no less than 1 minute for voting on each agenda item and provided a notification alert to shareholders shortly before the voting period for each item closed.

## 3) After the Shareholders' Meeting

- The Company disclosed the resolutions of the Annual General Meeting of Shareholders together with the voting results, including the number of approval votes, disapproval votes, and abstention votes in both Thai and English via the Company's website as well as the SET's news system.
- The Company compiled the report on the shareholders' meeting that contained all key information and the summary of votes on each agenda. Shown in the summary were the number of approval votes, disapproval votes, and abstentions, along with important discussion points and explanations. The report was submitted to the SET, the SEC and relevant authorities on 9 May 2025 or within 14 days from the meeting date. The report was also released in both Thai and English on the Company's website so that shareholders can get or review information without the need to wait until their next meeting.

**(1.2) Equitable Treatment of Shareholders**

The Company is committed to treating all shareholders fairly and equitably, including major shareholders, individual shareholders, minority shareholders, institutional investors, and foreign shareholders. The Company ensures an equitable shareholder meeting process and implements measures to prevent directors and executives from using inside information for personal benefit or for the benefit of others (abusive self-dealing). Directors and executives are also required to disclose their interests and those of their related persons. The Company's practices regarding equitable treatment of shareholders are as follows:

- The Company announces the date of the Shareholders' Meeting and distributes the Notice of Meeting containing complete and essential information, including the meeting date, time, venue, agenda items with supporting documents, the Board of Directors' opinions, the Company's Articles of Association concerning the meeting, a location map, procedures for attending the meeting and registration, the required evidence for attendance, proxy procedures and voting methods, as well as proxy forms as required by law. The Company publishes the Notice of Meeting and related documents in both Thai and English on its website at least 28 days prior to the meeting, unless otherwise necessary.
- Protection of minority shareholders' rights by allowing shareholders to propose agenda items and nominate candidates for directorship in advance, at least 90 days prior to the Annual General Meeting. The Company announces this submission timeline through the SET's news system and discloses criteria and forms on the Company's website. Shareholders may also submit questions in advance by mail or email using the pre-submission form provided with the Notice of Meeting or available on the Company's website.
- Shareholders unable to attend the meeting may appoint an Independent Director or any other person as their proxy. The Notice of Meeting includes names, profiles, and relevant information of Independent Directors for shareholders to consider. The Company also provides stamp duty for affixing to proxy forms to facilitate shareholders.
- During the Shareholders' Meeting, the Company explains voting procedures and practices before proceeding with the agenda items as stated in the Notice of Meeting. The Company will not introduce any agenda items without prior notice, especially significant matters requiring sufficient study by shareholders. All shareholders are given an opportunity to ask questions and express opinions. Directors, committee chairpersons, and relevant executives attend the meeting to respond to inquiries.
- Directors and executives are required to report their securities holdings upon assuming their positions and any subsequent changes, by notifying the Company Secretary at least one day prior to making a transaction. The Company Secretary reports such holdings to the Board and files reports with the SEC within 3 business days from the date of acquisition, disposal, transfer, or receipt of transfer via an electronic system, for disclosure in the annual report.
- Directors and executives must report their interests and those of related persons upon assuming their positions and whenever changes occur. Reports are submitted to the Company Secretary, who forwards them to the Chairman of the Audit Committee for acknowledgment. Interest disclosures must be updated at least annually.
- The Company avoids transactions that may create conflicts of interest involving related parties. Where such transactions are necessary, the Company complies with the SEC and SET regulations. Directors or executives with an interest in the transaction must not participate in the consideration or approval. All related-party transactions are disclosed to the SET and shareholders in accordance with applicable rules and accounting standards.
- Directors, executives, and related persons including spouses and minor children are prohibited from engaging in Insider Trading.
  - o Buying or selling the Company's securities is prohibited one (1) month before the financial statements are announced and five (5) days after public disclosure. Every quarter, the Company reminds directors, executives, and employees of the blackout period.
  - o Disclosure of any non-public information that may affect the Company's share price to outsiders or unrelated persons is strictly prohibited.
- The Company disseminates material information to shareholders regularly and in a timely manner through the SET disclosure system, the Company's website, and other accessible and equitable channels, in accordance with regulatory requirements.

In 2025, the Company had no cases where the Company or directors or executives were fined, accused or subjected to civil action taken by the regulatory agencies regarding unfair actions or taking advantage of investors by use of inside information by the Company's directors or executives.

**Annual General Meeting of Shareholders 2025**

<b>Meeting date and time</b>	25 April 2025 at 2:00 p.m.
<b>Meeting format</b>	Electronic Meeting (E-Meeting)
<b>Period for the right to propose meeting agendas and nominate persons to be elected as directors of the Company</b>	From 9 December 2024 to 10 February 2025. However, no shareholders proposed any meeting agenda or nominated persons to be elected as directors of the Company.
<b>Publication date of the meeting invitation letter on the Company's website</b>	27 March 2025
<b>Date of sending meeting invitation letters to shareholders</b>	3 April 2025

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**Annual General Meeting of Shareholders 2025**


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<b>Date of advertisement in newspaper</b>	17 - 21 April 2025
<b>Registration period for electronic meeting attendance</b>	From 18 April 2025 at 8:00 a.m. to 25 April 2025 at 12:00 p.m.
<b>Period for Proxy Appointment via the e-Proxy Voting System</b>	From 4 April 2025 to 24 April 2025 at 5:00 p.m.
<b>Registration opening time for meeting attendance</b>	12:00 p.m.
<b>Number of directors attending the meeting</b>	10/12 people, accounting for 83.33 percent of the total number of directors.
<b>Number of shareholders attending the meeting in person and by proxy at the time of the meeting</b>	30 shareholders, representing a total of 907,387,540 shares or 90.8949 percent of the total number of issued and outstanding shares of the Company.
<b>Legal Advisor</b>	Miss Natcha Sisuphonwichai, Miss Suphawan Choprot
<b>Date of reporting the voting results via the Stock Exchange of Thailand's website</b>	25 April 2025
<b>Publication date of the meeting report</b>	9 May 2025

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## (2) Policies and Guidelines Regarding Stakeholders

The Board of Directors has accorded importance to all groups of stakeholders including customers, shareholders, employees, vendors and the public. Therefore, it has formulated policies/guidelines on each group of stakeholders by taking into account their rights under laws. Also, the Board of Directors has not violated the rights of stakeholders in any way. Moreover, it has prepared Amarin Group's Business Ethics Manual that covers all groups of stakeholders so as to provide directors, executives, and staff with proper guidelines. Not only has it monitored compliance with the manual, but it has also reviewed and improved the manual's content on a regular basis. Details are as follows:

### (2.1) Shareholders:

The Board of Directors recognizes the rights and equitable treatment of all shareholders and is committed to operating the business efficiently and to the best of its ability to ensure that shareholders receive appropriate and sustainable returns. The Company's guidelines for the treatment of shareholders are as follows:

- 1) The Company shall respect the rights and equality of shareholders in regard to access to information that may affect their decisions, be it about the disclosure of operating results, financial statements or any information required by the SET and the SEC.
- 2) The Company shall present the Company's situation and trends to shareholders in an equal, consistent, complete and accurate manner.
- 3) The Company is aware of shareholders' rights and equality at shareholders' meetings. Also, it shall comply with applicable announcements, rules and regulations of the SET and the SEC.
- 4) The Company shall carry out its duties and operate its businesses honestly. Also, it shall make decisions with prudence and a focus on the equitable treatment of all shareholders.
- 5) Directors, executives, staff and related persons shall not use inside information for their interests in a way that may pose a conflict of interest to the Company.

### (2.2) Employees:

The Board of Directors has accorded importance to the fair and equal treatment of all employees, with respect for their human rights and offering remuneration, welfare and benefits that are fair, appropriate and in line with labor laws. Moreover, the Company has placed an emphasis on employees' skill development and on creating a good and safe work environment. In place are also whistleblowing channels via which tip-offs or complaints about legal/ethical violations or corrupt practices can be filed. There are measures to protect whistleblowers too. Guideline on employees:

- 1) The Company shall recruit employees with skills and experience that match job descriptions without any discrimination on the basis of gender, race, faith and alma mater.
- 2) The Company has a labor regulation that bans the hiring of persons under 18 years of age.
- 3) The Company offers fair pay based on employees' experience, knowledge, abilities, job responsibilities and performance with clear key performance indicators (KPIs) for pay calculation.
- 4) The Company provides appropriate welfare such as annual checkups, health insurance, cash benefits for special occasions, and a provident fund that guarantees employees' retirement security. Moreover, the Company has established a savings cooperative to promote employees' savings.

- 5) The Company has drawn up human resource development plans with the aim to increase employees' knowledge and abilities on a continued basis. Training is provided by both internal units and external trainers, paving the way for employees to apply additional knowledge to their work for maximum efficiency.
- 6) The Company has ensured its safety, health and environmental practices comply with safety standards. Good work environment is provided to reduce accident risks and promote employees' good health.
- 7) The Company has prepared channels to get feedback and receive tip-offs/complaints about non-compliance with work rules/business ethics and corruption. Measures are in place to protect whistleblowers. Also, the Company has encouraged staff at all levels to strictly adhere to laws and its regulations.
- 8) The Company shall not disclose employees' information to unrelated persons, except in events that such disclosure is done in line with laws or for public interests.
- 9) The Company shall give employees religious rights and freedom. Also, it shall hold religious activities for employees.
- 10) The Company shall provide equal opportunities to job applicants, without any discrimination against people with physical disabilities or the underprivileged.

### **(2.3) Customer:**

The Board of Directors is committed to creating long-term customer confidence and maximum customer satisfaction because customers are crucial to the Company's pursuit of its goals as follows:

- 1) The Company is determined to deliver quality products/services to customers at reasonable prices and maintain good customer relations on a sustainable basis.
- 2) The Company shall ensure its service system can satisfy customers and treat all customers equally.
- 3) The Company shall increase service-delivery channels to facilitate business contacts and its communications with customers.
- 4) The Company has prepared channels to receive complaints and a Whistleblowing Policy that protects whistleblowers. Through these channels, customers may file complaints about the Company's products, services or business operations. After receiving the complaints, the Company shall explore solutions to best respond to customers' feedback.
- 5) The Company shall maintain the confidentiality of customers' information. It shall not abuse customers' information for one's own or relevant parties' interests. Neither shall it disclose customers' information without their prior consent nor has approval from the Company authorized person(s). Exceptions shall be granted if the disclosure is necessary under laws. Also, the Company has the policy/guideline on personal data protection, which applies to Amarin Corporations Public Company Limited and its subsidiaries. This policy has been announced and published on the Company's website under the section "Amarin/Personal Data Protection Policy" or at <https://amarin.co.th/privacy>.

### **(2.4) Vendor:**

The Board of Directors has stipulated ethics and guidelines on vendors with the aim to treat them in a transparent, equal and fair manner. Also, the Company has strictly adhered to agreements it has made with others with the greatest emphasis on the Company's best interests and fair remuneration for all parties to agreements as follows:

- 1) Formulation of clear policies and regulations: Amarin Group is determined to conduct sustainable businesses with the aim to foster its and its vendors' sustainable growth based on the principle of good corporate governance. The Company has accorded importance to conducting business operations that comply with Governance, Risk and Compliance (GRC) principles, business ethics, and social and environmental responsibility.
- 2) The Board of Directors reviews the formulation of procurement regulations and procedures to ensure fairness and environmental friendliness. Vendor selection is systematic and transparent. Chosen are vendors with impressive profiles, and business operations, credibility, strong financial position experience, reputation, and recognition within their respective industry. Chosen vendors must have no corruption/work-abandonment records. Neither can they be on blacklists. Products and services from chosen vendors must be satisfactory and consistent in terms of quality, prices, services, deliveries, and other relevant factors.
- 3) Prices are reviewed to ensure they are appropriate and fair when taking into account the quality of products/services received from vendors. The Company prepares contracts that are appropriate and agreed to by both sides.
- 4) The Company strictly honors agreements and trade criteria agreed upon. In the event that the Company finds it impossible to do so, it shall immediately notify its vendors to explore solutions together.
- 5) The Company pays vendors correctly and on time to maintain its credibility.
- 6) The Company promotes vendors' partnerships with Amarin Group with mutual communications to develop products, services, and innovations that are useful to both vendors and Amarin Group.
- 7) The Company shall not accept or give any gift, asset, sponsorship or any form of benefits from vendors, either directly or indirectly, and not buy products/services from vendors who are known to have violated human rights or intellectual property rights.
- 8) Refrain from purchasing goods or services from suppliers known to violate human rights or intellectual property rights.
- 9) The Company shall not disclose vendors' information to others except when vendors grant their consent or when such disclosure is required for an explanation or legal proceeding.

### **(2.5) Business Competitors:**

The Board of Directors upholds the principle of conducting businesses in an honest, transparent, and accountable manner, without taking advantage of business competitors. Guided by the principle, the Company shall not seek business competitors'

trade secrets. Neither shall it demand, accept or give dishonest trade benefits. The Company strictly adheres to applicable laws and regulations as follows:

- 1) The Company shall treat business competitors in line with the legal framework on freedom of competition, laws and business ethics.
- 2) The Company shall neither damage business competitors' reputation nor seek their trade secrets through dishonest or inappropriate means for its own benefits.
- 3) The Company shall not violate the intellectual property rights of others or business competitors.
- 4) The Company shall provide accurate and factual information about the quality and nature of services and products at press conferences and through public relations and advertising.
- 5) The Company shall not engage in any contract or agreement that may unreasonably diminish or eliminate business competition.

**(2.6) Creditors:**

The Board of Directors has accorded importance to all types of financial institutions and creditors. Therefore, the Company strictly complies with conditions or contracts agreed upon to maintain confidence in Amarin Group's financial position and debt serviceability as follows:

- 1) The Company shall responsibly and transparently comply with contracts, agreements or transactions.
- 2) The Company shall disclose reports on its financial position to financial institutes and/or creditors with honesty and accuracy on time to maintain Amarin Group's credibility in the eyes of financial institutions or creditors.
- 3) In the event that the Company becomes unable to honor agreements or trade conditions agreed upon, it shall notify financial institutions.

**(2.7) Government Sector and Regulatory Authorities**

The Company is committed to conducting its business and managing its operations in strict compliance with all applicable laws and regulations issued by relevant regulatory authorities.

**(3) Policies and Guidelines on Disclosure and Transparency**

The Board of Directors recognizes the importance of complete and accurate disclosure of data and information, which is a key factor in building investor confidence. All groups of stakeholders shall receive accurate and adequate information in a timely and equal manner on a regular basis. Several data-disclosure channels have been implemented to provide easy access to information. The Company shall conduct campaigns among directors, executives, and employees so as to make them aware of the importance of data disclosure and transparency. Moreover, the Company shall develop complaint handling and receiving processes that are appropriate and fair to both complainants and the accused. Details are as follows:

**(3.1) Board of Directors' Financial and Non-financial Reports**

**1) Corporate Governance**

The Company has compiled and released its Corporate Governance Policy, Code of Conduct, Investor Relations Ethics, Articles of Association, Memorandum of Association, and Charters of its Committees, Information on the Company Secretary, and the information on the top executive in charge

The Company shall act appropriately and lawfully when engaging in transactions with government officials or government agencies, and shall avoid entering into transactions with government officials or related persons who may have influence over decisions concerning government contracts or licenses issued by the State. The Company also establishes clear boundaries for maintaining appropriate relationships with the government sector, which may include meeting and interacting in public settings, extending congratulations on special occasions or traditional festivals, and providing reasonable business hospitality where appropriate. Such activities must involve reasonable expenditures, must not create conflicts of interest, and must fully comply with the Company's internal policies and regulations.

**(2.8) Community and Society**

The Board of Directors has accorded importance to community, society, the environment as well as people's quality of life, all of which are significantly related to the Company's operations. Guided by its commitment to conduct business operations that are useful to community, society and the environment, it has encouraged all employees to be good citizens and serve community, society and the environment. Moreover, the Company has striven to take part in activities that conserve the environment and local culture in its operating areas as follows:

- 1) The Company shall support and constructively contribute to society in regard to quality of life improvement and environmental protection for sustainable prosperity.
- 2) The Company shall prevent Amarin Group's operations from adversely affecting quality of life, community, society, and the environment. Also, it shall listen to community problems/ impacts that arise out of Amarin Group's operations for a timely response.
- 3) The Company shall place a strong emphasis on maximum resource efficiency and energy efficiency. Also, the Company shall manage waste efficiently and mainly use environmentally friendly raw materials.
- 4) The Company shall seriously promote the sense of social responsibility among staff at all levels.

of financial and accounting affairs who is currently the Vice President for Accounting and Finance on the Company's website.

**2) Social and environmental care**

The Company has defined in its mission and corporate governance policy how to care for community, society, and the environment.

**3) Risk Management policy**

The Company has set up the Sustainability and Risk Management Committee to systematically oversee the Company's risk management to ensure its efficiency and comprehensive coverage. Also, the Company has formulated a risk-management policy and published the policy on its website.

**4) Shareholding structure:**

The Company discloses the names of its top 10 biggest shareholders as of the book closing date for the latest Annual General Meeting of Shareholders on its website.

**5) Board of Directors' responsibility for financial statements:**

The Board of Directors recognizes the importance of preparing accurate and reliable financial statements in line with financial reporting standards for investors' decision-making. Therefore, it has compiled the Report on the Board of Directors' Responsibility for Financial Statements which was released alongside the Auditor's Report in Form 56-1 One Report. It has also submitted financial statements to the SET and the SEC on time.

**6) Operations of the Board of Directors and sub-committees:**

The roles of the Board of Directors and sub-committees are disclosed along with the number of their meetings. Attendance records of each director during the past year are for disclosure.

**7) Shareholding by directors and executives:**

Directors and executives are required to declare their, direct or indirect, shareholding or any change to their shareholding in the Company during the past year in Form 56-1 One Report.

**8) Remuneration for directors and executives**

shall be disclosed along with form, description and the amount of remuneration paid to the directors and the sub-committees.

**9) Report on directors' interest:**

Directors and executives are required to notify the Company of their interest or the interest of their related persons within three months since their appointment or any change made. The Company Secretary shall send copies of their reports to the Chairman and the Chairman of the Audit Committee within seven days from the day the Company was notified.

**10) Development of directors and executives:**

Information on directors'/executives' development and training shall be disclosed.

**11) Connected transactions:**

The Company shall comply with the Announcement of the Capital Market Supervisory Committee. In event of significant connected transactions, the Company shall seek approval from the Executive Committee. If the Executive Committee has a different opinion, the proposed transactions shall

be presented before the Audit Committee for comments before they are forwarded to the Board of Directors for endorsement and/or approval. The Company shall then inform the SET of the connected transactions.

**12) Quarterly report on operating results:**

The Management Discussion and Analysis (MD&A) shall be compiled and released on a quarterly and annual basis. Included are operating results, financial performance, analyses and explanations on changes with the identification of factors that may affect operating results and sustainable business operations. MD&A is released for shareholders and investors to receive adequate and accurate information needed for investment-decision making and monitoring of the Company's operations.

**13) Whistleblowing and Whistleblower Protection Policy:**

The Company shall offer employees and stakeholders opportunities to provide tip-offs or lodge complaints about legal violations, corruption and abuse of authority by employees or behaviors that may lead to the Company's problems and damages. Also accepted are complaints about the infringement on the rights or unfair treatment of employees or stakeholders via channels and procedures prescribed by the Company. In 2025, no complaint was filed. The Company paid serious attention to complaint receiving and monitored it year-round.

**14) Sustainable Development Report:**

The Board of Directors has prescribed sustainable development where appropriate. Shareholders, customers, community and stakeholders shall be informed of the Company's operations that pursue balanced economic, social and environmental management, Corporate Governance Policy, and Business Ethics Manual via Form 56-1 One Report and the Company's website.

**(3.2) Policies and Guidelines on Investor Relations**

1) The Company has set up an Investor Relations Unit as the center for handling enquiries and disclosing its information in a fast and equitable manner. Information received from the Company shall be accurate, transparent, complete, and timely especially in regard to key information that may affect its stock prices. Recipients can use such information in efficient investment-decision making, which shall in turn affect the actual value of the Company. The Investor Relations Unit is also responsible for developing relations with investors, analysts, and the public. This unit works closely with high-level executives so as to formulate policies and annual/quarterly work plans. Moreover, it is in charge of laying down guidelines on how to conduct investor-relation activities and development in line with the Code of Investor Relations.

2) The Company discloses information in both Thai and English on its website ([www.amarin.co.th](http://www.amarin.co.th)) and ensures that such information is regularly updated to remain current and accurate.

Shareholders, investors, analysts, and other stakeholders may contact the Company's Investor Relations as follows:

**Miss. Siriporn Sittichainarong, Manager of Administrative Accounting and Investor Relations**

Telephone number 0 2422 9999 ext. 4634, 4635 or  
Email: ir@amarin.co.th.

In the fiscal year 2025, the Company disseminated news about Amarin Group through various media and activities

such as the following:

- Information about the Group was disclosed via the Company's website, the Stock Exchange of Thailand's website, and social media.
- Information was regularly disseminated to employees via various electronic media such as intranet, email and applications.
- Various information was disseminated to inform customers, partners and stakeholders on all of the Company's public relations board.

## 6.2 Business Code of Conduct

The Company is committed to conducting its business and managing its operations in compliance with all applicable laws, regulations, and requirements issued by relevant regulatory authorities, as well as in accordance with its Corporate Governance Policy. This commitment ensures that the Group operates with transparency, fairness, and accountability toward shareholders and stakeholders. To reinforce these principles, the Company has established a Business Code of Conduct as a standard guideline covering key ethical practices. Directors, executives, and employees of the Group are expected to recognize the importance of the Code, accept it as their duty and responsibility, and strictly comply with its requirements. Any violation of the Business Code of Conduct will result in disciplinary action in accordance with the Company's regulations and/or legal penalties as applicable. This approach aims to ensure operational efficiency and maintain the confidence of shareholders, investors, and stakeholders. Directors, executives, and all employees are required to study and formally acknowledge the Business Code of Conduct and strictly adhere to it, as it forms part of the Company's employee regulations. Supervisors are responsible for monitoring, promoting, and guiding their subordinates to ensure full understanding and proper compliance with the Code. If employees have any questions regarding the application of the Code, they may consult their supervisor as the first point of contact or request that the supervisor coordinate with the relevant responsible unit, the Internal Audit Department, the Compliance Department, or the Company Secretary, as appropriate. The Business Code of Conduct applied to the Company's operations comprises three sections, with key principles summarized as follows:

### Section 1: Introduction

1. Principles of Business Conduct and Compliance with the Business Code of Conduct
2. Scope of Application of the Business Code of Conduct
3. Vision, Mission, and Core Values
4. Definitions and Terminology

### Section 2: Business Code of Conduct Guidelines

1. Compliance with Applicable Laws, Rules, and Regulations
2. Anti-Corruption
3. Stakeholder Interests and Conflicts of Interest
  - 3.1 Reporting of Interests and Reporting Timeframes
  - 3.2 Prevention of Conflicts of Interest
4. Use and Protection of Inside Information and Personal Data Protection
  - 4.1 Insider Trading of Company Securities
  - 4.2 Confidentiality of Information
  - 4.3 Disclosure of Information and Providing Information, News, and Opinions to Outsiders
  - 4.4 Personal Data Protection
5. Internal Control and Internal Audit
  - 5.1 Internal Control, Internal Audit, and Risk Management
  - 5.2 Accounting and Financial Reporting
6. Receiving or Giving Gifts, Assets, or Other Benefits
7. Anti-money Laundering
8. Human Rights
9. Non-discrimination
10. Prevention of Sexual Harassment
11. Safety, Occupational Health, and Working Environment

### 12. Information and Cybersecurity

13. Protection of and Non-infringement of Intellectual Property Rights
14. Complaints Handling, Whistleblowing Channels, and Whistleblower Protection
  - 14.1 Whistleblowing Channels
  - 14.2 Procedures upon Receiving Whistleblowing Reports or Complaints
  - 14.3 Whistleblower Protection Measures and Confidentiality
15. Responsibilities Toward Stakeholders
  - 15.1 Responsibilities to Shareholders
  - 15.2 Responsibilities to Employees
  - 15.3 Responsibilities to Customers
  - 15.4 Responsibilities to Business Partners
  - 15.5 Responsibilities to Competitors
  - 15.6 Responsibilities to Financial Institutions and Creditors
  - 15.7 Responsibilities to the Community, Society, and Environment
  - 15.8 Responsibilities to the Government Agencies and Regulatory Authorities

### Section 3: Disciplinary Actions and Compliance Monitoring

1. Disciplinary Actions
2. Monitoring and Ensuring Compliance
3. Communication and Disclosure
4. Review and Improvement

The Company has published the Business Code of Conduct on its website under the section “Good Corporate Governance/ Corporate Policies and Practices” to ensure that all stakeholder groups have access to this information.

### 6.3 Material Changes and Developments in Policy and Corporate Governance System Over the Past Year

#### 6.3.1 Material Changes and Developments Related to the Review of Policy and Guidelines in Corporate Governance System or Board of Directors Charter

In 2025, the Board of Directors and Board Committees conducted a comprehensive review of the Company’s charters, policies, and practices related to good corporate governance and sustainability management. The review aimed to ensure alignment with applicable laws, international standards, and the governance direction for Thai listed companies. Significant developments are summarized as follows:

- **Enhancement of the Anti-corruption System**  
The Board of Directors oversaw the Company’s successful certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the first time, achieved on 30 September 2025. The Board also approved revisions to the Anti-corruption Policies and practices to enhance clarity, expand coverage of all corruption-related risk areas, and reinforce transparency, accountability, and effective implementation across the organization.
- **Improvement of Corporate Governance Policies**  
The Board of Directors approved revisions of 4 corporate governance-related policies, as recommended by the Corporate Governance Committee, namely  
(1) the Corporate Governance Policy,  
(2) Anti-corruption Policy,  
(3) Whistleblowing and Whistleblower Protection Policy, and  
(4) Code of Business Conduct.

These revisions were made to align with CAC assessment criteria and the Corporate Governance Report (CGR) assessment requirements for 2026, and to ensure comprehensive and up-to-date governance practices.
- **Improvement of Sustainability and Risk Management Policies**  
The Board of Directors approved revisions of 2 policies, as recommended by the Sustainability and Risk Management Committee, namely the Risk Management Policy and the Human Rights Policy. These updates ensure alignment with legal requirements and international principles on human rights and sustainability.
- **Development of the Board Diversity Matrix**  
The Board of Directors approved enhancements to the Board Diversity and Skills Matrix to align with the guidelines of the Thai Institute of Directors (IOD). The revised format provides a clearer representation of directors’ expertise and specialized knowledge relevant to the Company’s businesses. A minimum threshold of 25% was established for key skill areas to strengthen board capabilities and readiness in fulfilling governance responsibilities.
- **Promotion and Protection of Shareholder Rights**  
The Board of Directors approved measures to further promote and safeguard shareholders’ rights by ensuring equitable treatment for all shareholders. The Company provided opportunities for shareholders to participate in corporate governance processes by proposing agenda items for the Annual General Meeting of Shareholders and nominating qualified candidates for directorship in a transparent and fair manner.
- **Director Development and Skill Enhancement**  
The Board of Directors encourages all directors to participate in training and capability-building programs in accordance with the CGR assessment criteria. In 2025, all members of the Board successfully completed training courses organized by the Thai Institute of Directors (IOD), representing 100 percent of the total number of directors.

#### 6.3.2 Implementation of the CG Code for Listed Companies

Each year, the Company reviews its corporate governance policies and related practices in comparison with the CG Code issued by the Securities and Exchange Commission (SEC), the Corporate Governance Report (CGR) criteria of the Thai Institute of Directors (IOD), as well as other relevant governance standards. In 2025, the Corporate Governance Committee reviewed the Company’s existing policies and governance practices against each principle of the CG Code and concluded that the Company had substantially adopted the CG Code practices. The results of this review were reported to the Board of Directors at its Meeting No. 4/2025, held on 14 November 2025. For certain CG Code practices that the Company has not fully adopted, appropriate alternative measures have been implemented to ensure alignment with the business context and organizational environment of the Group, as follows:

- 1) The Board comprises two female directors, representing 16.67 percent of all directors, which is lower than the 30 percent threshold referenced in leading governance practices. Nevertheless, in the nomination of new directors, the Company places a strong emphasis on board diversity by assessing the skills and expertise required to complement the Board, the desired qualifications aligned with the Company's strategic direction, and other dimensions of diversity such as gender and age. The Company therefore considers qualified candidates who are women and/or younger professionals with relevant knowledge, competencies, and experience to enhance board effectiveness and strengthen the Board's decision-making process.
- 2) The Company has independent directors whose tenure exceeds nine years from the date they were first appointed. Such tenure is considered appropriate as these directors possess deep understanding of the Company's business, industry developments, and organizational changes, thereby contributing effectively to oversight of the Group's performance. Each independent director continues to meet the independence criteria prescribed by the Capital Market Supervisory Board and the Company, is able to express independent views at Board meetings, and has no conflicts of interest or significant relationships that could impair independence. For any Annual General Meeting at which an independent director with tenure exceeding nine years is due to retire by rotation, the Company will clearly disclose the rationale and justification for proposing the reappointment of such director prior to the election.
- 3) The Company's Corporate Governance Policy and the Board Charter require the Board of Directors to convene meetings at least once every quarter to review performance and consider financial statements. Additional meetings may be scheduled as necessary. The policy also provides that independent directors and non-executive directors shall meet among themselves without management at least once a year. In the fiscal year 2025, the Board convened a total of five meetings, and one meeting was held exclusively for independent and non-executive directors without management. In addition, four directors serve concurrently on the Executive Committee, enabling the Board to closely monitor management's performance and the Group's operations on a monthly basis through Executive Committee meetings.
- 4) In 2025, the Company did not conduct financial communication activities through Opportunity Day, analyst meetings, or press conferences. Nonetheless, the Company continued to disclose its financial performance and operating results on the websites of the Stock Exchange of Thailand (SET) and the Company in a timely and consistent manner in accordance with SET requirements. The Company also prepared quarterly Public Presentations to report progress on resolving the "CF" trading alert designation to stakeholders on an ongoing basis.

### 6.3.3 Other Corporate Governance Performance and Outcomes

In line with the Company's commitment to conducting business based on the principles of good corporate governance, and in accordance with the CG Code issued by the Securities and Exchange Commission (SEC), the Corporate Governance Principles for Listed Companies of the Stock Exchange of Thailand, as well as the criteria under the IOD's Corporate Governance Report (CGR) program, the Company conducts an annual review of its Corporate Governance Policy, Code of Business Conduct, and various governance practices. This is to ensure alignment with regulatory requirements and to keep pace with the evolving business context and operating environment of the Group.

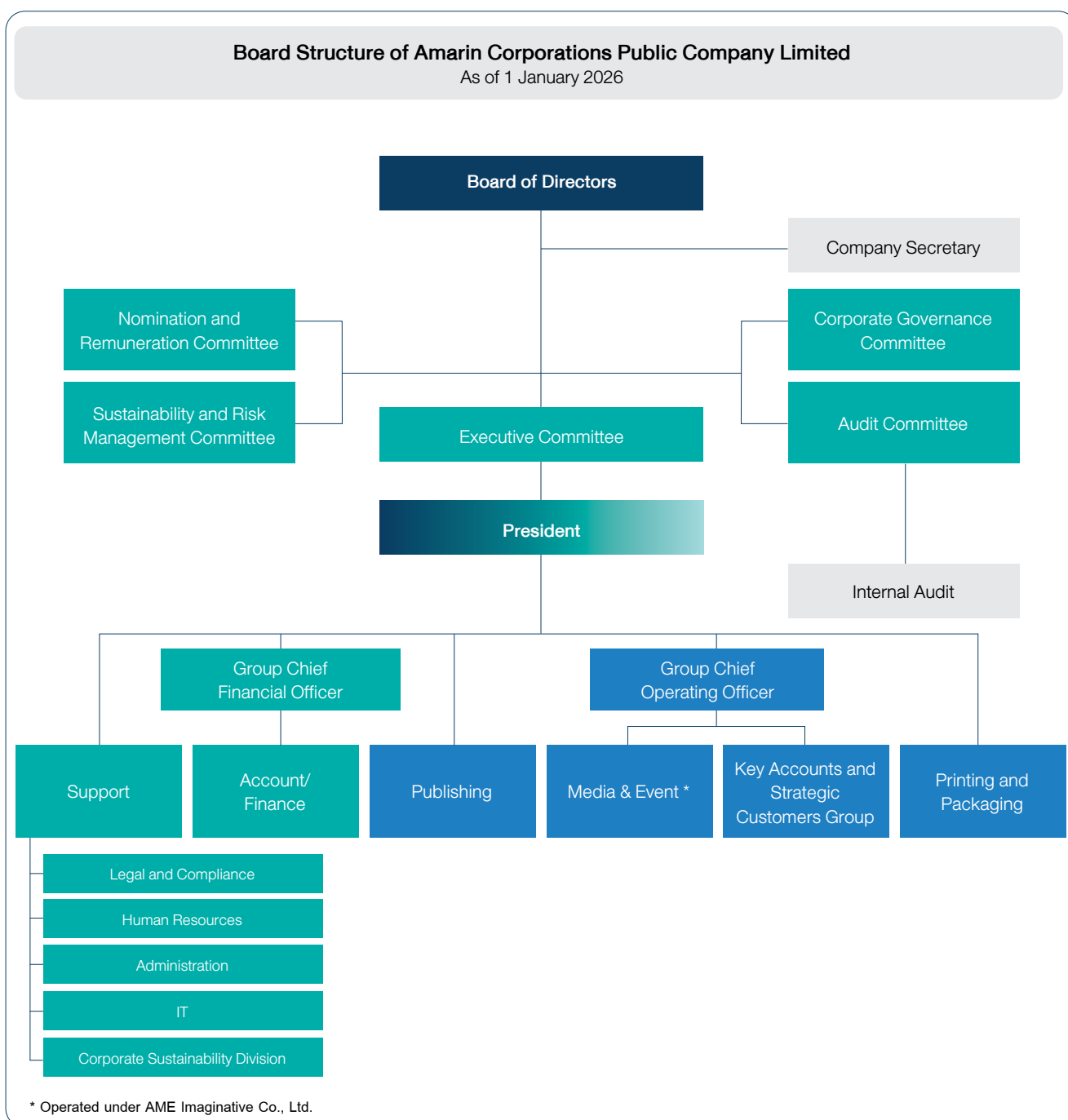
In 2025, the Company received an "Excellent" rating (98 points) from the Thai Investors Association for the quality assessment of its 2025 Annual General Meeting of Shareholders. The Company also achieved an "Excellent" rating (102 points) in the 2025 CGR assessment conducted by the Thai Institute of Directors (IOD) for the fourth consecutive year and ranked within the Top Quartile among listed companies with a market capitalization between 3,001 - 10,000 million Baht.

## 7. Corporate Governance Structure and Key Information on Directors Committees, Executives, Staffs and Others

### 7.1 Corporate Governance Structure

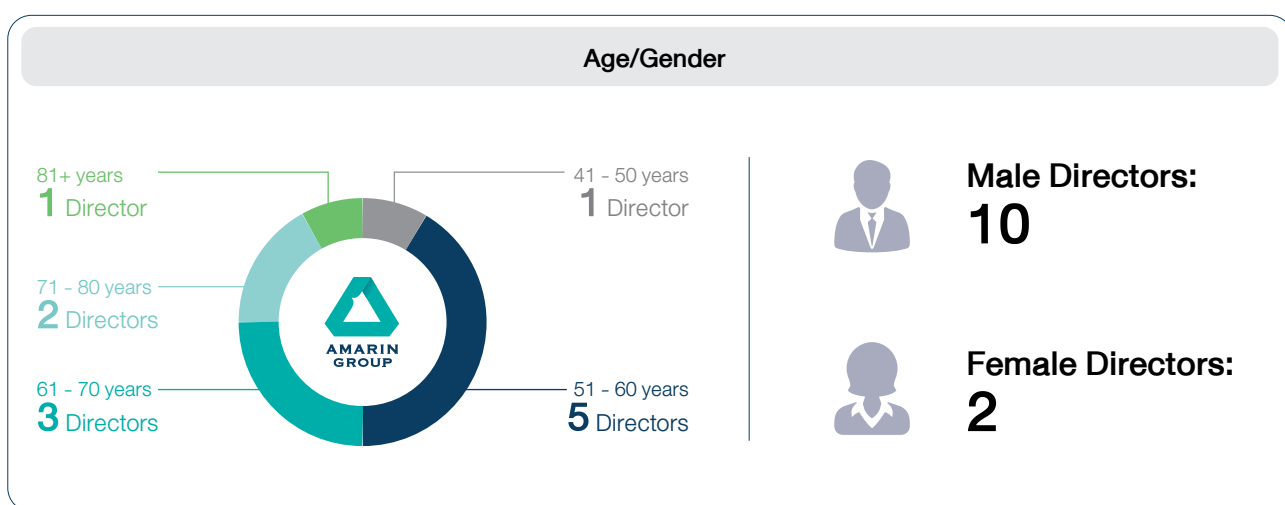
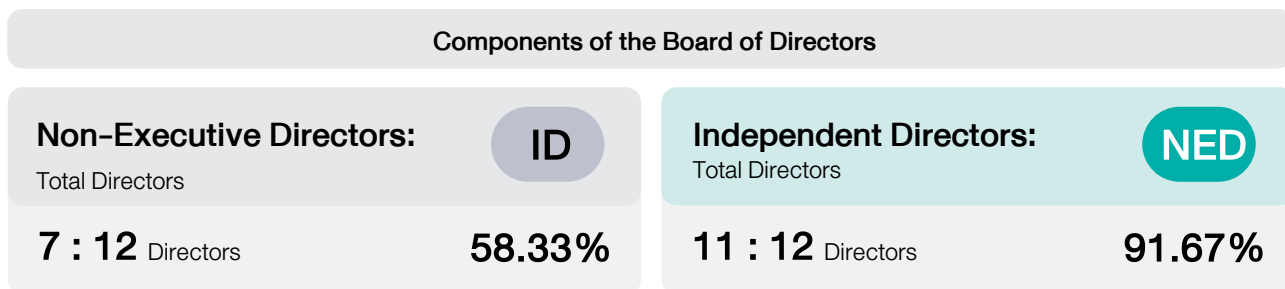
The Board of Directors of Amarin Corporations Public Company Limited is responsible for overseeing corporate governance in accordance with best practices, ensuring the Company’s and shareholders’ best interests. With responsibility, prudence, and integrity, the Board of Directors ensures compliance with laws, policies, objectives, the Articles of Association, and shareholder resolutions.

As of December 31, 2025, the Company’s management structure consists of the Board of Directors, supported by five specialized sub-committees responsible for key oversight functions: the Audit Committee, the Corporate Governance Committee, the Nomination and Remuneration Committee, the Sustainability and Risk Management Committee, and the Executive Committee. The Group Chief Executive Officer serves as the highest-ranking executive, managing the Company through the Executive Committee.



## 7.2 Information on the Board of Directors

### 7.2.1 Components of the Board of Directors



As of 31 December 2025, the Company has 12 directors as per the Company’s affidavit issued by the Department of Business Development, Ministry of Commerce

Independent directors:	7 directors	representing 58.33 percent of the Board of Directors.
Non-executive directors:	11 directors	representing 91.67 percent of the Board of Directors.
Female directors:	2 directors	representing 16.67 percent of the Board of Directors.
Female independent directors:	1 director	representing 14.29 percent of independent directors.

The Chairman of the Board of Directors is an independent director and holds a separate position from the Company’s top executive or the Group Chief Executive Officer to ensure confidence regarding appropriate checks and balances between the Board of Directors and the Executive Committee. In addition, the roles, duties and responsibilities of the Board of Directors are clearly separated from those of the Executive Committee to balance their powers and prevent a situation where any single person has complete decision-making authority. The scope of powers and duties of the Chairman of the Board, the Chief Executive Officer and the President are set out in Section 7.2.3 of this Form 56-1 One Report

In addition, the Board of Directors has established the Board Diversity Policy to ensure that the Board of Directors consists of individuals with diverse educational qualifications, professional skills, and specialized expertise that are beneficial to the Company’s business and are in line with the Company’s business strategies, through the preparation of a table showing their skills, experience, knowledge, and expertise (Board Skill Matrix). Moreover, there are no limitations or discrimination on the basis of sex, age, race, nationality, religion, or place of origin, etc., as can be seen from the current structure of the Board of Directors, which consists of qualified and knowledgeable directors of diverse expertise and experience backgrounds to enhance potential and ensure consistency with the Company’s business operations. (The Director Diversity Policy appears in the “Corporate Governance” topic on the Company’s website: [www.amarin.co.th](http://www.amarin.co.th).)

The Board of Directors has a goal to have at least two female directors on the Board to promote gender equality and the role of women, and to have independent directors comprise at least 50 percent of the total number of independent directors to increase transparency and efficiency in the management of the Company, thus enabling the Company to operate in a sustainable manner while creating long-term stability. In 2025, the Company achieved this goal by having 2 female directors, or 16.67 percent, and 7 independent directors, or 58.33 percent, of all directors.

Furthermore, the Company has 11 non-executive directors who represent 91.67 percent of the Board of Directors. The directors have work experience related to the Company's core business or in industries that are consistent with and beneficial to the Company's goals and strategies. The number of the Company's directors, excluding independent directors, is in a fair proportion to the investment of each group of shareholders, and independent directors account for 58.33 percent of the Board of Directors, which is in accordance with the requirements of the Capital Market Supervisory Board. In addition, the Company has 2 female directors, or 16.67 percent of the Board of Directors, while female independent directors account for 14.29 percent of all independent directors, and no independent director holds a position as a director in more than 5 listed companies.

The Board of Directors agreed to define the "independent director" in accordance with the announcement of the Capital Market Supervisory Board. However, in practice, the Company's independent directors are truly independent from the Company's management and major shareholders. Independent directors and related persons do not hold shares in the Company, its parent company, subsidiaries, affiliates, major shareholders or controlling persons of the Company.

The diversity of skills, experience, knowledge, and specialized expertise of the Board of Directors, which benefits the company (Board Diversity Matrix), can be summarized as follows:

#### **Diversity, Knowledge and Expertise of the Board of Directors**

The Board of Directors has assessed the diversity of skills of the directors through the Board Skill Matrix to ensure that such skills are necessary and appropriate for the Company's business strategy. The Board comprises directors with a diverse range of knowledge, competencies, skills, experience, and expertise that are beneficial to the Company's operations, including but not limited to printing and packaging, television business, mass communication, exhibition and event management, publishing and book business, product distribution, accounting and finance, information technology, and legal affairs. The Board composition is designed to include at least three directors with knowledge and experience relevant to the Company's core businesses, as well as at least one director with expertise in accounting and finance.

The Company believes that diversity in the structure of the Board of Directors enhances perspectives and improves the effectiveness of the Board's performance. In addition, the Company recognizes the important role and contribution of women on the Board and actively promotes the nomination of female candidates to serve as directors on a non-discriminatory basis. Nevertheless, the selection and appointment of new directors are primarily based on the suitability and specific qualifications of the nominated individuals.



## 7.2.2 Information on Directors and Persons with Controlling Power

### Structure and Composition of the Board of Directors

As of 31 December 2025, the list of directors according to the Company's certificate issued by the Department of Business Development, Ministry of Commerce, consists of 12 members as follows:

No	List of Directors	Positions	First Appointment Date
1	Dr. Sumet Tantivejkul	<ul style="list-style-type: none"> <li>Chairman</li> <li>Independent Director</li> </ul>	7 November 2023
2	Mr. Thapana Sirivadhanabhakdi	<ul style="list-style-type: none"> <li>Vice Chairman</li> <li>Chairman of the Executive Committee</li> </ul>	22 November 2017
3	Assoc. Prof. Dr. Somjai Phagaphasvivat	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Chairman of the Audit Committee</li> </ul>	15 May 1993
4	Prof. Dr. Nantawat Boramanand	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of the Audit Committee</li> <li>Member of the Corporate Governance Committee</li> </ul>	22 November 2017
5	Mr. Suwit Chindasanguan	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Chairman of the Corporate Governance Committee</li> <li>Member of the Audit Committee</li> <li>Member of the Nomination and Remuneration Committee</li> </ul>	22 November 2017
6	Mr. Pramoad Phornprapha	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Chairman of the Nomination and Remuneration Committee</li> <li>Chairman of the Sustainability and Risk Management Committee</li> </ul>	12 May 2017
7	Dr. Nithinart Sinthudeacha	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of the Corporate Governance Committee</li> <li>Member of the Sustainability and Risk Management Committee</li> </ul>	8 December 2023
8	Mr. Ruth Chaowanagawi	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of the Audit Committee</li> <li>Member of the Sustainability and Risk Management Committee</li> </ul>	1 January 2024
9	Mr. Nararat Limnararat	<ul style="list-style-type: none"> <li>Director</li> <li>Vice Chairman of the Executive Committee</li> <li>Member of the Corporate Governance Committee</li> <li>Member of the Nomination and Remuneration Committee</li> </ul>	9 March 2017
10	Mrs. Tongjai Thanachanan	<ul style="list-style-type: none"> <li>Director</li> <li>Member of the Sustainability and Risk Management Committee</li> </ul>	1 January 2024
11	Mr. Khumpol Poonsonee	<ul style="list-style-type: none"> <li>Director</li> <li>Executive Director</li> </ul>	9 March 2017
12	Mr. Siri Bunpitukgate	<ul style="list-style-type: none"> <li>Director</li> <li>Executive Director</li> <li>President</li> </ul>	7 November 2023

- Note:
- The 2025 Annual General Meeting of Shareholders appointed 4 directors to return to their positions in 2025 as follows:
    - Mr. Thapana Sirivadhanabhakdi
    - Mrs. Tongjai Thanachanan
    - Prof. Dr. Nantawat Boramanand
    - Assoc. Prof. Dr. Somjai Phagaphasvivat
  - Directors No. 1, 3, 4, 5, 6, 7, and 8 are independent directors who have all the qualifications according to the Company's requirements for independent director.
  - The information about the background of the directors is shown in "Attachment 1 Details of Directors, Executives, Controlling Persons, Persons assigned with highest responsibility in accounting and finance, and the Company Secretary."

### Authorized Signatory Directors of the Company

Mr. Thapana Sirivadhanabhakdi, Mr. Nararat Limnararat, Mr. Khumpol Poonsonee, Mr. Siri Bunpitukgate by two directors are to jointly sign their names and affix the Company's official seal.

### 7.2.3 Roles, Duties and Responsibilities of the Board of Directors

#### Roles and Responsibilities of the Board of Directors

The Board of Directors has the authority and duties as specified in the Securities and Exchange Act B.E. 2535 and various requirements related, including in accordance with principles of good corporate governance and ethics of the Amarin Group as follows:

1. To formulate the Company's vision, missions, goals and business strategies, and to review them to be consistent with the changing situation;
2. To monitor and ensure reporting of operational progress based on goals, indicators, and strategies within the budget approved by the Board of Directors as well as to formulate policies to enhance the Company's competitiveness at an international level;
3. To formulate Corporate Governance Policy and Business Code of Conduct that govern treatment of stakeholders, anti-corruption policy, prevention and management of conflict of interest, data confidentiality, and the whistleblowing policy, and also to review them every year;
4. To prescribe an appropriate and adequate internal control system and monitor its efficiency to ensure compliance with well-recognized standards such as the Committee of Sponsoring Organizations' (COSO) standard, as well as the disclosure of internal-control adequacy and audit reports in the Annual Report;
5. To prescribe appropriate risk management policy and framework and monitor risk management efficiency with the disclosure of risk management system adequacy included in the Annual Report;
6. To formulate information technology management policy framework and information technology security measures in compliance with well-recognized industrial standards, and also revise them in response to information technology risks and regulatory requirements;
7. To promote the development and application of innovation and technologies in support of the Company's operations and resource efficiency for the mutual benefits of Amarin Group, vendors, related parties, and society;
8. To oversee the Company's business operations to ensure its financial security and continuity of business operations;
9. To ensure the preparation and timely disclosure of complete and accurate financial information that reflects operating results as well as financial position in accordance with financial reporting standards, which are based on accounting laws, as well as of other important information on the Company in accordance with related regulations and guidelines;
10. To prescribe supervisory framework and mechanisms for the Company's subsidiaries and associates, thus taking charge of determining the suitability of persons who represent the Company in the boards of subsidiaries and associates for the purpose of properly overseeing their operations;
11. To set transparent and clear criteria/process for the nomination of the Group Chief Executive Officer and high-level executives, as well as to set their remuneration based on their performance with performance evaluations done every year, and also to review succession planning for their posts on a yearly basis.
12. Ensure the implementation of anti-corruption measures within the organization and monitor compliance with corporate governance policies, the company's code of conduct, and the anti-corruption policy

#### Clear Line on Board of Directors' Roles and Duties

The Company has marked a clear division of roles and duties between the Board of Directors and its top executive or Group Chief Executive Officer. The Board of Directors has the duty to oversee and ensure the Company's management proceeds towards goals and direction that give maximum benefits to shareholders, while taking into account the interests of all stakeholders. The Board of Directors shall not seek vested personal interests or the interests of any other person in a way that causes a conflict of interest with the Company and its subsidiaries. The Board of Directors shall uphold ethical principles and perform their duties with the sense of responsibility, great care and integrity. In addition, the Board shall oversee and ensure the Company's business operations proceed in line with its objectives, Articles of Association, the Board's resolutions, the resolutions of shareholders' meetings, laws, and regulations of the SET and the SEC. The Group Chief Executive Officer, meanwhile, serves as the leader of the executives in managing and overseeing the business operations related to general administration. Holding the highest executive position in the Management, the Group Chief Executive Officer has the duty to operate and/or manage daily activities of the Company in accordance with the guidelines set by the Board of Directors and the Executive Committee, and overseeing transactions done as parts of the Company's normal operations.

### Aggregation and Segregation of Positions

The Board of Directors plays an important part in overseeing the business operations in the best interest of the Company and shareholders. Therefore, to maintain the balance of power in the business operations, the Company has segregated the positions of the Chairman, Chairman of the Executive Committee, and the Group Chief Executive Officer and has defined their powers and duties as follows:

#### 1. Duties and Responsibilities of the Chairman

- (1) Ensure that all directors participate in promoting an organizational culture of ethics and good corporate governance;
- (2) To call and Chair the Board of Directors' meetings, and also to cast the decisive vote when votes for any agenda are tied;
- (3) To set agendas for the Board of Directors' meetings in consultation with the Company Secretary to ensure inclusion of all important issues;
- (4) To conduct the Board of Directors' meetings by following the agendas, related laws, and the principles of good corporate governance, as well as to allocate adequate time for and encourage directors' participation in discussions with good judgment and independent expressions of opinions;
- (5) To monitor the performance of the directors for efficiency and achievement of the organization goals;
- (6) To strengthen good relationships between the Board of Directors and the Management;
- (7) Support collaboration between the Board of Directors, management, and the Company Secretary to ensure smooth and efficient cooperation among all parties; and
- (8) Act as a representative of the Board of Directors in communicating key company information and fostering positive relationships with shareholders and stakeholders.

#### 2. Power, Duties and Responsibility of Chairman of the Executive Committee

- (1) Lead the Executive Committee in reviewing and providing recommendations on the company's vision, mission, strategy, business plan, budget, and annual performance indicators prepared by management before submission

to the Board of Directors for approval. Additionally, monitor progress against the budget and plan, and regularly report updates to the Board of Directors;

- (2) To manage and oversee the Company's businesses in accordance with approved policies and work plans;
- (3) To explore new business opportunities in line with the Company's vision and strategic directions; and
- (4) To perform any action as assigned through the resolutions of the Board of Directors' or shareholders' meetings.

#### 3. Power, Duties and Responsibility of Group Chief Executive Officer

- (1) Collaborate with senior management in formulating policies, business strategies, key objectives, major plans, and the annual budget for the group of companies. These are then presented to the Executive Committee for endorsement and subsequently submitted to the Board of Directors for approval;
- (2) To ensure that operations go in line with the policies, business strategies and annual operation and budget plans of the Company and subsidiaries as approved by the Board of Directors;
- (3) To report the operating results of the Company and subsidiaries in comparison with the approved operation and budget plans to the Board of Directors on a yearly, quarterly and monthly bases for its consideration and suggestions;
- (4) To authorize the Company's expenses with a limit of Baht 3 million per expense item under the annual budget approved by the Board of Directors;
- (5) To authorize an amendment, change, rearrangement of the organizational structure for the division level and below; and
- (6) To perform any other actions as assigned through the resolutions of the Board of Directors' and shareholders' meetings in compliance with the Company's objectives, Articles of Association, and other related laws.

The Board of Directors' and Sub-committees' Charter are available in "Appendix 6: The Board of Directors' and Sub-committees' Charters" or on the Company's website at [www.amarin.co.th](http://www.amarin.co.th) under the "Company Information/Board Charter" section.

### 7.3 Information about Sub-committees

The Board of Directors has appointed directors with appropriate knowledge and expertise to serve in sub-committees to support the Board's specific duties. The scope of the powers, duties and responsibilities of each sub-committee is clearly defined and their meeting results are regularly reported to the Board of Directors. The Chairman of the Board of Directors is an independent director and does not hold the position of chairman in any sub-committee to ensure that the sub-committees perform their duties in a truly independent manner.

The Company has 5 sub-committees as follows:

1. Audit Committee
2. Corporate Governance Committee
3. Sustainability and Risk Management Committee
4. Nomination and Remuneration Committee
5. Executive Committee

### 7.3.1 Audit Committee

The Board of Directors has approved the establishment of an Audit Committee, appointed from the Company's directors who have the qualifications as specified by the Capital Market Supervisory Board, i.e., having no fewer than 3 members, with at least 1 Audit Committee member having knowledge or experience in accounting or finance.

As of December 31, 2025, the Company's Audit Committee consists of four directors, all of whom are independent directors as listed below:

List of Directors	Positions	Directorship/Skill Types
1. Assoc. Prof. Dr. Somjai Phagaphasvivat	Chairman of the Audit Committee	Independent Director/Accounting and Finance
2. Prof. Dr. Nantawat Boramanand	Member of the Audit Committee	Independent Director/Law
3. Mr. Suwit Chindasanguan	Member of the Audit Committee	Independent Director/Accounting and Finance
4. Mr. Ruth Chaowanagawi	Member of the Audit Committee	Independent Director/Accounting and Finance

Miss Chuenkomon Thangthong, Senior Manager, Internal Audit Department, serves as the Secretary of the Audit Committee.

All directors are fully qualified according to the requirements of the Securities and Exchange Commission as independent directors and have knowledge and expertise in relevant fields and satisfactory experience in reviewing the Company's financial statements.

In 2025, there were 6 Audit Committee meetings and the Audit Committee attended 1 meeting with the auditors without the management, and all meetings were reported to the Board of Directors. In addition, the Audit Committee has already reported its annual performance in the Audit Committee Report.

#### Roles, Duties, and Responsibilities of the Audit Committee

The Audit Committee has the duty to support the Board of Directors in overseeing and ensuring the adequacy and accuracy of financial statements, and data disclosure's compliance with applicable standards and regulators' requirements as assurances to investors, financial institutes, business partners, and stakeholders. Moreover, the Audit Committee has to help oversee the internal control adequacy and efficiency of the Amarin Corporations Public Company Limited and its subsidiaries to ensure all units proceed efficiently in accordance with laws, regulations, regulators' requirements, as well as ethical standards. The scope of the Audit Committee's duties and responsibilities are as follows:

- To review the financial statements of the Company and its subsidiaries to ensure accuracy, reliability, and adequate data disclosure within the specified time;
- To ensure that the Company and its subsidiaries comply with laws on securities, the SET, regulators' requirements, and other applicable laws;
- Considering on significant transactions, subject to be an acquisition or disposition of assets ("MT") and related person transactions ("RPT"), transactions may involve issue of conflict of interest of the Company or subsidiaries to comply with laws and Office of the Securities and Exchange Commission ("SEC") and the Stock Exchange of Thailand ("SET"), and to ensure that such transactions and are reasonable, transparent, and for the Company's best interest;
- To consider the details related to the use of fundraising proceeds and ensuring that the Company has mechanisms to supervise and monitor the use of such funds correctly and appropriately and in accordance with the disclosed objectives;
- To ensure that the Company and its subsidiaries have appropriate and efficient internal control and audit systems;
- to verify the independence of internal audit units; to provide advice on their budget and workforce; and to review the appointments, transfers, annual performance evaluations, and termination of Heads of the Internal Audit Department;
- To consider the selection, nominations and dismissal of an independent person to serve as the auditor of the Company and its subsidiaries; to propose his/her remuneration; and to attend a meeting with the auditor at least once a year without the presence of the Management;
- To review and ensure that the Company and its subsidiaries have risk assessment and risk management systems that are adequate, appropriate and efficient; and
- Upon receiving reports/remarks on doubtful behaviors from the Auditor, the Audit Committee shall immediately submit a preliminary report to the Office of the Securities and Exchange Commission (SEC Office). During a probe into such behaviors, the Audit Committee shall also periodically report progress to the SEC Office as well as the Auditor. Probe results must be submitted to the SEC Office and the Auditor within 30 days from the submission of the preliminary report.

9. To compile the Audit Committee's Report, which is signed by the Chairman of the Audit Committee and to include it in the Annual Report in line with the SET's requirements;
  10. To approve the internal audit plans of the Company and its subsidiaries in line with generally accepted approaches and standards, and also to monitor the work of internal audit units;
  11. To promote channels for receiving complaints or whistleblowing inappropriate behavior including the implementation of policies or procedures for dealing with complaints and appropriately protecting whistleblowers;
  12. To seek independent opinions from professional consultants, when deemed necessary, at the Company's expenses; and
  13. To carry out any assignment given by the Board of Directors with consent from the Audit Committee.
- In addition, to ensure the Audit Committee can work within its scope of power and duties with efficiency, the committee shall have the power to invite the Management, executives, or other relevant parties to a meeting for clarification and expression of opinion or to send necessary documents and to hire a consultant or an external expert at the Company's expenses for tasks related to its duties.

### 7.3.2 Corporate Governance Committee

The Board of Directors is responsible for considering the appointment of the Corporate Governance Committee, which will consist of independent directors by at least one-half, and an independent director will serve as the Chairman of the Corporate Governance Committee.

As of 31 December 2025, the Corporate Governance Committee consists of 4 members as follows:

List of Directors	Positions	Types of Directors
1. Mr. Suwit Chindasanguan	Chairman of the Corporate Governance Committee	Independent Director
2. Prof. Dr. Nantawat Boramanand	Member of the Corporate Governance Committee	Independent Director
3. Dr. Nithinart Sinthudeacha	Member of the Corporate Governance Committee	Independent Director
4. Mr. Nararat Limnararat	Member of the Corporate Governance Committee	Non-executive Director

Mr. Samat Pochanaphanitkul serves as the Secretary of the Corporate Governance Committee.

In 2025, the Corporate Governance Committee held a total of 3 meetings, which were reported to the Board of Directors every time. The Corporate Governance Committee reported its annual performance in the Corporate Governance Committee Report.

#### Roles, Duties, and Responsibilities of the Corporate Governance Committee

The Corporate Governance Committee carries out its work under the Corporate Governance Committee Charter as follows:

1. Duty to prepare policy/guideline on corporate governance
  - 1.1 Ensure the principles of good corporate governance and relevant guideline are in place for proper business practices; and
  - 1.2 Disclose corporate governance data and practices to the public
2. Duty to formulate corporate-governance policies/guidelines on
  - 2.1 Shareholders and investors;
  - 2.2 Vendors, customers and financial institutes;
  - 2.3 Employees; and
  - 2.4 Society and the environment.
3. Duty to review and assess the adequacy of the Business Code of Conduct, as well as to support the development and promotion of an organizational culture rooted in ethics, while setting an example as a leader in corporate governance.
4. Duty to review the composition of the Board of Directors and develop guidelines for director development
  - 4.1 Determine the qualifications of directors to be recruited in accordance with the structure, size and composition as appropriate to the knowledge, experience and expertise of directors as a whole in line with the business operations;
  - 4.2 Plan development strategies for directors, such as knowledge development for directors, annual Board retreat planning, and other development activities for directors; and
  - 4.3 Duty to oversee and monitor to ensure that the performance of the Board of Directors is evaluated effectively every year.
5. Duty to establish an anti-corruption policy
  - 5.1 Establish a framework for supervising operations related to combating all forms of corruption; and
  - 5.2 Prepare, review, provide recommendations, monitor and evaluate the implementation of the anti-corruption policy by reporting to the Board of Directors at least once a year.

6. Duty to formulate social and environmental policies and guidelines (ESG-Related Policy) as well as sustainable development, promoting innovation in organizations, and promoting the use of information as well as information security.
7. Consider and propose budget for CSR and corporate governance activities of Amarin Group, as well as manage and monitor budget usage.

### 7.3.3 Sustainability and Risk Management Committee

The Board of Directors will consider the appointment of the Sustainability and Risk Management Committee, which will consist of independent directors by at least half, with an independent director serving as the Chairman of the Sustainability and Risk Management Committee.

As of 31 December 2025, the Sustainability and Risk Management Committee consists of 4 members as follows:

List of Directors	Positions	Types of Directors
1. Mr. Pramoad Phornprapha	Chairman of the Sustainability and Risk Management Committee	Independent Director
2. Mr. Ruth Chaowanagawi	Member of the Sustainability and Risk Management Committee	Independent Director
3. Dr. Nithinart Sinthudeacha	Member of the Sustainability and Risk Management Committee	Independent Director
4. Mrs. Tongjai Thanachanan	Member of the Sustainability and Risk Management Committee	Non-executive Director

Mr. Siri Bunpitukgate serves as the Secretary of the Sustainability and Risk Management Committee.

The four members of the Sustainability and Risk Management Committee were appointed at the Board of Directors' Meeting No. 5/2023 on 8 December 2023, effective from 1 January 2024 onwards.

In 2025, the Sustainability and Risk Management Committee held 2 meetings, all of which were reported to the Board of Directors every time. The Sustainability and Risk Management Committee has reported its annual performance in the Sustainability and Risk Management Committee Report.

#### Roles, Duties, and Responsibilities of the Sustainability and Risk Management Committee

##### 1. Sustainability Development

- 1.1 Formulate sustainability policies and plans that match Amarin Group's business operations and covers Social, Environmental and Governance aspects and submit them for the Board of Directors to consider and approve;
- 1.2 Monitor and push for the implementation of sustainability plans, provide support and report Amarin Group's sustainability progress to the Board of Directors and relevant sub-committees;
- 1.3 Review and recommend sustainability guidelines for the Company to comply with best practices and updated international standards by presenting the recommendations to the Board of Directors for consideration and approval;
- 1.4 Consider and approve the Company's material sustainability issues in each year to reflect the needs and expectations of stakeholders, context, and the Company's direction, short-term targets, and long-term goals before presenting them to the Board of Directors for endorsement and the Management for further actions;
- 1.5 Monitor and summarize the Company's sustainability performance, and approve the Sustainability Report for the Board of Directors to consider and authorize its public release at least once a year; and

- 1.6 Communicating with and engaging relevant parties to foster sustainability culture in Amarin Group's business operations and work process.

##### 2. Risk Management

- 2.1 Formulate risk-management strategy, policy and goal to provide the Management with guideline on how to manage risks efficiently and in the same direction;
- 2.2 Formulate Integrated Risk Management framework and plan that cover key risks to the Company's businesses such as Business Risk, Operational Risk, ESG Risk, and Emerging Risk, meet international standards, and keep pace with changing situation;
- 2.3 Lay down risk management system to minimize impacts that may permanently affect the Company's business operations, and prepare regular risk assessments;
- 2.4 Prepare and approve appropriate risk management plan by assessing risks to the Company's business operations and prepare risk management plans at all levels through brainstorming among the executives and staff from various departments;
- 2.5 Communicate with the Audit Committee about significant risks that may affect the internal control; and
- 2.6 Report to the Board of Directors about risks and risk management.

### 7.3.4 Nomination and Remuneration Committee

The Board of Directors will consider the appointment of the Nomination and Remuneration Committee, which must consist of at least 3 directors, with at least half being independent directors, and the Chairman of the Nomination and Remuneration Committee should be an independent director in order to be able to perform duties and express opinions independently.

As of 31 December 2025, the Nomination and Remuneration Committee consists of 3 members as follows:

List of Directors	Positions	Types of Directors
1. Mr. Pramoad Phornprapha	Chairman of the Nomination and Remuneration Committee	Independent Director
2. Mr. Suwit Chindasanguan	Member of the Nomination and Remuneration Committee	Independent Director
3. Mr. Nararat Limnararat	Member of the Nomination and Remuneration Committee	Non-executive Director

Mr. Siri Boonpitakket serves as the Secretary of the Nomination and Remuneration Committee.

In 2025, the Nomination and Remuneration Committee held 2 meetings, all of which have been reported to the Board of Directors. The Nomination and Remuneration Committee has reported its annual performance in the Nomination and Remuneration Committee Report.

#### Roles, Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee carries out its work under its charter as follows:

##### 1. Nomination

- 1.1 Considering and setting criteria and methods for director nomination;
- 1.2 Considering the structure, size and components of the Board of Directors as well as sub-committees to ensure they support the Company's strategies and changing situation;
- 1.3 Considering and setting the qualifications of directors, and nominating candidates for the posts of directors using transparent nomination and selection process with a focus on Board Skill Matrix that is useful to the Company's business operations and the balance of expertise for the Company's best interest and possibly with the help of Director's Pool of a reliable organization, and presenting the chosen candidates for the Board of Directors' and/or shareholders' meetings to consider and approve;
- 1.4 Supporting the Company's move to offer minor shareholders an opportunity to nominate candidates for the posts of directors;
- 1.5 Selecting qualified directors for positions in sub-committees, and proposing them to the Board of Director for consideration and appointment when appropriate or when a position becomes vacant;
- 1.6 Finding a qualified candidate for the Group Chief Executive Officer post using transparent nomination and selection process, and proposing the candidate for the Board of Directors to consider and approve at its meeting;
- 1.7 Constantly ensuring that succession plans related to the Group Chief Executive Officer and other high-level executive posts at the Company are in place, with the list of potential successors.

##### 2. Remuneration

- 2.1 Giving opinions on the Board of Directors' structure and directors' remuneration to the Board every year;
- 2.2 Proposing remuneration criteria that not only suit directors' job responsibilities and performance as well as the Company's operating results and financial position and are able to attract/retain quality directors using industry-level rate for the Board of Directors to consider and approve prior to presentation to the general meetings of shareholders for final green light;
- 2.3 Considering bonus for directors when appropriate using the budget approved at the general meetings of shareholders;
- 2.4 Considering bonus for directors when appropriate using the budget approved at the general meetings of shareholders; and
- 2.5 Proposing the guideline on high-level executives', and staff's bonus and salary adjustment to the Board.
3. Reviewing and revising the Nomination and Remuneration Committee Charter every year. In events of revision, the updated charter must receive approval from the Board of Directors;
4. Preparing the Nomination and Remuneration Committee Report, which is signed by the Chairman of the Nomination and Remuneration Committee, and including it in the Annual Report in line with the principles of good corporate governance; and
5. Carrying out any assignment given by the Board of Directors.

### 7.3.5 Executive Committee

The Board of Directors will consider the appointment of the Executive Committee, which will consist of a number of directors and executives with appropriate qualifications, where the number of executive directors will be as deemed appropriate by the Board of Directors. The President will also serve as an executive director by virtue of position.

As of 31 December 2025, the Executive Committee consists of 6 directors as follows:

List of Directors	Positions	Types of Directors
1. Mr. Thapana Sirivadhanabhakdi	Chairman of the Executive Committee	Non-executive Director
2. Mr. Nararat Limnararat	Vice Chairman of the Executive Committee	Non-executive Director
3. Mr. Khumpol Poonsonnee	Executive Director	Non-executive Director
4. Mr. Siri Bunpitukgate	Executive Director	Executive Director
5. Mr. Amorn Ungsakulpreecha	Executive Director	Director
6. Mr. Jeremiah Pitakwong	Executive Director	Director

Mr. Amorn Ungsakulpreecha, Chief Financial Officer, serves as the Secretary of the Executive Committee.

In 2025, the Executive Committee held 12 meetings total, all of which were reported to the Board of Directors.

#### Roles, Duties and Responsibilities of the Executive Committee

- To set strategies, master plans, budgets, goals and important policies for operating the business each year, including the Company's various management powers, to be submitted to the Board of Directors for consideration and approval;
- To manage and supervise the business operations of the Group to be in line with the strategies, policies, master plans, budgets, goals and annual plans approved by the Board of Directors in an efficient manner and in line with changing business conditions, while ensuring financial security in order to enable continuous business operation, including providing advice and management recommendations to senior executives, supervising the management to monitor and evaluate the financial status, financial liquidity and debt repayment ability of the Company and subsidiaries in order to regularly report to the Board of Directors;
- To consider and approve the management of investment funds, including financial transactions with financial institutions and any other transactions as assigned by the Board of Directors under the budgetary authority specified by the Board of Directors;
- To establish an effective organizational and management structure, covering matters of selection, training, hiring, and termination of the Company's employees who are executives or senior executives. In doing so, the Company's President may be assigned to act as the authorized representative of the Company to sign employment contracts, and advisors of the Executive Committee may be appointed by a term not exceeding 1 year at a time;
- To supervise and approve matters relating to the operations of the Company, possibly by appointing or assigning one or more persons to act on behalf of the Executive Committee as deemed fitting, and the Executive Committee may revoke, change or amend such authority.

However, the assignment of powers, duties and responsibilities of the Executive Committee will not be in the form of delegation of authority or sub-delegation of authority that allows the Executive Committee or the authorized representative of the Executive Committee to approve any transactions in which they or any person may have a conflict of interest or may have other interest or conflict of interest with the Company or its subsidiaries as defined in the announcement of the Securities and Exchange Commission, in which case the approval of such transactions must be proposed to the Board of Directors' meeting and/or the meeting of shareholders (whatever the case may be) for consideration and approval of such transactions in accordance with the regulations of the Company and its subsidiaries or related laws, except for the approval of transactions that have normal business conditions along with a clearly defined scope;

- To consider managing all types of work submitted to the Board of Directors, except for work that is under the authority and responsibility and/or under the powers of other sub-committees of the Company to directly consider and manage to submit to the Board of Directors; and
- To perform any other duties as assigned by the Board of Directors.

## 7.4 Information about Executives

### 7.4.1 List and Position of Executives

The Company's Executives (as defined in the SEC's announcement) as of 31 December 2025 are as follows:

List of Executives	Positions
1. Mr. Siri Bunpitukgate <sup>1</sup>	President, and Acting Managing Director, Printing and Packaging Business
2. Mr. Amorn Ungsakulpreecha	Group Chief Financial Officer
3. Mr. Jeremiah Pitakwong <sup>2</sup>	Group Chief Operating Officer and Acting President, Media and Events Business
4. Ms. Ussanee Viratkaphan	Managing Director, Publishing Business

Note : <sup>1</sup> Mr. Jeremiah Pitakwong was appointed as the Group Chief Operating Officer on 1 January 2025.

The organization chart structure of Amarin Corporations Public Company Limited is reported under topic 7.1: "Corporate Governance Structure."

The Company's senior executives are in accordance with the Capital Market Supervisory Committee's Announcement No. TorChor. 23/2551 on the definition of executives for compliance with Section 3/1 of the Securities and Exchange Act, B.E. 2535 (1992), which was amended by the Securities and Exchange Act (No. 4) B.E. 2551 (2008), whereby the four senior executives do not have the following prohibited characteristics:

1. No history of criminal offenses related to property committed through fraud; and
2. No history of transactions that cause conflicts of interest with the Company.

In addition, the Company's directors and executives are not persons with untrustworthy characteristics according to the Securities and Exchange Commission's Announcement No. KorChor. 8/2010 regarding the specification of the trustworthy characteristics of company directors and executives.

### 7.4.2 Directors' and Executives' Remuneration Policies

#### Directors' Remuneration Policy

The Board of Directors has designated the Nomination and Remuneration Committee to consider and determine the remuneration of the Company's directors, sub-committees and senior executives in order to motivate and retain quality directors as required by the Company and comparably with other companies in the same industry under clear, transparent and fair criteria, in which directors who are assigned additional responsibilities should receive appropriate additional remuneration, while executive directors and management should receive remunerations linked to the Company's performance and the performance of each director or executive in order to ensure good governance in accordance with the principles set by the Stock Exchange of Thailand and internationally accepted best practices. The remunerations of directors are to be in accordance with the resolutions approved by the general shareholders' meeting.

#### Executives' Remuneration Policy

The Board of Directors conducts an evaluation of the performance of the President at the end of each year. The Nomination and Remuneration Committee evaluates and considers the short-term and long-term remunerations of the President and senior executives to propose to the Board of Directors for consideration and approval. The remunerations of the President and senior executives are directly proportional to the performance evaluation results. Accordingly, the Company evaluates performance every year using the Balanced Scorecard, which considers key performance indicators (KPIs) in various aspects, with criteria for evaluating both short-term and long-term performance.

Indicators (Key Performance Indicators: “KPIs”)	
2025	<ul style="list-style-type: none"> <li>• Strategic KPIs, which are based on the Company’s revenue and profits;</li> <li>• Development KPIs, which are considered based on the success of all projects under command and the efficiency of consulting; and</li> <li>• Individual KPIs based on the goals set by each senior executive.</li> </ul>

Remunerations for the President and Senior Executives	
Short-term remunerations	<p>These include</p> <p>(1) Salary, which is considered based on job responsibilities, experience, and individual skills. It is reviewed every year based on a performance evaluation and salary increase rates in the labor market;</p> <p>(2) Special compensation (bonuses), which are considered based on performance evaluation results. The Company will consider bonuses for the President and senior executives comparably to companies listed on the Stock Exchange of Thailand in the same business and of a similar size in order to motivate and retain capable senior executives with the Company in the long term, by referring to such information from the Stock Exchange of Thailand’s survey summary report on directors and executives of listed companies; and</p> <p>(3) Welfare or benefits, including health insurance and life insurance plans.</p>
Long-term compensation	<p>These include Social Security contributions, and the provident fund, in which the Company pays a percentage of monthly salaries into the provident fund in line with labor market practices and as required by law to provide security for employees.</p>

**Opinion of the Nomination and Remuneration Committee on the Executives’ Remuneration Structure**

The Nomination and Remuneration Committee’s opinion is that the criteria and remuneration structure of the executives above, which considered the compensation of the executives using the Balanced Scorecard that is based on indicators in many aspects, including finance, internal organization management, and success in the performance of duties according to the goals of each individual, in order to determine the short-term and long-term remunerations, are a compensation structure that is appropriate and can motivate executives to perform their duties to push the Group to achieve its goals in terms of business performance and creating sustainability for the organization under the principles of good corporate governance. Moreover, the compensation structure is comparable to other organizations that are engaged in the same business and that are of a similar size to the Company.

**7.4.3 Remunerations for Directors and Executives**

**(1) Remuneration of the Company’s Directors**

The Company has specified the remunerations in accordance with the policies disclosed in “Section 7.4.2: Directors’ and Executives’ Remuneration Policies”. The monetary remunerations for the year ending on 31 December 2025 are in accordance with the monetary remunerations for directors approved by the Annual General Meeting of Shareholders, whereby the Annual General Meeting of Shareholders of 2025, held on 25 April 2025 passed a resolution to set the directors’ remunerations as proposed by the Nomination and Remuneration Committee to the Board of Directors. The amount of monthly remunerations and meeting allowances, when combined with special remunerations (if any), will not exceed Baht 7,000,000 per year.

As for the bonuses, the Nomination and Remuneration Committee will consider allocating them as appropriate based on the Company’s performance.

In 2025 the Company paid remunerations to all directors and sub-committees totaling Baht 5,950,000. The terms and conditions for paying remuneration to directors are as follows:

Remuneration Category	Monthly Salary (Baht/Month)	Meeting Allowance (Baht/Time)
<b>Board of Directors</b>		
- Chairman of the Board	30,000	25,000
- Non-executive Directors	20,000	20,000
- Executive Directors	None	None

Remuneration Category	Monthly Salary (Baht/Month)	Meeting Allowance (Baht/Time)
<b>Audit Committee</b>		
- Chairman of the Audit Committee	40,000	None
- Audit Committee Members	30,000	None
<b>Executive Committee</b>		
- Chairman of the Executive Committee	30,000	None
- Executive Directors	20,000	None
<b>Corporate Governance Committee</b>		
- Chairman of the Corporate Governance Committee	None	20,000
- Corporate Governance Committee Members	None	15,000
<b>Sustainability, and Risk Management Committee</b>		
- Chairman of the Sustainability, and Risk Management Committee	None	20,000
- Sustainability, and Risk Management Committee Members	None	15,000
<b>Nomination, and Remuneration Committee</b>		
- Chairman of the Nomination, and Remuneration Committee	None	20,000
- Nomination, and Remuneration Committee Members	None	15,000

Note: 1. Executive Directors will not receive compensation in this section; and  
2. The Company does not pay any other compensation or benefits to the directors.

## (2) Remunerations of Directors of Subsidiaries

In the year 2025, the subsidiary company paid remuneration to 4 directors of the subsidiary company with total remuneration of Baht 1,680,000, consisting of monthly remuneration and meeting allowance.

## (3) Remunerations of Company Executives

In the year 2025, the remunerations of the President and senior executives (as defined in the SEC announcement) were in accordance with the principles and policies set by the Board of Directors and linked to the performance of the Group, including the performance of each executive, whose performance was evaluated according to the chain of command. The total remunerations of executives in 2025 are detailed as follows:

Remuneration Category	Amount (Baht)		
	Year 2023	Year 2024	Year 2025
- Salaries and bonuses	39,335,000	29,969,050	25,451,100
- Provident fund	676,380	619,477	559,440
<b>Total</b>	<b>40,011,380</b>	<b>30,588,527</b>	<b>26,010,540</b>

Accordingly, the Company did not pay any other compensation to executives, but has arranged for directors' and officers' liability insurance with a coverage of Baht 300 million and professional indemnity insurance (media liability) with a coverage of Baht 30 million to cover the liabilities of the Company and its subsidiaries with an insurance period of 1 year, which the Company continuously renews every year.

## 7.5 Employee Information

### Employee Information

As of 31 December 2025, the Group employed an appropriate number of personnel to support its business operations. Employees were appropriately allocated across key business units, with labor costs effectively managed and compensation provided in a fair and transparent manner.

Number of Employees

The Company and Its Subsidiaries	Total (Persons)	Male Employees	Female Employees
Amarin Corporations Public Company Limited	546	210	336
AME Imaginative Company Limited	328	126	202
Amarin Television Company Limited	483	246	237
Amarin Omniverse Company Limited	94	68	26
Amarin Book Center Company Limited	611	176	435
Dek-D Interactive Company Limited	97	34	63
<b>Total (Persons)</b>	<b>2,159</b>	<b>860</b>	<b>1,299</b>

The Group has not experienced any significant changes in the number of employees, nor has it had any labor disputes over the past three years.

Employee Compensation and Benefits

Employee compensation and benefits consist of salaries and remuneration; welfare assistance; health and life insurance benefits; employee loan benefits; and contributions to the Social Security Fund and the Provident Fund, as detailed below:

Items	Amount (Baht) for the Year 2025					
	Amarin Corporations Public Company Limited	AME Imaginative Company Limited	Amarin Television Company Limited	Amarin Omniverse Company Limited	Amarin Book Center Company Limited	Dek-D Interactive Company Limited
Employee Compensation, and Benefits (Excluding Senior Executives)						
Salaries and Remuneration	281,116,728	149,176,454	304,904,726	48,435,092	209,085,889	47,010,673
Health and Life Insurance Benefits	4,722,629	1,802,220	3,284,173	715,484	5,019,212	539,546
Contributions to Social Security Fund and Provident Fund	11,497,243	5,577,370	10,318,270	2,038,643	9,388,127	852,405
Employee Development and Engagement	1,698,656	49,760	189,964	167,357	229,856	None
<b>Total (Baht)</b>	<b>299,035,256</b>	<b>156,605,804</b>	<b>318,697,133</b>	<b>51,356,576</b>	<b>223,723,084</b>	<b>48,402,624</b>

**Provident Fund**

The Company has established a provident fund with the objective of supporting savings and providing benefits from savings to employees in planning a quality financial future and for stability in life. Therefore, the provident fund welfare was provided, with voluntary membership to the provident fund, and permanent employees have the right to apply for membership in the provident fund after completing the probationary period. The Company will pay contributions to the provident fund for member employees on a monthly basis at a rate of 3% and deduct employees' savings through their salary accounts at a rate of 3 percent

The Company has a policy to support the Company's provident fund committee to select fund managers who comply with the Investment Governance Code for institutional investors and who are fund managers that manage investments responsibly while taking into account environmental, social, and governance factors, in addition to strictly complying with the investment governance principles and disclosing the fund manager selection guidelines to members, which will lead to investment management that takes considers the best interest of the provident fund members of the Group in the long run. As of 31 December 2025, the Company has 1,691 employees participating in the provident fund (PDV) out of a total of 2,028 employees, representing 83.38 percent of employees who are members.

Year	Number of Employees Who Are Fund Members (Person)	Total Number of Employees (Person)	Proportion (%)
2023 <sup>1</sup>	764	977	78.20
2024 <sup>1</sup>	660	803	82.19
2025 <sup>2</sup>	1,691	2,028	83.38

Remark: 1. Applicable to employees of Amarin Corporations Public Company Limited only; and  
2. Inclusive of employees of Amarin Corporations Public Company Limited and its subsidiaries.

## 7.6 Other Important Information

### 7.6.1 The Authorized Persons

#### Accounting Supervisor

The person who is directly responsible for overseeing the Company's accounting is **Mr. Amorn Ungsakulpreecha, Group Chief Financial Officer**, who is qualified according to the criteria of the SEC and the Stock Exchange of Thailand and who receives regular training to develop accounting knowledge by at least 6 hours per calendar year according to the criteria specified in the announcement of the Department of Business Development. The details and information concerning the person assigned to supervise accounting appear in Attachment 1 of this Form 56-1 One Report. Mrs. Rattana Thanormcharoen, Senior Director of Accounting and Finance, serves as the accountant who possesses the qualifications and conditions required for an accountant in accordance with the criteria specified by the Department of Business Development.

#### Company Secretary

The Board of Directors has resolved to appoint **Ms. Prairie Punsoni, Senior Director Office of Legal and Compliance to hold the position of Company Secretary** from 3 March 2025 to perform duties as prescribed by law and in accordance with the principles of good corporate governance of listed companies in the category of board responsibilities and in accordance with the requirements of Section 89/15 of the Securities and Exchange Act, B.E. 2535 (1992), with the following duties and responsibilities:

- (1) Organize meetings of the Board of Directors and shareholders' meetings in accordance with the relevant regulations, rules and laws;
- (2) Provide advice on the operations of the Company and the Board of Directors to comply with the memorandum of association, the Company's regulations, the Securities and Exchange Act, the Public Limited Companies Act, and other relevant laws;
- (3) Support the provision of knowledge for directors and executives to receive and attend various training courses, etc. related to the performance of duties of the Board of Directors and specific committee members;
- (4) Arrange training or orientation and provide necessary information for the performance of duties to existing and newly appointed directors;
- (5) Provide advice on various regulatory requirements that the Board of Directors and executives should be aware of;
- (6) Prepare and maintain important documents of the Company, including the register of directors, meeting notices and minutes of the Board of Directors and shareholders' meetings, annual reports, and reports on the interests of directors and executives.
- (7) Deliver a copy of the report on the interests of the directors and executives or related persons to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the Company receives the report and keep reports on the interests of directors or executives;
- (8) Serve as the intermediary for communicating information among directors, executives and shareholders;
- (9) Coordinate and monitor the implementation of the resolutions of directors and shareholders;
- (10) Ensure that information is disclosed and reports are made in the areas under responsibility to the regulatory agencies in accordance with the regulations and requirements of the relevant agencies; and
- (11) Perform other actions as announced and stipulated by the Securities and Exchange Commission or as assigned by the Board of Directors.

The details of the person assigned as the Company Secretary are shown in Document Attachment 3 of this Form 56-1 One Report.

#### Head of Internal Audit

The Audit Committee resolved to appoint **Miss Chuenkomon Thangthong, Senior Manager of the Internal Audit Department**, to the position of Head of Internal Audit of the Company, effective from 2 November 2022 onward, with work commencing as of 16 November 2022. This was due to her experience of over 10 years in conducting internal audits of private organizations, along with her attendance of training courses related to internal auditing, and her understanding of the activities and operations of the Company, which led to the opinion she is appropriate and adequate to perform the aforementioned duties. Accordingly, the consideration and approval of the appointment, removal, and transfer of the Company's Head of Internal Audit must be approved by the Audit Committee. The details of the person assigned as the Head of Internal Audit are shown in Attachment 4 of this Form 56-1 One Report.

## Head of Compliance

To enhance transparency and fairness in its business operations, the Company has established a dedicated function under the name the Legal and Compliance Office to directly oversee and provide legal guidance. Management recognizes the importance of this function and therefore places strong emphasis on the recruitment of personnel with specialized legal expertise relevant to the Company's business operations. In this regard, the Company has appointed a senior executive to the position of Senior Director, Legal and Compliance Office, and has defined a clear governance structure to ensure effective and efficient operations. The Legal and Compliance Office comprises the following departments, all operating under the supervision of the Senior Director:

<b>Personal Data Protection Department:</b>	Responsible for overseeing and implementing personal data protection measures in compliance with applicable laws and regulations.
<b>Contracts and Intellectual Property Department:</b>	Responsible for the management and oversight of business contracts, as well as the protection of the Company's intellectual property, in order to safeguard legal rights under contractual arrangements and to protect the Company's works and innovations for maximum organizational benefit.
<b>Company Secretary and Compliance Department:</b>	Responsible for supporting corporate governance practices in accordance with good governance principles, including the organization and execution of meetings of the Board of Directors and shareholders in compliance with applicable rules and regulations, thereby enhancing transparency and strengthening the credibility of the Company.

The person assigned to be the head of the Company's compliance unit is **Miss Prairie Punsoni, Senior Director of the Legal and Compliance Office**. The details of the person assigned to be the Company's Head of Compliance are shown in Attachment 3 of this Form 56-1 One Report.

### 7.6.2 Head of Investor Relations

#### Head of Investor Relations

The person assigned to be responsible for investor relations is **Miss Siriporn Sittichainarong, Manager of Managerial Accounting and Investor Relations**. Her role is to act as a communicator and to provide information and understanding about the Company's data and operations to investors, shareholders, analysts and various agencies.

If shareholders and people interested in investing in the Company have any questions or would like to inquire for any information, they can contact the Company's Investor Relations via the following channels:

- Name: Miss Siriporn Sittichainarong
- Telephone: 0 2422 9999 ext. 4364
- Email: [ir@amarin.co.th](mailto:ir@amarin.co.th)
- Website: [www.amarin.co.th/investor](http://www.amarin.co.th/investor)

### 7.6.3 The Company's Auditor

#### Auditor

The Audit Committee is responsible for the initial selection of the auditors by considering their independence and ability to complete financial statement reviews on time, as well as their knowledge and expertise in providing audit services and understanding about the business of the Group; and the committee is also responsible for providing opinions to the Board of Directors for consideration in order to request for the approval of the appointment of auditors at the shareholders' meeting. At the 2025 Annual General Meeting of Shareholders, the meeting passed a resolution to appoint KPMG Phoomchai Audit Co., Ltd. as the auditor of the Company and its subsidiaries. The Group has paid the auditors' remuneration as follows:

### Auditing Details of the Company

Amarin Corporations Public Company Limited

<b>Audit Firm</b>	KPMG Phoomchai Audit Co., Ltd. Empire Tower 1, 50 <sup>th</sup> Floor, South Sathorn Road, Yan Nawa, Sathorn, Bangkok 10120, Thailand Tel. 0 2677 2000
<b>Audit Fee (Baht)</b>	1,580,000
<b>Other Fees</b>	<ul style="list-style-type: none"> <li>• Type of Other Services: None</li> <li>• Details of Other Fees: None</li> <li>• Amount Paid During the Financial Year: None</li> <li>• Amount Payable in the Future: None</li> <li>• Total Fees: None</li> </ul>
<b>Names and General Information of the Auditor(s)</b>	Ms. Natcha Uwattanasombut Email:natcha@kpmg.co.th Certified Auditor Accountant No.: 11416

### Auditing Details of the Subsidiaries

<b>Audit Fee (Baht)</b>	The total audit fees amounted to Baht 3,000,000, with other service fees of Baht 60,000, detailed as follows: 1) Amarin Television Co., Ltd. – Baht 950,000 2) Amarin Book Center Co., Ltd. – Baht 980,000 and other service fees of Baht 60,000 3) Amarin Omniverse Co., Ltd. – Baht 210,000 4) Dek-D Interactive Co., Ltd. – Baht 570,000 5) AME Imaginative Co., Ltd. – Baht 290,000
<b>Other Fees</b>	<ul style="list-style-type: none"> <li>• Type of Other Services: Service fee</li> <li>• Details of Other Fees: Amarin Book Center Co., Ltd. incurred other service fees for the review of sales figures of the Naiin Bookstore at Suvarnabhumi Airport, to be submitted to King Power.</li> <li>• Amount Paid During the Financial Year: Baht 60,000</li> <li>• Amount Payable in the Future: None</li> <li>• Total Fees: Baht 60,000</li> </ul>

### Necessity and Reasoning of the Transactions

Regarding the hiring of KPMG Phoomchai Audit Co., Ltd. to provide non-audit services to the subsidiary companies in the above list, the management considered that they were necessary for the subsidiaries to submit a special-purpose consolidated financial statement to a financial institution. The services did not create any conflicts of interest and were not a self-audit; therefore, the auditor did not lose independence and neutrality in performing the audit. Meanwhile, the service fees were reasonable and were agreed prices according to the scope of the services, and were comparable to the prices of other service providers that the Company and its subsidiaries have inquired about for similar services and received approval from the Audit Committee. Thus, the management proposed the aforementioned transactions and obtained the approval of the Audit Committee.

## 8. Report on Key Performance Outcomes in Corporate Governance

### 8.1 Summary of the Performance of the Board of Directors in the Past Year and Corporate Governance Structure

In the fiscal year 2025 the Board of Directors, together with the Executive Committee and the Company’s senior executives, reviewed the Company’s policies, direction and business strategies to be current and in line with the long-term business direction, with consideration to the changing business environment. The Board of Directors approved key issues regarding Amarin Group’s business direction and policies, including the annual business plan and budget; reviewed the adequacy of the internal control process and appropriate risk management process; and supervised the management’s administration to be in line with the policies, strategies and business plans, which are set effectively and in compliance with the law, regulations of relevant regulatory agencies and the resolutions of the shareholders’ meeting; and supervised the management to communicate the goals, plans and business strategies to employees and report Amarin Group’s performance to the Executive Committee every month and to the Board of Directors every quarter. In addition, the Board of Directors considered and reviewed the charters, Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, Sustainability and Risk Management Policy, and related policies or practices to comply with the law and the criteria for good corporate governance of the regulatory agencies and to promote Amarin Group’s business operations in line with sustainable development guidelines to achieve the organization’s goals that support the United Nations’ Sustainable Development Goals (SDGs).

#### 8.1.1 Selection, Development and Evaluation of the Performance of the Board of Directors

##### Selection of Directors and Executives

###### Criteria for the Board Selecting

According to the Company’s regulations, persons to be elected as directors and executives of the Company must have all the qualifications as specified in Section 58 of the Public Limited Companies Act, B.E. 2535 (1992), and the Securities and Exchange Act, B.E. 2535 (1992), including not having any prohibited characteristics as specified by law in the selection and election of directors.

The Board of Directors has appointed and assigned the Remuneration and Nomination Committee to be responsible for the nomination and selection of directors of the Company and sub-committee members (as applicable). The nomination and selection process is conducted with transparency, in accordance with the criteria and procedures stipulated in the charter of the Remuneration and Nomination Committee, prior to submission to the Board of Directors’ meeting and/or the Annual General Meeting of Shareholders for approval.

The Board of Directors currently consists of 12 directors. The persons nominated for directorship must go through a transparent selection process, as detailed below:

Details	
<b>Selection Criteria</b>	The Nomination and Remuneration Committee will consider and select individuals who fully possess the required qualifications and do not have any prohibited characteristics under applicable laws and regulations, and who demonstrate integrity, ethical conduct, and accountability. Such individuals shall be capable of performing their duties with due care (Duty of Care) and in good faith and loyalty to the Company (Duty of Loyalty), for appointment as directors of the Company and members of sub-committees (as applicable). The nomination and selection process shall be conducted in accordance with the Company’s director nomination and appointment criteria prior to submission to the Board of Directors and/or the Annual General Meeting of Shareholders for consideration and approval, as the case may be.
<b>Selection Sources</b>	The Nomination and Remuneration Committee will select qualified individuals to be directors of the Company from the following sources: <ol style="list-style-type: none"> <li>(1) Suggestions or recommendations from the Board of Directors.</li> <li>(2) Granting of rights to minority shareholders of the Company to nominate directors.</li> <li>(3) Nomination of qualified individuals proposed by major shareholders for consideration and election as directors of the Company.</li> <li>(4) Director Pool database of the Thai Institute of Directors.</li> </ol>

Details	
<b>Re-election of Directors Whose Terms Have Expired</b>	<p>The Nomination and Remuneration Committee will consider and select individuals who fully possess the qualifications as prescribed by the Company, including qualifications in compliance with applicable laws and relevant regulations as follows:</p> <ul style="list-style-type: none"> <li>• The Public Limited Companies Act B.E. 2535 (1992).</li> <li>• The Securities and Exchange Act B.E. 2535 (1992).</li> <li>• The Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Office of the Securities and Exchange Commission (SEC).</li> <li>• The Company's Articles of Association.</li> <li>• The Company's Corporate Governance Policy.</li> <li>• The Company's Code of Conduct .</li> <li>• Other applicable laws and regulations relating to the qualifications of directors of listed companies.</li> <li>• Potential conflicts of interest or related party interests that may arise with the Company.</li> <li>• Diversity of knowledge, competencies, professional skills, expertise, and specific experience that are beneficial and aligned with the Company's business strategies, as reflected in the Board Diversity Matrix, such as business management, accounting, legal affairs, printing and packaging business, television business, mass media business, exhibition business, publishing business, and distribution business. Diversity in the composition of the Board of Directors, including gender diversity. Diversity in race and nationality, without discrimination on the grounds of gender, race, nationality, skin color, ethnicity, or religion, as well as an appropriate proportion of independent directors in accordance with good corporate governance principles.</li> <li>• In the case of a proposed appointment of an independent director, additional consideration shall be given to the independence qualifications in compliance with the notifications of the Capital Market Supervisory Board and the Company's definition of independent director qualifications.</li> <li>• In the case of the reappointment of an existing director, consideration shall be given to the individual's performance during the previous year, both in the capacity as a director and as a member of sub-committees, including constructive opinions and recommendations beneficial to the Company's business operations, the ability to devote sufficient time to the performance of duties as a director, and participation in board-related activities, in addition to the criteria specified above.</li> </ul>
<b>Nomination of a Director to Fill a Vacancy Other Than Retirement by Rotation</b>	<p>In the event of a vacancy in the Company's Board of Directors, the Nomination and Remuneration Committee is responsible for selecting new directors. The criteria and selection process are transparent, i.e., by considering the qualifications, experience, knowledge and skills in work, necessary skills and expertise that are still lacking in the Board of Directors, while also ensuring with the diversity of the Board of Directors' structure in other aspects such as age, gender, education, etc., in accordance with the Board Diversity Policy. This includes consideration of their vision, leadership, ethics, independence, and the ability to devote sufficient time to perform duties for the Company, in addition to having qualifications that comply with the laws and regulations of relevant regulatory agencies, such as the Securities and Exchange Act B.E. 2535 (1992), etc. The Nomination and Remuneration Committee will develop a Board Diversity Matrix to determine the qualifications of the directors to be recruited, while considering the necessary skills that are still lacking in the Board of Directors, along with current and future business strategies or goals. For example, if the Company has a strategy or goal to invest in or operate a new business in addition to the current business, the selection of directors must consider those with qualifications, knowledge, experience, and expertise that match the new business to be invested or operated. The Nomination and Remuneration Committee will initially approach and obtain consent from nominated candidates and conduct a preliminary assessment of their qualifications before proposing the nominees, together with their qualifications and the rationale for selection, to the Board of Directors and/or the shareholders' meeting for consideration and approval (as the case may be).</p>

## Details

**Qualifications of Directors and Independent Directors**Qualifications of the Board of Directors

- Directors of the Company must be persons with knowledge, capabilities, honesty and business ethics; and must possess sufficient time to devote their knowledge, capabilities and duties to the Company. They also must have the necessary qualifications that are consistent with the Company's business strategy.
- The Company's directors must possess qualifications without the prohibited characteristics as specified in laws governing public limited companies, securities and exchange laws, and other relevant laws, including not having characteristics that indicate a lack of suitability to be entrusted to manage a business with the public as shareholders as specified by the SEC.
- Directors of the Company may hold directorship positions in other companies, but such positions must not be an obstacle to or affect the efficiency of the Company's directorship, and must comply with the guidelines set by the SEC and the Stock Exchange of Thailand ("SET"). Directors are prohibited from engaging in businesses of the same nature and in competition with the Company's business, and are prohibited from becoming partners or directors of other juristic persons of the same nature and in competition with the Company, unless the meeting concerned is notified before passing the appointment resolution.
- Directors should hold positions in no more than five (5) listed companies to enable them to effectively perform their duties as directors of the Company and to devote sufficient time to performing their duties as directors.

Qualifications of Independent Directors

The Board of Directors defines the Company's independent directors in accordance with the notifications of the Capital Market Supervisory Board and the principles of good corporate governance, by defining them as directors who do not perform executive roles, who are independent from the management and controlling shareholders, and who have no business relationship with the Company and its subsidiaries in a manner that would limit their independent expression of opinions. This is to build confidence among investors and maintain a balance in good management. In addition, the Board of Directors has set the qualifications of independent directors more stringently than the criteria set by the SEC, as follows:

- Holding shares by no more than 0.50% of the total number of voting shares of the Company. This includes shares held by related persons of the independent director.
- Not being or having been a director who participated in the management of the company, employee, staff, salaried consultant, or controlling person of the Company\*, unless having ceased to have such characteristics for at least 2 years.
- Not being a person related by blood or by legal registration to another director, executive of the Company, major shareholder, controlling person, or a person to be nominated as a director, executive or controlling person of the Company or subsidiary.
- Not having or having had a business relationship with the Company\* in a manner that may interfere with the exercise of independent judgment, including not being or having been a significant shareholder or controlling person of a person with a business relationship with the Company\*, unless such a relationship has ended for at least 2 years.
- Not being or having been an auditor of the Company\* and not being a significant shareholder, controlling person, or partner of an audit firm that employs auditors of the Company, unless the person has ceased to have such characteristics for at least 2 years.
- Not being or having been a provider of any professional services, including legal or financial advisory services, who received a service fee of more than 2 million Baht per year from the Company, and not being a significant shareholder, a person with controlling authority, or a partner of such professional service provider, unless the person has ceased to have such characteristics for at least 2 years.
- Not being a director appointed to represent the Company's directors, major shareholders, or shareholders who are related to major shareholders.
- Not engaging in a business of the same nature and in significant competition with the business of the Company or its subsidiaries, or not being a significant partner in a partnership, or being a director who participates in the management, an employee, a staff member, a consultant who receives a regular salary, or holding more than 1% of the total number of shares with voting rights of another company which is engaged in business of the same nature and in significant competition with the Company or its subsidiaries.
- Having no other characteristics that make it impossible to express independent opinions regarding the operations of the Company, including the parent company, subsidiaries, affiliates, major shareholders or controlling persons of the Company.

Details	
<b>Qualifications of Directors and Independent Directors (continue)</b>	<p>In the case of a proposed appointment of an independent director, additional consideration shall be given to the independence qualifications in compliance with the notifications of the Capital Market Supervisory Board, as well as the Company's definition of independent director qualifications.</p> <p>After being elected as an independent director who meets the above qualifications, the independent director may be assigned by the Board of Directors to make decisions on the operations of the Company, subsidiaries, associates, subsidiaries of the same tier, major shareholders or controlling persons of the Company, in the form of collective decisions.</p> <p>In 2025, no independent director had a business relationship or provided professional services to the Company, its subsidiaries, affiliates, major shareholders or controlling persons of the Company.</p>
<b>Appointment and Removal of Directors</b>	<p>The shareholders' meeting will elect directors by a majority vote according to the following criteria and methods:</p> <ol style="list-style-type: none"> <li>(1) Each shareholder has one vote per share.</li> <li>(2) Each shareholder must use all of his/her votes to elect one or more persons as directors, and he/she may not divide his/her votes for any other person.</li> <li>(3) Persons who receive the highest number of votes in descending order will be elected as directors according to the number of directors to be elected at that time. In the event that persons elected in descending order receive an equal number of votes, exceeding the number of directors to be elected at that time, selection will be made by drawing lots in order to obtain the number of due directors to be elected.</li> </ol> <p>At every Annual General Meeting of Shareholders, the Company has determined that one-third of the total number of directors must retire from office. If the number of directors cannot be divided evenly into three parts, the number closest to one-third must retire. The directors who must leave office in the first and second years after the Company's registration must be determined by the drawing of lots. In subsequent years, the directors who have been in office the longest must retire. However, the directors who have vacated their positions are eligible for re-election. In voting to elect the Company's directors, shareholders must use ballots or vote via the electronic meeting system to elect directors individually. Each director must receive a majority vote of the shareholders in attendance at the meeting who voted.</p> <p>The shareholders' meeting may vote to remove any director from office before the expiration of his term by a vote of not less than three-quarters of the number of shareholders attending the meeting and having the right to vote, and whose combined shares are not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote at that meeting.</p>
<b>Election of Directors by the Board of Directors</b>	<p>In the event that a director's position becomes vacant for reasons other than the term expiration, the Board of Directors will consider electing a person who possesses qualifications without the prohibitions by law to be a director in the next Board of Directors' meeting by a vote of not less than three-quarters of the number of remaining directors. The person elected to become the replacement director will remain in office only for the remaining term of the director who has left office, unless the remaining term of the director is less than two months.</p>

#### Rights of Minority Shareholders on Director Appointment

In 2025, the Company granted minority investors the right to participate in the director nomination process by providing shareholders with the opportunity to propose agenda items and nominate qualified candidates for consideration for election as directors of the Company at least 90 days prior to the Annual General Meeting of Shareholders. The Company publicly disclosed the relevant criteria and procedures on its website and informed shareholders through the information disclosure system of the Stock Exchange of Thailand during the period from 9 December 2024 to 10 February 2025. However, no director candidates were nominated by shareholders for consideration by the Nomination and Remuneration Committee.

#### List of Directors Whose Terms Have Ended and Have Been Reappointed

In 2025, there were no candidates nominated by shareholders to the Nomination and Remuneration Committee for consideration. Therefore, the Nomination and Remuneration Committee considered the re-election of 4 directors whose terms were due to expire at the 2025 Annual General Meeting of Shareholders to resume their positions as directors for another term as follows:

1. Mr. Thapana Sirivadhanabhakdi	Position: Vice Chairman
2. Mrs. Tongjai Thanachanan	Position: Director
3. Prof. Dr. Nantawat Boramanand	Position: Independent Director
4. Assoc. Prof. Dr. Somjai Phagaphasvivat	Position: Independent Director

Consideration was given to educational qualifications, skills, work experience, past performance, willingness and time to devote to the Board, as well as other qualities in line with the Company's business strategy.

#### Number of Directors from Major Shareholders

In 2025, the Board included one director nominated by a major shareholder.

#### Selection of Senior Executives

The Nomination and Remuneration Committee is responsible for selecting and recruiting individuals who possess all the qualifications as specified in the criteria to hold senior executive positions from the level of Managing Director and above. The primary criteria for consideration include qualifications, knowledge, ability, business experience, management ideas and vision that are in line with the Board of Directors in order to ensure that the organization's operations will be successful in accordance with set goals. The Nomination and Remuneration Committee will propose the names of individuals who pass the selection process to the Board of Directors for consideration, in accordance with the specified framework of its charter.

#### Succession Plan

The Company has a plan to recruit and select personnel to take responsibility in important senior executive positions appropriately and transparently in order to reduce the problem of staff shortages in important positions. The Board of Directors has assigned the Nomination and Remuneration Committee to recruit and select suitable persons to hold the positions of President and senior executives, including preparing and reviewing the succession plan for suitable individuals in terms of age, qualifications, and work experience, while focusing on recruiting new talents to create readiness for everyone to have the opportunity to grow and advance to the executive level in the future through a high-potential assessment process. Every individual will receive development according to an individualized plan, as well as challenging assignments, and job rotation to develop leadership skills and knowledge in all aspects of work, with periodic monitoring and evaluation. These preparations of Amarin Group's personnel are carried out among employees at all levels to ensure readiness to replace vacant positions and ensure work continuity and effectiveness.

The Board of Directors has assigned the Executive Committee and the President to recruit and select suitable persons to hold senior executive positions in various departments and jointly develop a succession plan by identifying qualified individuals as potential replacements and establishing a personnel development system in the lower tier according to the plan for each individual, in addition to assigning challenging tasks to prepare for assuming such positions. The selection process and succession plan for senior executives are summarized as follows:

- The Nomination and Remuneration Committee considers the qualifications, knowledge, skills and experience of senior executives, including the President, Vice President, and Managing Directors of each work area. Selection will occur in accordance with the selection process of the Nomination and Remuneration Committee, which will consider senior executives from inside or outside the organization who possess the qualifications, knowledge and skills according to the specified criteria and who have the potential to succeed in each work area.
- The President is responsible for evaluating the knowledge and skills of executives within the organization who have good qualifications and performance that are consistent with the desired competency levels in order to create individualized development plans. The Human Resources Department is assigned to oversee and ensure that successors receive appropriate training and development of knowledge and skills in related areas in order to be ready to assume their positions.
- The President may assign qualified executives to perform or take on challenging duties in order to assess their potential and consider their readiness to be successors, and may assign such executives to attend meetings of the Executive Committee to gain knowledge and understanding of the overall picture of Amarin Group and prepare for future corporate management.
- The Executive Committee and the President will report the performance and progress of the individualized development plans of qualified executives to the Nomination and Remuneration Committee at least once a year and whenever there are significant changes.
- The Nomination and Remuneration Committee reviews and summarizes the results of the succession plans of the President and senior executives in each work area to report to the Board of Directors at least once a year and whenever there are any significant changes.

In 2025, the Executive Committee and the President made one report concerning the above as an annual succession plan report. The Executive Committee has applied the synergy working policy in the successor development process by emphasizing the integration of abilities, good communication, support and sharing, and mutual development and learning. Working together in a synergistic manner will enable effective and rapid training and learning from the experiences of seniors or those with experience in their positions. This will help strengthen good relationships between both old and new team members, which is important for succession because it will help transfer knowledge and promote smooth work activities. Good relationships help bridge the gap between leaders and their successors, thereby enabling an efficient succession process.

The Board of Directors believes that working in a synergetic way will help succession plans not only change executives from one person to another but also develop the knowledge and skills of future executives, thus smoothly promoting transition within the organization without affecting the performance of the team and the organization as a whole.

### Information on the Development of Directors

#### Continuous Knowledge Development

The Board of Directors has a policy to encourage directors to receive training courses related to the performance of duties of directors as organized by the IOD, including continuous knowledge development to help support the Board's work to be more efficient. In 2025, there were 12 directors who received training courses related to the performance of duties of directors organized by the IOD, totaling 100 percent of all directors, and all directors participated in training, seminars or activities that increased knowledge and/or were beneficial to the performance of duties of directors, as follows:

Board of Directors/Executives	Directors' Training Courses of the IOD	Participation in Training/Seminars/Activities in the Year 2025
1. Dr. Sumet Tantivejkul	DAP 2003 AACP 2006	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
2. Mr. Thapana Sirivadhanabhakdi	DCP 10/2547	<ul style="list-style-type: none"> <li>ESG Governance and Structure for Sustainability Programme, Singapore Institute of Directors</li> <li>Sustainability Expo (SX2025)</li> </ul>
3. Assoc. Prof. Dr. Somjai Phagaphasvivat	DAP 34/2548	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
4. Prof. Dr. Nantawat Boramanand	DAP 101/2562	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> <li>Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025 by Thai Institute of Directors</li> </ul>
5. Mr. Suwit Chindasanguan	AACP 4/2554 BNCP 9/2563 DAP 14/2547 DCP 44/2547 DLCP 0/2564 ELP 1/2558 RCP 18/2551 SFE 8/2553	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> <li>Insight in SET: ID &amp; AC Focus: Knowing the facts for sustainable growth in the capital market</li> </ul>
6. Mr. Pramoad Phornprapha	AACP 41/2564 DCP 55/2548	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
7. Dr. Nithinart Sinthudeacha	DAP 145/2561	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
8. Mr. Ruth Chaowanagawi	DAP 233/2568 ESG 11/2568	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> <li>Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2568 by Thai Institute of Directors</li> <li>Director's Briefing 13/2024 : Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom</li> <li>Insight in SET: ID &amp; AC Focus : Insight for Growth and Sustainability in the Capital Market 2025</li> </ul>
9. Mr. Nararat Limnararat	DCP 2543	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
10. Mr. Khumpol Poonsonee	DCP 2557	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
11. Mrs. Tongjai Thanachanan	DAP 87/2554 DCP 185/2555	<ul style="list-style-type: none"> <li>Sustainability Expo (SX2025)</li> </ul>
12. Mr. Siri Bunpitukgate	DAP 220/2567	<ul style="list-style-type: none"> <li>ESG for Executive 2025 (SET)</li> <li>Techsauce Global Summit 2025</li> <li>Sustainability Expo (SX2025)</li> </ul>

Directors Orientation

In the event that a new director is elected, the Company prepares for the newly elected director to become a director by assigning the Company Secretary to arrange a meeting between the new director, existing directors, and the Company’s senior executives to ensure that the new director is informed and is able to inquire about the Company’s business operations and other relevant information, such as the vision, mission, business nature, capital structure, shareholders, goals, and performance in the past and present for businesses and various tasks, meeting minutes of the Board of Directors and sub-committees for at least the past year, etc. The Company will also provide a company introduction document or other documents that are beneficial to the performance of duties as directors to the newly elected director, such as the Public Limited Companies Act, B.E. 2535 (1992), the charters of the Board of Directors and sub-committees, a manual on good practices for directors of listed companies, the Company’s Corporate Governance Policy and Code of Conduct, the Memorandum of Association, the Company’s affidavit, the Company’s regulations and rules, and the annual information disclosure form, etc. In 2024, the Company did not elect new directors. However, the Company has consistently provided information or criteria related to the performance of the director’s duties as issued by relevant regulatory agencies, to the Board elected director, such as the Public Limited Companies Act, B.E. 2535 (1992), the charters of the Board of Directors and sub-committees, a manual on good practices for directors of listed companies, the Company’s Corporate Governance Policy and Code of Conduct, the memorandum of association, the Company’s affidavit, the Company’s regulations and rules, and the annual information disclosure form, etc. In 2025, the Company did not elect new directors. However, the Company has consistently provided information or criteria related to the performance of the director’s duties as issued by relevant regulatory agencies, to the Board of Directors and sub-committees so that the directors are informed of up-to-date information and news that are beneficial to the performance of the director’s duties.

**New Director Orientation Activity Schedule**

Topic	Details/Contents	Person in Charge
1. Opening remarks	- Schedule, basic information and the process of orientation activities	Company Secretary
2. Official welcome for the new board members	- Brief history, knowledge, expertise, experience and qualifications of the new directors - Introducing new directors to other board members	Company Secretary
3. Business overview	- History of the business - Vision, mission, core values, organizational structure - Nature of business operations - Financial status and other information such as main products/services, target customer groups, key competitors, and various stakeholders	President
4. Roles, duties and responsibilities of the Board	- List of current board members - Structure of the Board/sub-committees - Job description of the directors - Performance expectations of directors - Other policies and practices of the Board, such as term of office - Position, voting, criteria for attending board meetings, etc	Senior Board Member
5. Business strategy and direction	- Business goals/objectives, both short-term and long-term - Strategic plan, annual plan, budget - Current situation, trends, risks and challenges	President
6. Board calendar	- Advance annual meeting schedule - Annual Board development plan/activities	Company Secretary
7. Q&A	- The new board member asked other board members questions on issues that they had doubts about or might not have received sufficient information.	All participants

## Information List for New Directors

Company Overview	Key Corporate Policies	Board of Directors Information
<ul style="list-style-type: none"> <li>• Company history</li> <li>• Memorandum of Association</li> <li>• Company regulations</li> <li>• Vision, mission, core values</li> <li>• Nature of business</li> <li>• Structure of the top 10 major shareholders</li> <li>• Organizational structure</li> <li>• Structure of Amarin Group, subsidiaries, joint ventures (if any)</li> <li>• Strategic plans and business direction.</li> <li>• Risk factors/control</li> <li>• Major projects in progress</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Corporate Governance Policy</li> <li>• Risk Management Policy</li> <li>• Whistleblowing Policy</li> <li>• User of Internal Information Policy</li> <li>• Related Party Transactions Policy</li> <li>• Prevention of Conflicts of Interest Policy</li> <li>• Anti-Corruption Policy</li> <li>• Sustainable Business Development Policy</li> <li>• Environmental Policy</li> <li>• Governance Policy for Subsidiaries and Affiliated Companies</li> </ul>	<ul style="list-style-type: none"> <li>• List of Company directors</li> <li>• List of sub-committee members</li> <li>• Board structure and Board Skills Matrix</li> <li>• Roles, duties and responsibilities of the Board and sub-committees</li> <li>• Liability under relevant laws, such as the Securities and Exchange Act, Public Limited Companies Act, etc</li> <li>• Directors' and Officers' Liability Insurance (D&amp;O Insurance)</li> <li>• Remunerations and benefits of directors.</li> <li>• Securities holding report</li> </ul>
Financial Information	Work Process	Other Information
<ul style="list-style-type: none"> <li>• Annual financial statements.</li> <li>• Financial statement notes.</li> <li>• Management's Discussion and Analyses (MD&amp;A) (at least for the past 3 years)</li> <li>• Annual budget</li> </ul>	<ul style="list-style-type: none"> <li>• Board meeting reports (at least for the past 1 year)</li> <li>• Board meeting schedule (in advance)</li> </ul>	<ul style="list-style-type: none"> <li>• Regulator reports that require Company improvements and compliance</li> <li>• Legal disputes</li> <li>• Contact information of the directors, executives, Company Secretary, etc.</li> </ul>

In addition, throughout year 2025, the Company Secretary regularly reported information or criteria, laws and regulations, announcements, and requirements related to the performance of directors, as issued by relevant regulatory agencies, to the Board of Directors and sub-committees to ensure that directors are informed about current information, which is beneficial to the performance of directors.

## Information on the Evaluation of Duty Performance of Directors

### Performance Evaluations of the Board of Directors

The Board of Directors has determined that the performance of the Board of Directors and sub-committees must be evaluated annually to develop operational efficiency. The Corporate Governance Committee has been assigned to consider and propose guidelines or evaluation forms to the Board of Directors for consideration and approval, as well as to report the evaluation results to the Board of Directors. The assessment is divided into 4 categories, namely, assessment form for the Board of Directors for both the entire and the individual and assessment form for sub-committees both the entire and the individual of each committee which has assessment criteria that are consistent with the SET's assessment form.

These performance evaluations are an important tool for assessing the suitability of the Board structure and the efficiency of the Board's performance in accordance with the principles of good corporate governance. The Board of Directors and sub-committees will analyze the assessment results, suggestions, and observations and draw conclusions to determine guidelines for improving the efficiency of the Board and sub-committees to be consistent with the business environment and criteria or regulations that change from time to time.

### **Evaluation Process**

The Company arranges for the performance evaluation of the Board of Directors, sub-committees and individual Directors to take place in December of each year. The Company Secretary will prepare and review the performance evaluation forms for accuracy and completeness, and then present them to the Board of Directors for consideration and evaluation of work performance. The Company Secretary will then proceed to collect the evaluation results, comments and suggestions appearing in the evaluation forms and prepare a summary report of the results to submit to the Corporate Governance Committee for consideration and presentation to the Board of Directors. The suggestions obtained from the evaluations will be used to improve the performance of the Board and the sub-committees for greater efficiency.

**Evaluation Criteria**

Each item is calculated as a percentage from the full score with the following measurement criteria:

- More than 85% = Excellent
- More than 75% = Very Good
- More than 65% = Good
- More than 50% = Fair
- Less than 50% = Improvement Needed

**Scope of Evaluation**

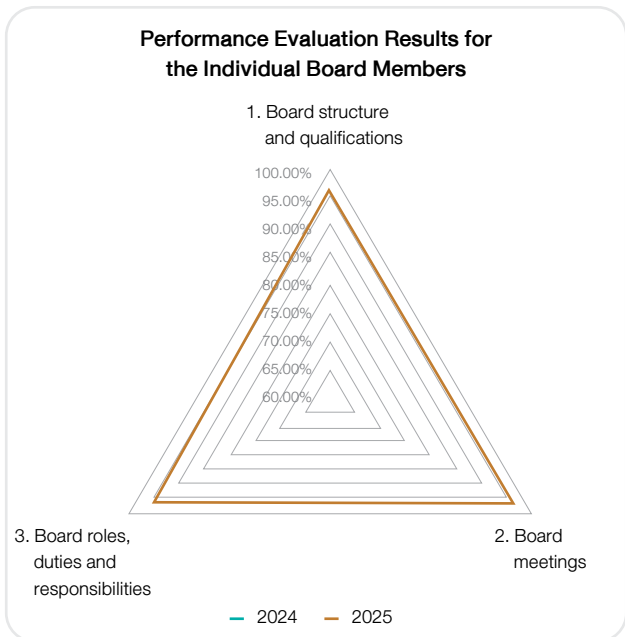
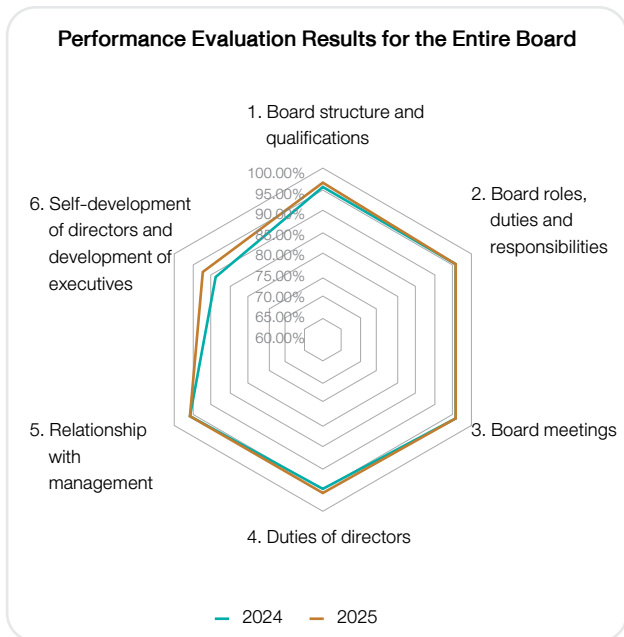
- **The Board of Directors’ entire assessment** consists of 6 assessment criteria : (1) Structure and qualifications of directors (2) Board of Directors’ meeting (3) Roles, duties and responsibilities of Board of Directors (4) Board of Directors’ performance (5) Relationship with the executives and (6) Board of Directors’ self-improvement and the executive’s development.
- **The Board of Directors’ individual assessment** consists of 3 assessment criteria: (1) Structure and qualifications of directors (2) Board of Directors’ meeting (3) Roles, duties and responsibilities of Board of Directors.
- **The sub-committees’ assessment** both the entire and individually consists of 3 assessment criteria: (1) Structure and qualifications of committees (2) Sub-committees’ meeting (3) Roles, duties and responsibilities of sub-committees

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

In 2025, the Company Secretary prepared and presented the Board performance evaluation forms for approval at the Board of Directors’ Meeting No. 5/2025 held on 4 December 2025, and subsequently distributed the evaluation forms to all directors for their performance assessment. Thereafter, the Company Secretary compiled the evaluation results, comments, and recommendations from all directors and prepared a summary report for consideration by the Corporate Governance Committee, prior to submission to the Board of Directors. The recommendations and feedback derived from the evaluation process were utilized to enhance and improve the effectiveness of the Board of Directors and each sub-committee. The summary of the evaluation results is as follows:

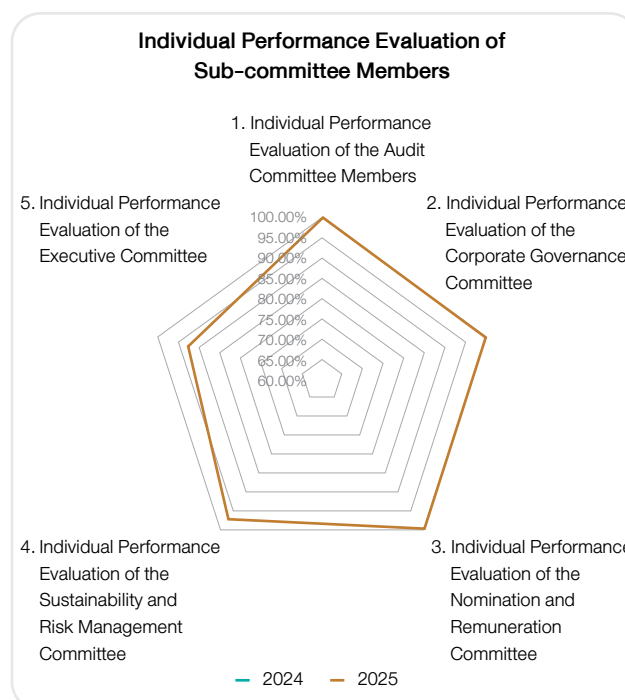
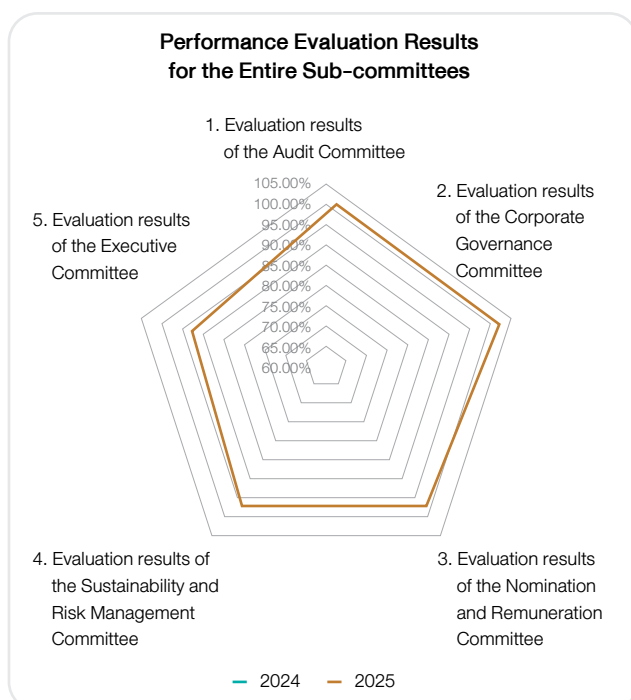
- **The Board of Directors’ entire assessment result** has an average score of 96.06%.

- **The Board of Directors’ individual assessment result** has an average score of 95.31%.



- The sub-committees' assessment both the entire and Individual results are as follows:

Sub-committees	Assessment Results of the Entire Sub-committees (%)	Assessment Results of Individual Sub-committee Members (%)
Audit Committee	100.00	99.48
Corporate Governance Committee	99.67	99.48
Nomination and Remuneration Committee	96.93	99.31
Sustainability and Risk Management Committee	97.37	94.79
Executive Committee	95.28	92.71



### Performance Evaluation of the President

The Board of Directors has assigned the Nomination and Remuneration Committee to regularly evaluate the performance of the President at the end of every year. The Nomination and Remuneration Committee is responsible for evaluating and determining remuneration to be proposed to the Board of Directors for consideration and approval, and the remuneration of the President is directly proportional to performance evaluation results. The performance evaluation form for the President relies on a Balanced Scorecard that considers several Key Performance Indicators (KPIs). The evaluation criteria are as follows:

- Strategic KPI, which are considered from the implementation of the policies received from the Board of Directors and the ability to develop the business or improve the efficiency of each business
- People's development KPI, which considers leadership in various aspects. etc., by referring to the CEO performance evaluation form of the Stock Exchange of Thailand, such as strategy formulation and implementation, planning and change management, knowledge of products and services of Amarin Group, relationship with the Board of Directors and external persons, work management and relationship with personnel in the organization, team building and communication, personal characteristics, etc.
- Individual KPI based on set goals, which include the Company's business performance, which is linked to the set vision, goals and plans, together with the economic situation during the evaluation period and compared with the overall performance of the same business or industry

In 2025, the Nomination and Remuneration Committee evaluated the performance of the President and applied the evaluation results as a basis for determining the President's remuneration. The proposed remuneration was then submitted to the Board of Directors for consideration and approval. The performance evaluation results for the President for the 2025 fiscal year indicated that the performance was achieved successfully at a **good level** in accordance with the established evaluation criteria

## 8.1.2 Meeting Attendance and Remuneration Payment to Each Board Member

### Board Meeting

The Company sets the dates of the Board meetings in advance for the whole year by holding at least 5 meetings per year, and may have additional Board meetings as necessary. The Company Secretary will inform the Company's directors of the meeting dates and agendas for the whole year in advance at a meeting in November or December before any meeting of the following year, to ensure that the Board of Directors can perform its duties efficiently. At Board Meeting No. 5/2025 in December 2025, the Company Secretary informed the Board of Directors of the schedule of the Board meetings for year 2026, which consists of 5 meetings on 23 February 2026, 13 May 2026, 14 August 2026, 16 November 2026, and 9 December 2026. The Company will send a meeting invitation letter specifying a clear agenda and complete and sufficient supporting documents to the Board of Directors by at least 7 days in advance of each meeting date to allow the directors to have sufficient time to study the information before attending the meeting. However, in urgent cases to preserve the rights or benefits of the Company, the Chairman of the Board or an assigned person may call for the meeting to be held by other methods and set an earlier meeting date. The agendas of the Board meetings will be clearly divided into categories, such as reports for information, for approval, for consideration, or agendas to follow up on annual performance, which must be considered by the Chairman of the Board and the President. All directors will have the duty to attend every Board meeting or by no fewer than 75% of the meetings held each year, unless there is a necessity otherwise.

The Chairman of the Board of Directors will serve as the chairman of each meeting. He is responsible for allocating sufficient time for each agenda for directors to freely discuss and express their opinions on important issues, while fairly considering the interests of shareholders and stakeholders. Directors who have a significant interest in the matter under consideration must leave the meeting during the consideration of that matter and will have no right to vote. The Company has set a policy regarding the minimum meeting quorum for when the Board of Directors votes at the Board meeting that at least two-thirds of all directors who are eligible to vote on the agenda must be present. In addition, the meeting minutes must be recorded in writing, covering all essential matters, and completed in a timely manner. The meeting minutes approved by the Board of Directors and meeting documents must be systematically stored, both in original and electronic file formats, such that directors and related persons can conveniently examine and search for reference.

In 2025, the Board of Directors held 5 meetings on Tuesday, 25 February 2025; 13 May 2025; 13 August 2025; 14 November 2025; and 4 December 2025, which were hybrid meetings in which the Company's directors could attend the meetings in person or via electronic media.

### Non-executive Directors Meeting

The Board of Directors has established a policy for non-executive directors to hold meetings among themselves to discuss various issues, etc. regarding management without the executive directors or management attending the meeting. This includes a policy for the Audit Committee to attend meetings with the auditors without the management at least once a year to ensure that the Company's directors will perform their duties independently as shareholders' representatives and with appropriate checks and balances.

For the year 2025, the non-executive directors held a meeting among themselves once on 27 November 2025 to discuss various issues concerning management that were of interest without management's attendance. The matters discussed included monitoring the implementation of the Board's recommendations, determining the convening of a special meeting with management to set strategic directions and business operations, as well as approaches to rectify and prevent deficiencies and issues identified in the course of business operations. After the meeting, the Chairman, who is an independent director, informed the President, who is an executive director, of the meeting's essential results, along with senior executives related to the issues discussed by the non-executive directors.

### The External Auditor without Management Meeting

Furthermore, the Audit Committee held a special meeting with the auditors from KPMG Phoomchai Audit Ltd. without the management one time on 7 November 2025 and reported the results to the Board of Directors at Meeting No. 4/2025.

### Details of the Board of Directors' Meeting Attendance

List of Directors	Directors (5 times)			Audit Committee (5 times)	Corporate Governance Committee (3 times)	Nomination and Remuneration Committee (2 times)	Sustainability and Risk Management Committee (2 times)	Executive Committee (12 times)	Annual General Meeting of Shareholders
	Total	By myself	Through the media electronics						
Dr. Sumet Tantivejkul	4/5 (80%)	4/5	-	-	-	-	-	-	/
Mr. Thapana Sirivadhanabhakdi	5/5 (100%)	-	5/5	-	-	-	-	12/12	/
Assoc. Prof. Dr. Somjai Phagaphasvivat	5/5 (100%)	2/5	3/5	5/5	-	-	-	-	/
Prof. Dr. Nantawat Boramanand	5/5 (100%)	1/5	4/5	5/5	3/3	-	-	-	/
Mr. Suwit Chindasanguan	5/5 (100%)	5/5	-	5/5	3/3	2/2	-	-	/
Mr. Pramoad Phornprapha	5/5 (100%)	-	5/5	-	-	2/2	2/2	-	/
Dr. Nithinart Sinthudeacha	5/5 (100%)	1/5	4/5	-	3/3	-	2/2	-	/
Mr. Ruth Chaowanagawi	5/5 (100%)	5/5	-	5/5	-	-	2/2	-	/
Mr. Nararat Limnararat	5/5 (100%)	4/5	1/5	-	3/3	2/2	-	12/12	/
Mr. Khumpol Poonsonee	4/5 (80%)	1/5	3/5	-	-	-	-	12/12	/
Mrs. Tongjai Thanachanan	5/5 (100%)	-	5/5	-	-	-	1/2	-	-
Mr. Siri Bunpitukgate	5/5 (100%)	4/5	1/5	-	-	-	-	12/12	-

Remark: All meetings of the Board of Directors and all sub-committees in the year 2025 held in a hybrid meeting format. The 2025 Annual General Meeting of Shareholders on 25 April 2025 was a meeting via electronic media. In 2025, the Company did not hold an Extraordinary General Meeting of Shareholders.

### Remuneration of the Board of Directors

#### Remuneration of Directors

The Nomination and Remuneration Committee is responsible for considering and determining the remuneration policy and rates for directors to propose to the Board of Directors and the Annual General Meeting of Shareholders for consideration and approval. The Nomination and Remuneration Committee sets the remuneration of directors in line with the Company's long-term strategies and goals, while taking into account the knowledge, capabilities, and experience of the directors, as well as the duties, roles, responsibilities, and benefits expected from performing their duties as directors. Directors who are assigned additional duties and responsibilities, such as serving as directors in sub-committees, will receive appropriate additional remuneration. In addition, the remunerations of directors are comparable to that of listed companies in the Stock Exchange of Thailand that are in the same business and of a similar size to motivate and retain directors with the qualifications desired by the Company, by which such information is based on the summary report from surveys of directors and executives of listed companies of the Stock Exchange of Thailand. Directors' remunerations consist of monetary remuneration, and the Company does not pay bonuses and other remunerations.

For the remuneration of the directors in 2025, they were approved by the Annual General Meeting of Shareholders on 25 April 2025. The resolution specified the directors' remunerations as proposed by the Nomination and Remuneration Committee and the Board of Directors to consist of meeting allowances and monthly salaries, including bonuses (if any), without exceeding

the amount of Baht 7,000,000 per year. In 2025, the Company did not pay bonuses and other remuneration. The remuneration structure is as follows:

(1) Monetary remunerations include monthly salaries and meeting allowances.

Remuneration for	Monthly Salary (Baht/Month)	Meeting allowance (Baht/Time)
<b>Board of Directors</b>		
• Chairman of the Board	30,000	25,000
• Non-executive directors	20,000	20,000
• Executive directors	Noun	Noun
<b>Audit Committee</b>		
• Chairman of the Audit Committee	40,000	Noun
• Audit Committee members	30,000	Noun
<b>Executive Committee</b>		
• Chairman of the Executive Committee	30,000	Noun
• Executive directors	20,000	Noun
<b>Corporate Governance Committee</b>		
• Chairman of the Corporate Governance Committee	None	20,000
• Corporate Governance Committee members	None	15,000
<b>Sustainability and Risk Management Committee</b>		
• Chairman of the Sustainability and Risk Management Committee	None	20,000
• Sustainability and Risk Management Committee members <sup>1</sup>	None	15,000
<b>Nomination and Remuneration Committee</b>		
• Chairman of the Nomination and Remuneration Committee	None	20,000
• Nomination and Remuneration Committee members <sup>1</sup>	None	15,000

Remarks: 1. Executive directors will not receive remuneration in this part.  
2. The Company does not pay any other remuneration or benefits to the directors.

In 2025, the total monetary remuneration received by the directors from the Company amounted to Baht 5,950,000, with details as follows:

List of Directors	Directors' Remunerations							Total (Baht)
	Board of Directors		Audit Committee	Executive Committee	Nomination and Remuneration Committee	Sustainability and Risk Management Committee	Corporate Governance Committee	
	Monthly Salary (Baht/Month)	Meeting Allowance (Baht/Time)	Monthly salary (Baht/Month)	Monthly salary (Baht/Month)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	
1. Dr. Sumet Tantivejkul Chairman	360,000	100,000	-	-	-	-	-	460,000
2. Mr. Thapana Sirivadhanabhakdi Vice Chairman Chairman of the Executive Committee	-	-	-	-	-	-	-	-
3. Assoc. Prof. Dr. Somjai Phagaphasvivat Independent Director Chairman of the Audit Committee	240,000	100,000	480,000	-	-	-	-	820,000

List of Directors	Directors' Remunerations							Total (Baht)
	Board of Directors		Audit Committee	Executive Committee	Nomination and Remuneration Committee	Sustainability and Risk Management Committee	Corporate Governance Committee	
	Monthly Salary (Baht/Month)	Meeting Allowance (Baht/Time)	Monthly salary (Baht/Month)	Monthly salary (Baht/Month)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	
4. Prof. Dr. Nantawat Boramanand Independent Director Audit Committee Corporate Governance Committee	240,000	100,000	360,000	-	-	-	45,000	745,000
5. Mr. Suwit Chindasanguan Independent Director Chairman of the Corporate Governance Committee Audit Committee Nomination and Remuneration Committee	240,000	100,000	360,000	-	30,000	-	60,000	790,000
6. Mr. Pramoad Phornprapha Independent Director Chairman of the Nomination and Remuneration Committee Chairman of the Sustainability and Risk Management Committee	240,000	100,000	-	-	40,000	40,000	-	420,000
7. Dr. Nithinart Sinthudeacha Independent Director Corporate Governance Committee Sustainability and Risk Management Committee	240,000	100,000	-	-	-	30,000	45,000	415,000
8. Mr. Ruth Chaowanagawi Independent Director Audit Committee Sustainability and Risk Management Committee	240,000	100,000	360,000	-	-	30,000	-	730,000
9. Mr. Nararat Limnararat Director Vice Chairman of the Executive Committee Corporate Governance Committee Nomination and Remuneration Committee	240,000	100,000	-	240,000	30,000	-	45,000	655,000
10. Mr. Khumpol Poonsonee Director Executive Director	240,000	80,000	-	240,000	-	-	-	560,000
11. Mrs. Tongjai Thanachanan Director Sustainability and Risk Management Committee	240,000	100,000	-	-	-	15,000	-	355,000

List of Directors	Directors' Remunerations							Total (Baht)
	Board of Directors		Audit Committee	Executive Committee	Nomination and Remuneration Committee	Sustainability and Risk Management Committee	Corporate Governance Committee	
	Monthly Salary (Baht/Month)	Meeting Allowance (Baht/Time)	Monthly salary (Baht/Month)	Monthly salary (Baht/Month)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	Meeting allowance (Baht/Time)	
12. Mr. Siri Bunpitukgate <sup>2</sup> Director Executive Director President	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,520,000</b>	<b>980,000</b>	<b>1,560,000</b>	<b>480,000</b>	<b>100,000</b>	<b>115,000</b>	<b>195,000</b>	<b>5,950,000</b>

Remarks: 1. Mr. Thapana Sirivadhanabhakdi expressed his intention not to receive any monetary remuneration from January - December 2025.  
2. No Board of Directors' and the Executive Committee's remunerations was received, because executive directors do not receive remuneration.

(2) Other Remunerations the Company does not provide any other benefits to the directors. However, the Company is responsible for the expenses of attending training seminars organized by the Thai Institute of Directors (IOD) and other institutions that are beneficial to the duties of the Company's directors, including providing directors' and officers' liability insurance (D&O Insurance) with an insurance coverage of Baht 300 million, covering the liabilities of the Company and its subsidiaries with an insurance period of 1 year, and the Company has continuously renewed the said insurance policy every year. In 2025, the Company and its subsidiaries never requested Claims under said insurance policy.

#### Remuneration of Directors of Subsidiaries in the Core Businesses

- (1) **Monetary Remuneration:** No monetary remuneration will be given to the directors of the Company's subsidiaries, except the directors Amarin Television Company Limited, which receives a meeting allowance of Baht 20,000 per meeting.
- (2) **Other Remuneration:** No other benefits are provided to the directors of the subsidiary companies, except for providing directors' and officers' liability insurance with an insurance coverage of 300 million Baht, covering the liabilities of the Company and its subsidiaries, with an insurance period of 1 year.

### 8.1.3 Supervision of Subsidiaries and Associated Companies

The Board of Directors has established mechanisms and frameworks to supervise the policies and operations of the Company, its affiliates and other businesses in which the Company has significant investments at a level appropriate to each business in order to maintain the benefits of the Company's investments through various operations as follows:

- (1) Assign directors or executives of the Company to be directors of subsidiaries and affiliated companies at least in proportion to the Company's shareholding, to act as the Company's representatives in setting policies and monitoring the operations of subsidiaries and affiliated companies to ensure they are consistent with the Company's main policies. The assignment of representatives of the Company to serve as directors or executives of subsidiaries and affiliated companies is within the scope of authority of the Board of Directors and management.
- (2) Directors or executives representing the Company can perform their duties within the scope of their authority to maintain the maximum benefit of the subsidiaries and to comply with the Company's policies. They must report their business performance or information on significant changes in various aspects of the subsidiaries and affiliated companies to the Executive Committee meeting on a monthly basis and to the Board of Directors' meeting on a quarterly basis. In addition, when the subsidiary or associated company will proceed with important matters, such as the acquisition or disposal of important assets, joint ventures, capital increase and capital reduction, etc., they must submit the matter to the Executive Board and/or the Board of Directors of the Company for consideration and/ or approval.
- (3) The Company ensures that subsidiaries and affiliated companies comply with the criteria, rules and announcements of the Stock Exchange of Thailand (SET) and the SEC, such as on transactions between related parties, acquisition and disposal of assets, or other significant transactions, which must be disclosed and conducted correctly according to the law and relevant criteria.
- (4) The Company ensures that subsidiaries and affiliated companies have proper accounting and financial reporting in accordance with relevant laws and generally accepted accounting standards with the ability to compile and prepare consolidated financial statements in a timely manner.
- (5) The Company supports subsidiaries and affiliated companies to strictly implement the Company's Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, and guidelines for corporate social responsibility (CSR) activities.
- (6) The Company will ensure that its subsidiaries and affiliated companies have appropriate and adequate internal control

systems, including by assigning the Company's internal audit unit to assess the effectiveness of the supervision, risk management and internal control of subsidiaries and affiliated companies and to present the audit or assessment results to the Audit Committee and Board of Directors' meetings on a quarterly basis.

For significant investments in other businesses, the Company may consider entering into an agreement between the Company and other shareholders (Shareholders' Agreement) to ensure clarity in management and decision-making on important matters.

In 2025, the Company monitored subsidiaries to ensure compliance with various criteria and regulations by preparing strategies, business plans and annual budgets; preparing financial statements and quarterly and annual performance reports; specifying and implementing sustainability development plans; assessing business risks; and managing risks to an acceptable level. In addition, the Company's internal audit department has reviewed the operations of subsidiaries fully according to the specified audit plan.

**Agreement between the Company and Other Shareholders on the Management of Subsidiaries and Affiliated Companies (Shareholders' Agreement)**

- None -

### 8.1.4 Monitoring of Compliance with Corporate Governance Policy and Guidelines

The Company places importance on and encourages executives and employees to apply the policies and practices of good corporate governance, which are specified in the Corporate Governance Policy, Code of Conduct and Anti-Corruption Policy, to their work according to their responsibilities in order to build confidence among all stakeholders, as well as organize activities to provide knowledge or review understanding to promote actual practice.

In 2025 the Company monitored the implementation of the principles of good corporate governance appropriately and in line with the context of business operations, such as the use and maintenance of internal information and personal data, risk assessment and management and internal control processes, and responsibility towards stakeholders in accordance with the framework of sustainable business development. The monitoring results showed that Amarin Group has implemented each issue appropriately in accordance with the specified policies and practices. In addition, the Company has monitored the implementation of the principles of good corporate governance in the following areas:

- **Prevention of Conflicts of Interest**

The Company is committed to conducting business with consideration to the interest of Amarin Group and all stakeholders. Therefore, it is the duty of all directors, executives, and employees, including related persons, to avoid having any stake in or involvement in any activity that may cause a conflict of interest, which may result in Amarin Group losing benefits or having reduced work efficiency. In addition, if it is necessary to conduct a transaction that would cause a conflict of interest, the directors, executives or relevant departments must supervise the transaction to ensure transparency and clarity for the maximum benefit of Amarin Group. For any transaction that is considered a related party transaction according to the announcement of the SEC, Amarin Group must strictly comply with the criteria and methods specified in the announcement of the SEC and the Stock Exchange of Thailand (SET).

In 2025 the Company monitored compliance with the following guidelines on stakeholder engagement and conflicts of interest:

- The Legal and Compliance Office monitors directors and senior executives to update their stakeholder information in December of each year. The Company Secretary also reports the directors' and executives' holdings of the Company's securities to the Board of Directors every quarter, as well as monitors the Company's President and senior executives to comply with the policy when they hold positions as directors and executives in other companies.
- The Accounting and Internal Audit departments collect information on transactions between Amarin Group and

related parties which are normal business transactions and transactions supporting normal business with trade agreements that contain ordinary trading conditions principally approved by the Board of Directors to report to the Audit Committee every quarter. In addition, for related party transactions that are not normal business transactions and transactions supporting normal business, the management has complied with the criteria of the SEC and the SET by presenting them to the Audit Committee for consideration and rendering of opinion before presenting them to the Board of Directors for consideration and approval or considering to present them to the shareholders' meeting for consideration and approval (whatever the case may be, depending on the size of the transaction). In such cases, the directors and/or shareholders who have interest will not have the right to vote, and information on transactions that may have conflicts of interest or related transactions will be disclosed in Form 56-1 One Report. However, in 2025, the Company did not enter into any large-scale transactions with related parties that required shareholder approval.

- The Human Resources Department and the Legal and Compliance Office jointly inform executives and new employees to study Amarin Group's Good Corporate Governance Policy and practices, which are part of the employee regulations published on the website or intranet system for all personnel to access. Accordingly, all personnel of Amarin Group and 100% of new personnel in the fiscal year 2025 have signed, acknowledged and agreed to comply with the Good Corporate Governance Policy and practices, including the matters of interests and conflicts of interest.

- The Legal and Compliance Office has prepared learning media and tests on the practices on vested interests and conflicts of interest in the e-learning format for directors, executives, and employees to review their understanding of important practices that must be adhered to. The training content explains and presents examples of situations, actions, or relationships that are considered vested interests or may cause conflicts of interest between the personal interests of directors, executives, and employees and the interests of Amarin Group, including practices that should be implemented in each case when conflicts of interest or vested interests occur, in addition to informing about the duties of directors, executives, and employees in disclosing reports of their vested interests and those of their related persons to the Company Secretary or Internal Audit Department in accordance with Amarin Group's practices. Accordingly, a total of 100 percent of directors, executives, and employees of Amarin Group have reviewed the policies and practices on vested interests and conflicts of interest through the above learning media.

In 2025, the Company did not find any wrongdoing or receive any tips and complaints regarding vested interests and conflicts of interest that violate the criteria of the regulatory agencies and the principles of good corporate governance of Amarin Group

- **Prevention of the Use of Inside Information to Seek Benefits**

The Company places importance on various activities to create equality and fairness for all groups of shareholders. As such, publicly undisclosed inside information or news that is important and may change securities prices is considered inside information and is confidential information of Amarin Group. The Company requires directors, executives and employees at all levels to keep inside information confidential and to not disclose inside information that they learn from performing their duties to others or use it to seek profit or benefits from securities trading inappropriately or cause Amarin Group to lose benefits, whether directly or indirectly.

In 2025 the Company monitored compliance with the policies and practices on the use and confidentiality of internal information as follows:

- The Company Secretary will notify the directors, executives, and employees of Amarin Group via email about the blackout period for trading of the Company's securities one month before the announcement of financial statements and five days after the public has been informed of said information. Every three months, the Company will notify the directors, executives, and employees of the blackout period in trading the Company's securities, and will notify the directors and executives of the Company (as defined by the SEC) and

senior executives of the Company and its subsidiaries of their duties to report changes in their holding of the Company's securities to the Company Secretary by at least one day in advance of their transactions, in accordance with the Company's corporate governance principles, and a report must be submitted to the SEC within three business days from the date of purchase, sale, transfer, or receipt of such securities, in the case directors and executives of the Company as defined by the SEC. The Board of Directors has assigned the Company Secretary to submit a summary report of changes in securities holdings of directors and executives to the Board of Directors' meeting for acknowledgement on a quarterly basis.

- The Human Resources Department and the Legal and Compliance Office jointly inform executives and new employees to study Amarin Group's Good Corporate Governance Policy and practices, which are part of the employee regulations published on the website or intranet system for all personnel to access. Accordingly, all personnel of Amarin Group and 100% of new personnel in the fiscal year 2025 have signed, acknowledged and agreed to comply with the Good Corporate Governance Policy and practices, including the matters of interests and conflicts of interest.
- The Legal and Compliance Office has prepared learning media and tests on policies and practices regarding the use and maintenance of confidentiality of inside information in e-learning format for directors, executives and employees to review their understanding of important practices that must be adhered to. The training content presents definitions and examples of confidential information and inside information of Amarin Group of Companies, as well as practices for the use, maintenance and disclosure of confidential information and inside information, as well as penalties when practices are violated in various cases. Such as trading in securities using inside information, disclosing the company's confidential information to unrelated persons or using inside information for personal gain, etc., where 100% of the directors, executives and employees of Amarin Group have undergone a review of the policy and guidelines on the use and maintenance of confidentiality of inside information through the aforementioned learning media.

In 2025, the Company did not find any wrongdoing or receive any whistleblowing and complaints regarding the use of inside information that violates the criteria of the regulatory agencies and the principles of good corporate governance of Amarin Group and did not find any directors and executives of Amarin Group trading in the Company's shares during the blackout period as prohibited by the Company.

**Information on Changes in the Company's Securities Holdings by the Company's Directors and Executives  
As of 31 December 2025 Compared to 31 December 2024**

	Name	Position	Number of Shares				Number of Shares Changed during the Year	Shareholding Proportion (%)
			As of 31 December 2024,		As of 31 December 2025,			
			Direct	Indirect	Direct	Indirect		
<b>Directors</b>								
1	Dr. Sumet Tantivejkul Spouses and minor children	Chairman of the Board -	- -	- -	- -	- -	- -	
2	Mr. Thapana Sirivadhanabhakdi <sup>1</sup> Spouses and minor children	Vice Chairman -	- -	904,368,591 -	904,368,591 -	- -	90.59 -	
3	Assoc. Prof. Dr. Somjai Phagaphasvivat Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
4	Prof. Dr. Nantawat Boramanand Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
5	Mr. Suwit Chindasanguan Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
6	Mr. Pramoad Phornprapha Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
7	Dr. Nithinart Sinthudeacha Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
8	Mr. Ruth Chaowanagawi Spouses and minor children	Independent Director -	- -	- -	- -	- -	- -	
9	Mr. Nararat Limnararat Spouses and minor children	Director -	- -	- -	- -	- -	- -	
10	Mr. Khumpol Poonsonee Spouses and minor children	Director -	- -	- -	- -	- -	- -	
11	Mrs. Tongjai Thanachanan Spouses and minor children	Director -	- -	- -	- -	- -	- -	
12	Mr. Siri Bunpitukgate Spouses and minor children	Director, and President -	- -	- -	- -	- -	- -	
<b>Executives</b>								
1	Mr. Amorn Ungsakulpreecha Spouses and minor children	Group Chief Financial Officer -	- -	- -	- -	- -	- -	
2	Mr. Jeremiah Pitakwong Spouses and minor children	Group Chief Operating Officer -	- -	- -	- -	- -	- -	
3	Ms. Ussanee Viratkaphan Spouses and minor children	Managing Director of Publishing Business -	- -	- -	- -	- -	- -	

Remarks <sup>1</sup> This was an indirect shareholding through Vadhanabhakdi Company Limited, Sirivadhanabhakdi Company Limited and Siriphakdidham Company Limited, which hold shares in Amarin Corporation Public Company Limited by a total of 602,427,400 shares (60.35%), 163, 554,139 shares (16.38%) and 138,387,052 shares (13.86%), respectively. Accordingly, shares of Vadhanabhakdi Company Limited, Siriphakdidham Company Limited and Sirivadhanabhakdi Company Limited are held by Adelfos Company Limited in the proportions of 100.00 percent, 99.98 percent and 99.9998 percent, respectively. Said company operates by making investment in other businesses, and Adelfos Company Limited's shares are held by Mr. Thapana Sirivadhanabhakdi, who is a director of the Company, in the proportion of 50.00 percent. Adelfos Company Limited operates by investing in other businesses.

• **Anti-Corruption Action**

The Company has an Anti-Corruption Policy that prohibits all directors, executives and employees from being involved in any form of corruption and that requires them to strictly comply with the law, policies and practices to prevent corruption. To ensure that the Company has defined the appropriate responsibilities, practices and actions to prevent corruption in all activities of Amarin Group, the Company has established the Anti-Corruption Policy and practices (the “Anti-Corruption Policy”), covering in writing the guidelines on giving and receiving gifts, entertainment, donations, financial support, human resource management and political contributions, which have been approved by the Board of Directors. Its scope of application includes directors, executives and employees at all levels of Amarin Group. Additionally, important guidelines exist for directors, executives and employees of Amarin Group, and the Board of Directors reviews the appropriateness of the Anti-Corruption Policy annually and sets anti-corruption as one of the training topics for new employees and training topics in the annual review of practices in accordance with the Code of Conduct.

Furthermore, the Company has established an appropriate risk management system to effectively monitor and manage corruption risks. The Internal Audit Department is responsible for inspecting and reviewing the performance of various departments to comply with the law and policies or procedures of Amarin Group and to reduce the occurrences of corruption, and the department will report its findings to the Audit Committee and the Board of Directors. Additionally, multiple channels are provided to receive complaints or information about suspected acts of corruption from stakeholders both inside and outside the organization, and the process for receiving complaints and measures to protect whistleblowers have been clearly set. The summary of the Company’s Anti-Corruption Policy is disclosed in Section 6.1.1, Sub-item (17) “Anti-Corruption” of this Form 56-1 One Report, as well as in the Anti-Corruption Policy under the “Corporate Governance” section on the Company’s website at [www.amarin.co.th](http://www.amarin.co.th).

In 2025, Amarin Group implemented the Anti-Corruption Policy and practices as summarized below:

- The Company and its subsidiaries assessed the opportunities and potential impacts of corruption risks on a quarterly basis, and the Internal Audit Department reviewed Amarin Group’s significant transactions, which may have steps or processes that are at risk of corruption, such as the procurement of high-value goods and services, requests for benefits during the application process for licenses related to business operations, or whenever there were complaints about environmental impacts from communities surrounding the subsidiaries’ premises.
- In 2025, the internal audit found no corruption-related activities and no information or complaints about corruption were received from stakeholders
- The Company published its Anti-Corruption Policy and practices through various communication channels, including

website, email, brochures, intranet, and internal corporate public relations media to inform all relevant parties and request compliance cooperation. For example, around New Year every year, the Company sends a letter informing trading partners to raise awareness and request cooperation in complying with the policy of not accepting gifts, assets or any other benefits, and the policy of not accepting gifts for all festivals and all occasions is published on the Company’s website.

- The Human Resources Department and the Legal and Compliance Office jointly informed executives and new employees to study Amarin Group’s Good Corporate Governance Policy and Practices, which are part of the employee regulations and published on the website or intranet system that all personnel can access. All personnel of Amarin Group and 100% of new personnel in 2025 have signed an acknowledgement and agreed to comply with the Good Corporate Governance Policy and Practices, including the Anti-Corruption Policy.
- In addition, the Legal and Compliance Office had prepared and published learning media and tests in the e-learning format to review the understanding of important practices that must be adhered to in combating corruption, and up to 100% of the directors, executives, and employees of Amarin Group have already reviewed the Anti-Corruption Policy and practices through said learning media.

On 26 June 2024, the Company declared its intention to join the Thai Private Sector Collective Action against Corruption (“CAC”) and subsequently passed the assessment and was first certified as a member of the Thai Private Sector Collective Action against Corruption (Collective Action Coalition Against Corruption: CAC) in September 2025. The certification is effective from 30 September 2025 to 30 September 2028, reflecting the Company’s commitment to conducting business with transparency and good corporate governance. In this regard, the Board of Directors’ Meeting No. 5/2025 held on 4 December 2025 reviewed and approved the revised Anti-Corruption Policy to ensure alignment with the guidelines and criteria prescribed by CAC. In 2025, no complaints relating to corruption were reported. The Company will continue to monitor and oversee compliance with its anti-corruption measures on an ongoing basis.

• **Whistleblowing**

The Company has established a policy for receiving complaints, channels for whistleblowing, and protection of the rights of whistleblowers in order to provide channels for all groups of stakeholders, both inside and outside the Company, to report clues or complaints in cases where there is suspicion of illegal acts or behavior that indicates corruption or a violation of the Company’s Corporate Governance Policy and Code of Conduct, including any suspicious activity related to money laundering, suspicions related accounting, finance, internal control and internal auditing, along with reporting or complaining about rights violations and expressing opinions, suggestions, complaints, etc., as related to the Company. The channels are as follows:

**Whistleblower Report Handlers**

- Chairman of the Audit Committee
- Corporate Governance Committee
- Company Secretary/Legal and Compliance Office

Complainants must specify the details of the matter to be reported, complaints or suggestions regarding corruption, along with their name, contact address and telephone number by making their submission to one of the following channels:

**Chairman of the Audit Committee**

Postal Service : Chairman of the Audit Committee  
 Amarin Corporations Public Company Limited  
 376 Chaiphruet Road, Taling Chan,  
 Bangkok 10170

Email : ac@amarin.co.th

Telephone : 0 2422 9999 ext. 4676  
 (during Company business hours)

**Corporate Governance Committee**

Postal Service : Corporate Governance Committee  
 Amarin Corporations Public Company Limited  
 376 Chaiphruet Road, Taling Chan,  
 Bangkok 10170

Email : id@amarin.co.th

Telephone : 0 2422 9999 ext. 4671  
 (during Company business hours)

**Company Secretary**

Postal Service : Legal and Compliance Office  
 (Company Secretary)  
 Amarin Corporations Public Company Limited  
 376 Chaiphruet Road, Taling Chan,  
 Bangkok 10170

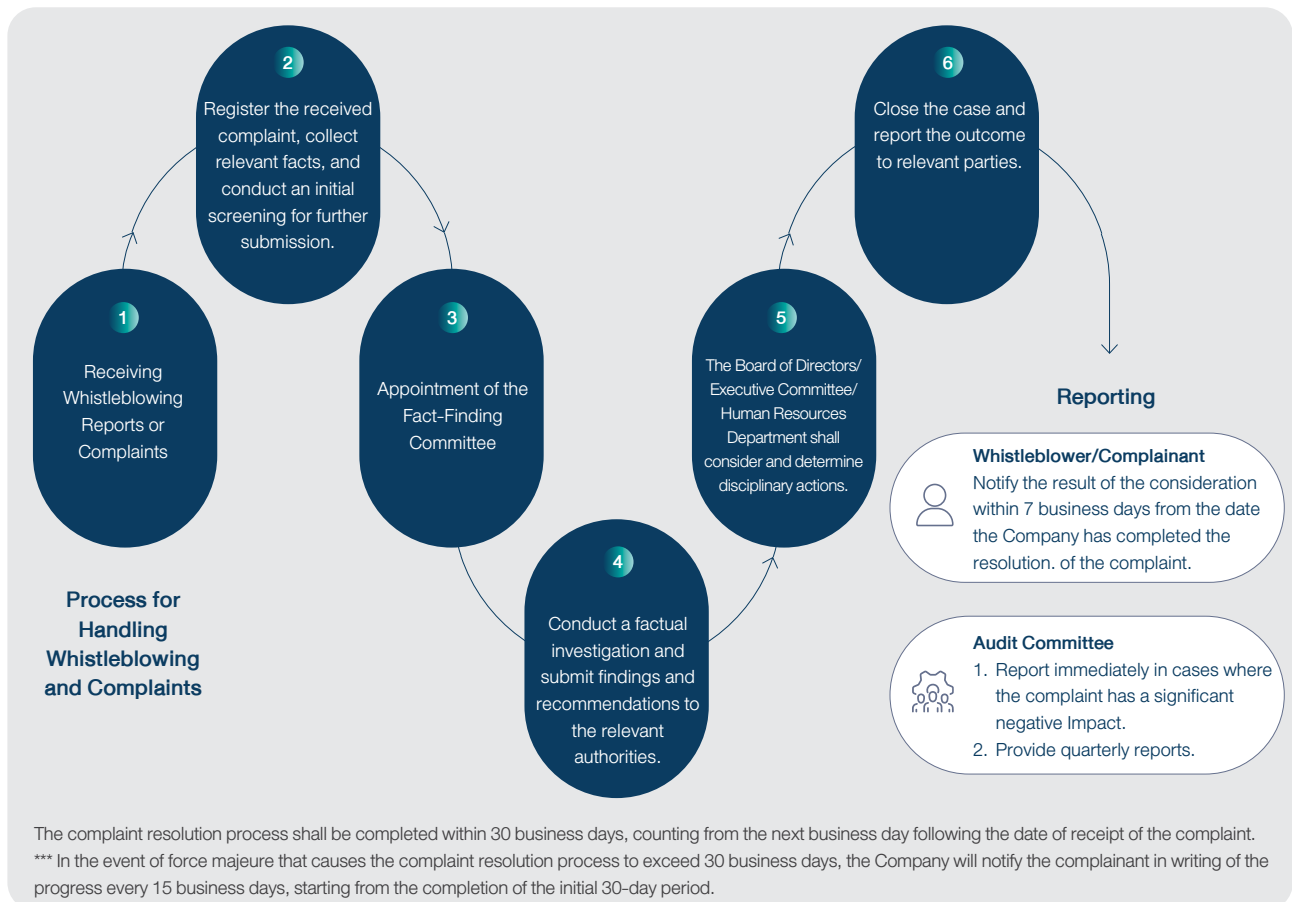
E-mail : secretary@amarin.co.th

Telephone : 0 2422 9999 ext. 4100  
 (during Company business hours)

**Company Website**

www.amarin.co.th  
 (Whistleblowing and Complaints/https://amarin.co.th/e-petition)

**Whistleblowing and Complaint Handling Process** After the Company has received a tip or complaint and conducted a preliminary investigation and it is found that the tip or complaint is true and substantial, the fact-finding team, which is independent in its duties, will coordinate with senior executives and relevant departments to collect data, process, investigate, resolve problems, and determine appropriate and fair mitigation measures for those affected, in accordance with the procedures specified in the Whistleblower and Whistleblowing Policy, as well as report the Company’s findings to the informant or whistleblower, and all information will be reported to the President, and the Audit Committee, which consists of independent directors, and the Board of Directors (depending on the case).



#### **Measures to Protect Whistleblowers or Complainants**

The Company will keep the information, name and personal data of whistleblowers, complainants and persons subjected to complaints as confidential information and will not disclose the information to other persons who do not have related duties, except when disclosing in accordance with the law, while taking into account the safety and potential damage of the reporter, source of information or related persons who have been damaged, through appropriate and fair processes. In doing so, if the executives or employees that the Company

has investigated and found to have committed a violation of the Company's business ethics or policies, such as corruption, intellectual property violation, human rights violation, etc., the person will be subject to disciplinary action in accordance with the Company's regulations and/or be punished according to relevant laws. The Whistleblowing Policy is shown under the heading "Corporate Governance" on the Company's website at [www.amarin.co.th](http://www.amarin.co.th). In 2025, the Company and its subsidiaries did not find any wrongdoing that violated the Code of Conduct or received any information or complaints from any stakeholders.

### **8.2 Performance Report of the Audit Committee in the Past Year**

The Audit Committee's performance results are shown in the "Audit Committee Report" which appears on the front section of this Form 56-1 One Report.

### **8.3 Performance Report of Other Sub-committees**

The performance of other sub-committees is reported in the "Report of the Corporate Governance Committee, the Nomination and Remuneration Committee, the Sustainability and Risk Management Committee and the Executive Committee", which appears in the front section of this Form 56-1 One Report.

## 9. Internal Control and Related Party Transactions

### 9.1 Internal Control

#### Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors places significant importance on the internal control system to ensure the efficiency and effectiveness of operations, the reliability of financial and accounting reports, and compliance with applicable laws and regulations of the Group, including anti-corruption practices. The Board has assigned the Audit Committee to review the adequacy and effectiveness of the internal control established by the management to ensure that the Company and its subsidiaries have appropriate and sufficient internal control systems and monitoring in place. This ensures operations align with goals, objectives, and legal requirements. It also guarantees a reliable accounting system, financial reporting, and asset protection, minimizing losses from errors or fraud. Furthermore, it ensures effective compliance with relevant laws and regulations.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

##### COSO - Enterprise Risk Management Framework (ERM)

The Audit Committee assessed the effectiveness of the internal control system for 2025 through quarterly meetings with management. They reviewed the annual audit plan reports, random inspection reports, and, in case of irregularities that could lead to fraud or damage to the organization, the Audit Committee would invite relevant parties to an urgent meeting. This includes assessing the adequacy of the internal control system in accordance with the guidelines of the Securities and Exchange Commission (SEC). The Committee also considers the internal audit reports. The Audit Committee did not find any material weaknesses in the internal control system. Therefore, it is the consensus that the Company has an internal control system that is adequate and appropriate for the current operations. There is sufficient personnel to operate the system effectively, including a system to monitor and oversee the operations of subsidiaries to prevent the misuse or unauthorized use of assets by the Board of Directors or management.

#### 9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	None	None	None

#### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control different from the board of directors' opinions? : No

Does the auditor have any observations on the company's internal control? : No

#### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

The Audit Committee has considered the suitability of the Head of Internal Audit for the position and is of the opinion that the Head of Internal Audit is qualified, independent, and possesses adequate knowledge, ability, and experience to perform internal audit duties effectively and in accordance with good internal auditing practices.

#### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of the internal audit unit require the audit committee approval? : Yes

## 9.2 Intercompany Transactions

The Board of Directors has accorded importance to the review of intercompany transactions, related transactions and transactions that may involve conflict of interest, which are submitted for approvals. In regards to its transactions, the Company has taken the following actions:

### 1. Transactions made between the Company and its subsidiary (subsidiaries)

Amarin Printing and Publishing Public Company Limited has several firms under its umbrella. Transactions made between the Company and its subsidiaries are conducted on the basis of fair and arm's length. This principle applies to all intercompany transactions including sales, service delivery, selling and purchasing of raw materials/products, extension of financial help, and personnel support. Staff and all relevant parties must comply with laws, regulations issued by state agencies, company rules, and other conditions set by local authorities when handling intercompany transactions.

### 2. Transactions with Outsiders

The Company has conducted transactions with outsiders or other firms in a legitimate and transparent manner, fulfilling all conditions that have been agreed upon. Also, the Company has avoided transactions that may cause damages or trouble to outsiders. Before conducting a transaction that requires prior approvals from the Board of Directors or shareholders' meetings, the Management presents the planned transaction to the Board of Directors or a shareholders' meeting for reviews and approvals in line with applicable criteria or laws. The Company has also disclosed information to investors in a transparent manner. Furthermore, board members or executives who have interests in planned transactions shall not take part in the process to review and approve the said transactions.

### 3. Related Transactions

The Company has the policy to comply with the Capital Market Supervisory Board announcement on related transactions and the SEC's announcement on listed companies' data disclosure and operations in regards to related transactions. Also, the Company has the policy to strictly adhere to applicable laws, regulations, announcements and orders with its Audit Committee tasked with reviewing related transactions.

In all, the Company has handled its related and intercompany transactions as follows:

1. For normal transactions, the Company considers them based on normal business practice and used the same criteria as transactions done with outsiders/general customers.
2. For support transactions, the Company considers them based on normal business practice and seeks remuneration based on price references or clear rates.
3. For transactions involving assets or services, the Company considers them by assessing the total value of rewards it will receive or will give using the book value or market value of assets or services involved. Examples of such transactions are those related to the selling and buying of shares for business investments.
4. For financial-help transactions, which surround the giving or receipt of financial help, the Company conducts a careful and fair review for its best interest. Also, it proceeds in line with reasonable business practice principle.

### Connected Transaction Policy and Tendency

As the Company's transactions are done on the arm's length basis and support normal business operations, it is likely that such connected transactions will be done in the future too. The Company's policy on connected transactions allows connected transactions that are normal transactions or reasonable and necessary transactions supporting the Company's normal operations under terms made on the arm's length basis and at market prices. Even when transactions are conducted with related parties, the Company shall treat them just or almost like outsiders with a focus on the best interests of the Company and its shareholders. Under the policy, approval process is fair and complies fully with the Company's Corporate Governance Policy and connected-transaction criteria and process.

The Company requires all its board members, executives and staff including those of its subsidiaries to strictly comply with laws and regulations.

In 2025, the Company did not commit any breach in regard to related and intercompany transactions. There was also no connected transaction that required approval from shareholders as per SET requirements. In Addition, the Company did not extend any financial help to any company that was not its subsidiary as shown in the 2025 financial statements according to Note 5. In 2025, the Company's transactions with subsidiaries and persons with potential conflict of interest were as follows:

## 1. Normal transactions with subsidiaries

### 1.1 Purchase Products/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Advertising expenses	4.47	2.45	The price of advertising fees, rental time and other service fees are the prices agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Revenue from renting airtime on TV	3.90	0.00	
3	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Advertising expenses	0.56	0.00	
4	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Purchase product	0.00	1.68	
5	Amarin Book Center Co., Ltd.	Amarin Television Co., Ltd.	Subsidiaries	Advertising expenses	2.40	8.82	
6	Amarin Omniverse Co., Ltd	Amarin Television Co., Ltd.	Subsidiaries	Rental and service expense	2.64	2.64	
7	AME Imaginative Co., Ltd.	Amarin Television Co., Ltd.	Subsidiaries	Advertising expenses	5.27	13.76	
8	Amarin Corporations Plc.	Amarin Book Center Co., Ltd.	Subsidiaries	Purchase books and magazines	4.79	0.34	
9	Amarin Television Co., Ltd.	Amarin Book Center Co., Ltd.	Subsidiaries	Purchase books and magazines	0.04	0.06	
10	Amarin Television Co., Ltd.	Amarin Book Center Co., Ltd.	Subsidiaries	Advertising expenses	2.40	2.70	
11	AME Imaginative Co., Ltd.	Amarin Book Center Co., Ltd.	Subsidiaries	Advertising expenses	0.05	0.15	
12	Amarin Corporations Plc.	Amarin Omniverse Co., Ltd.	Subsidiaries	Network service fee	11.72	16.15	
13	Amarin Television Co., Ltd.	Amarin Omniverse Co., Ltd.	Subsidiaries	News Production Expenses	40.04	26.53	
14	Amarin Television Co., Ltd.	Amarin Omniverse Co., Ltd.	Subsidiaries	Broadcasting system management fee	24.00	24.00	
15	Amarin Television Co., Ltd.	Amarin Omniverse Co., Ltd.	Subsidiaries	Network service fee	14.78	14.91	
16	Amarin Book Center Co., Ltd.	Amarin Omniverse Co., Ltd.	Subsidiaries	Network service fee	1.94	2.07	
17	AME Imaginative Co., Ltd.	Amarin Omniverse Co., Ltd.	Subsidiaries	Network service fee	0.00	1.16	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
18	Amarin Corporations Plc.	AME Imaginative Co., Ltd.	Subsidiaries	Revenue from advertising and service	0.00	17.16	The price of selling books and magazines and advertising are the prices agreed upon in the contract or mutually agreed upon, which are comparable to prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
19	Amarin Television Co., Ltd.	AME Imaginative Co., Ltd.	Subsidiaries	Advertising and exhibition expenses	3.06	12.32	
20	Amarin Book Center Co., Ltd.	AME Imaginative Co., Ltd.	Subsidiaries	Purchase books and magazines	4.94	19.06	
21	Amarin Book Center Co., Ltd.	Dek-D Interactive Co., Ltd.	Subsidiaries	Purchase books	0.00	0.37	
22	Amarin Book Center Co., Ltd.	Dek-D Interactive Co., Ltd.	Subsidiaries	Purchase an exhibition booth	0.00	0.14	
23	Amarin Book Center Co., Ltd.	Dek-D Interactive Co., Ltd.	Subsidiaries	Program development service fee	0.95	1.33	
24	Amarin Television Co., Ltd.	Dek-D Interactive Co., Ltd.	Subsidiaries	Purchase an exhibition booth	0.00	0.12	The price of selling books and program development service are the prices agreed upon in the contract or mutually agreed upon, which are comparable to prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
					<b>127.95</b>	<b>167.92</b>	

## 1.2 Sales/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Advertising revenue and printing revenue	9.84	3.58	The price of advertising fees, books and magazines, rental and other service fees are the prices agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Amarin Television Co., Ltd.	Subsidiaries	Rental and service revenue	7.45	6.98	
3	Amarin Corporations Plc.	Amarin Book Center Co., Ltd.	Subsidiaries	Sales of books and magazines	388.13	317.39	
4	Amarin Corporations Plc.	Amarin Book Center Co., Ltd.	Subsidiaries	Service revenue	0.32	0.25	
5	Amarin Corporations Plc.	Amarin Omniverse Co., Ltd.	Subsidiaries	Rental and service revenue	0.95	0.96	
6	Amarin Corporations Plc.	AME Imaginative Co., Ltd.	Subsidiaries	Advertising revenue and printing revenue	10.48	40.44	
7	Amarin Corporations Plc.	AME Imaginative Co., Ltd.	Subsidiaries	Service revenue	7.64	39.70	
8	Amarin Corporations Plc.	Dek-D Interactive Co., Ltd.	Subsidiaries	Printing revenue and E-book revenue	1.06	2.52	
					<b>425.87</b>	<b>411.82</b>	

## 2. Normal transactions with associates

### 2.1 Purchase Products/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Book Center Co., Ltd.	Kadokawa Amarin Co., Ltd.	Associates	Purchase books	140.65	92.58	The price of books and service fees are the price agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies that provide similar services. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Book Center Co., Ltd.	Dek-D Interactive Co., Ltd.	Associates	Purchase books	0.13	0.00	
					<b>140.78</b>	<b>92.58</b>	

### 2.2 Sales/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	Kadokawa Amarin Co., Ltd.	Associates	Printing revenue	14.81	21.21	The printing and e-book sales fees are the agreed-upon price under the contract or mutually agreed upon price, which is comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Dek-D Interactive Co., Ltd.	Associates	Printing revenue and E-book revenue	1.25	0.00	
3	Amarin Book Center Co., Ltd.	Kadokawa Amarin Co., Ltd.	Associates	Sales of books	0.02	0.02	The price of book sales, sales space service fees, and delivery services are the prices agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
4	Amarin Book Center Co., Ltd.	Kadokawa Amarin Co., Ltd.	Associates	Service revenue	0.06	0.10	
5	Amarin Book Center Co., Ltd.	Dek-D Interactive Co., Ltd.	Associates	Revenue from space service	0.03	0.00	The price of book sales, sales space service fees, and delivery services are the prices agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
					<b>16.17</b>	<b>21.33</b>	

### 3. Normal transactions with related parties

#### 3.1 Purchase Products/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	Berli Jucker Plc.	Common shareholders and directors are in the same family	Purchase of raw materials and printing fee	11.17	11.88	The price of goods/services are negotiated through contractual or mutual agreements, where these price are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Berli Jucker Plc.	Common shareholders and directors are in the same family	Printer maintenance fee	1.83	1.61	The price of goods/services are negotiated through contractual or mutual agreements, where these price are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
3	Amarin Corporations Plc.	Indara Insurance Plc.	Common shareholders	Insurance premiums	1.62	1.28	The insurance premiums are negotiated through contractual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
4	Amarin Corporations Plc.	Southeast Life Insurance Plc.	Common shareholders	Insurance premiums	0.00	4.76	The insurance premiums are negotiated through contractual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
5	Amarin Corporations Plc.	Southeast Capital Co., Ltd	Common shareholders	Car rental expenses	0.27	0.00	The fee of services are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
6	Amarin Corporations Plc.	N.C.C. Management and Development Co., Ltd.	Common directors	Exhibition booth installation fees for electrical systems	12.23	6.19	The fee of services are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
7	Amarin Corporations Plc.	N.C.C. Management and Development Co., Ltd.	Common directors	Other service fees for organizing a fair, such as catering fees, parking coupon fees	0.05	0.07	The fee of services are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
8	Amarin Corporations Plc.	Home and Office Delivery Co., Ltd.	Common directors	Purchase drinking water	0.36	0.42	The price of drinking water is the price agreed upon in the contract or mutually agreed upon, which is comparable to the prices of other companies that provide similar services. The Audit Committee had considered that such transactions were fair and reasonable.

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
9	Amarin Corporations Plc.	TCC Technology Co., Ltd.	Common directors	Computer system maintenance fees	0.05	0.28	The price of goods/services are negotiated through contractual or mutual agreements, where these price are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
10	Amarin Corporations Plc.	TCC Technology Co., Ltd.	Common directors	Purchase of computer equipment and network service fees	2.96	1.54	
11	Amarin Corporations Plc.	Sermasuk Plc.	Common shareholders and directors	Purchases books for sale	0.00	0.04	
12	Amarin Television Co., Ltd.	TCC Technology Co., Ltd.	Common directors	Purchase of computer equipment and network service fees and computer system maintenance fees	0.00	0.22	
13	Amarin Television Co., Ltd.	Grand Unity Development Co., Ltd.	Common shareholders and directors	Purchase a condominium to give away as a prize	3.99	0.00	
14	Amarin Television Co., Ltd.	TCC Technology Co., Ltd.	Common directors	Computer rental expenses	5.01	6.97	The rental fee are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
15	Amarin Television Co., Ltd.	Southeast Life Insurance Plc.	Common shareholders	Insurance premiums	0.09	3.37	The insurance premiums are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
16	Amarin Television Co., Ltd.	Indara Insurance Plc.	Common shareholders	Insurance premiums	0.00	0.28	
17	Amarin Television Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors	Advertising production expenses	0.00	0.50	The fee of services are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
18	Amarin Television Co., Ltd.	Pacific Leisure (Thailand) Co., Ltd.	Common directors	Advertising production expenses	0.28	0.00	
19	Amarin Television Co., Ltd.	Southeast Capital Co., Ltd	Common shareholders	Car rental expenses	0.01	0.00	
20	Amarin Television Co., Ltd.	C A C Co., Ltd.	Common shareholders and directors	Advertising expenses	0.00	0.13	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
21	Amarin Television Co., Ltd.	Home and Office Delivery Co., Ltd.	Common directors	Purchase drinking water and office supplies	0.32	0.33	The price of product are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
22	Amarin Book Center Co., Ltd.	Sermsuk Plc.	Common shareholders and directors	Purchases books for sale	0.47	0.28	
23	Amarin Book Center Co., Ltd.	Dhospaak Co., Ltd.	Common directors		0.00	0.01	
24	Amarin Book Center Co., Ltd.	Southeast Life Insurance Plc.	Common shareholders	Insurance premiums	0.01	4.90	The insurance premiums are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
25	Amarin Book Center Co., Ltd.	Indara Insurance Plc.	Common shareholders	Insurance premiums	0.25	0.78	
26	Amarin Book Center Co., Ltd.	Silom Corporation Ltd.	Common shareholders and directors	Space rental of Naiin Shop	0.00	0.14	The price of products are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
27	Amarin Book Center Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors	Purchases books for sale	0.01	4.53	
28	Amarin Book Center Co., Ltd.	TCC Technology Co., Ltd.	Common directors	Purchase of computer equipment	1.40	0.00	
29	Amarin Book Center Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors	Fee for installing electrical systems	0.59	0.94	The fee of services are negotiated through contractual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
30	Amarin Book Center Co., Ltd.	C A C Co., Ltd.	Common shareholders and directors	Space rental of Naiin Shop	1.13	1.00	
31	Amarin Book Center Co., Ltd.	Kasemsubbhakdi Co., Ltd.	Common directors	Rental fair space and utility service fees	1.23	1.62	
32	Amarin Book Center Co., Ltd.	Kasemsubsiri Co., Ltd.	Common directors	Space rental of Naiin Shop	0.41	0.42	The fee of services are negotiated through contractual or mutual agreements, where these price are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
33	Amarin Omniverse Co., Ltd	TCC Technology Co., Ltd.	Common directors	Network service fee	0.58	0.00	
34	Amarin Omniverse Co., Ltd	TCC Technology Co., Ltd.	Common directors	Network service expenses	0.19	0.20	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Purchase/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
35	Amarin Omniverse Co., Ltd	Southeast Life Insurance Plc.	Common shareholders	Insurance premiums	0.00	0.71	The insurance premiums are negotiated through contractual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
36	Amarin Omniverse Co., Ltd	Indara Insurance Plc.	Common shareholders	Insurance premiums	0.00	0.03	
37	AME Imaginative Co., Ltd.	Indara Insurance Plc.	Common shareholders	Insurance premiums	0.02	0.03	
38	AME Imaginative Co., Ltd.	Southeast Life Insurance Plc.	Common shareholders	Insurance premiums	0.00	0.01	
39	AME Imaginative Co., Ltd.	IMPACT Growth Real Estate Investment Trust	Common directors	Rental fair space	6.54	0.00	The fees of services, rental and others are the price agreed upon in the contract, comparable to the price of other companies that provide similar services. The Audit Committee had considered that such transactions were fair and reasonable.
40	AME Imaginative Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors	Exhibition booth installation fees for electrical systems	4.25	6.99	
41	AME Imaginative Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors	Fair booth installation	1.10	0.14	
42	AME Imaginative Co., Ltd.	TCC Technology Co., Ltd.	Common directors	Network service fee	0.00	0.06	
43	AME Imaginative Co., Ltd.	Dhospaak Co., Ltd.	Common directors	Food expenses	0.00	0.05	
44	AME Imaginative Co., Ltd.	One Bangkok Tower 4 Co., Ltd.	Common directors	Rental fair space	0.00	0.01	
45	AME Imaginative Co., Ltd.	One Bangkok Co., Ltd.	Common directors	Rental and electric expense	0.00	0.15	
46	Dek-D Interactive Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors	Exhibition booth installation fees for electrical systems	0.00	2.38	
					<b>58.42</b>	<b>65.25</b>	

## 3.2 Sales/Services Transactions

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	ThaiBev Co., Ltd.	Common shareholders and directors	Printing revenue	7.75	5.20	The printing, advertising and other fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Dhospaak Co., Ltd.	Common directors	Revenue from printing services and advertising	9.88	8.68	
3	Amarin Corporations Plc.	Golden Land Property Development Plc.	Common shareholders and directors are in the same family	Printing revenue	0.07	0.07	
4	Amarin Corporations Plc.	Golden Ventures Leasehold Real Estate Investment Trust	Common shareholders	Printing revenue	0.15	0.08	
5	Amarin Corporations Plc.	Business Process Outsourcing Co., Ltd.	Common shareholders	Printing revenue	4.15	0.19	
6	Amarin Corporations Plc.	Univentures Plc.	Common shareholders and directors	Printing revenue	0.01	0.57	
7	Amarin Corporations Plc.	Frasers Property (Thailand) Plc.	Common shareholders and directors are in the same family	Printing revenue	0.96	0.55	
8	Amarin Corporations Plc.	Bangkok Art Biennale Management Co., Ltd.	Common shareholders and directors	Printing revenue	0.61	0.74	
9	Amarin Corporations Plc.	C.A.I. (Social Enterprise) Co., Ltd.	Common shareholders and directors	Revenue from printing services and organizing events	0.00	0.07	
10	Amarin Corporations Plc.	Pan International (Thailand) Co., Ltd.	Common shareholders	Printing revenue	0.01	0.00	
11	Amarin Corporations Plc.	N.C.C. Management and Development Co., Ltd.	Common directors	Revenue from advertising space on the website and electricity commission from fairs	2.73	2.43	
12	Amarin Corporations Plc.	Num Kijjakarn Co., Ltd.	Common shareholders	Printing revenue	0.00	0.01	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
13	Amarin Corporations Plc.	Berli Jucker Plc.	Common shareholders and directors are in the same family	Printing revenue	0.08	0.00	The printing, advertising and other fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
14	Amarin Corporations Plc.	The C Canvas Co., Ltd.	Common shareholders and directors are in the same family	Printing revenue	0.00	0.05	
15	Amarin Corporations Plc.	TCC Technology Co., Ltd.	Common shareholders	Printing revenue	0.00	0.08	
16	Amarin Corporations Plc.	Cosmos Brewery (Thailand) Co., Ltd.	Common shareholders	Printing revenue	0.15	0.00	
17	Amarin Corporations Plc.	Sermsuk Plc	Common shareholders and directors	Printing revenue	0.62	0.00	
18	Amarin Corporations Plc.	OISHI Group Public Co., Ltd.	Common shareholders	Printing revenue	0.93	0.00	
19	Amarin Corporations Plc.	Chang International Co., Ltd.	Common shareholders and directors	Revenue from advertising	2.26	0.00	
20	Amarin Corporations Plc.	Asset World Retail Co., Ltd.	Common shareholders and directors are in the same family	Printing revenue	0.28	0.00	
21	Amarin Corporations Plc.	Asset World Corp Plc.	Common shareholders and directors are in the same family	Printing revenue	0.45	0.00	
22	Amarin Corporations Plc.	Frasers Property Home (Thailand) Co., Ltd.	Common shareholders and directors are in the same family	Printing revenue	0.02	0.00	
23	Amarin Corporations Plc.	One Bangkok Co., Ltd.	Common shareholders and directors are in the same family	Revenue from advertising space on the website	0.33	0.00	
24	Amarin Corporations Plc.	C.A.I. (Social Enterprise) Co., Ltd.	Common shareholders and directors	Revenue from printing services and organizing events	0.07	0.00	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
25	Amarin Corporations Plc.	ThaiBev Marketing Co., Ltd.	Common shareholders and directors	Printing revenue	0.06	0.00	The printing, advertising and other fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
26	Amarin Corporations Plc.	TCC Hotel Asset Management Co., Ltd.	Common shareholders	Printing revenue	0.18	0.00	
27	Amarin Corporations Plc.	TCC Hotel Collection Co., Ltd.	Common shareholders	Printing revenue	0.65	0.00	
28	Amarin Television Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors	Revenue from advertising	27.40	15.24	The fee of advertising, renting airtime on TV and sponsorship sales for organizing concerts are negotiated through contractual or mutual agreements, where these price are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
29	Amarin Television Co., Ltd.	One Bangkok Co., Ltd.	Common shareholders	Revenue from advertising	3.80	4.05	
30	Amarin Television Co., Ltd.	Dhospaak Co., Ltd.	Common directors	Revenue from advertising	22.42	21.18	
31	Amarin Television Co., Ltd.	C.A.I. Co., Ltd.	Common shareholders and directors	Revenue from renting airtime on TV	2.40	2.40	
32	Amarin Television Co., Ltd.	Frasers Property Home (Thailand) Co., Ltd.	Common shareholders and directors are in the same family	Revenue from advertising	0.00	0.62	
33	Amarin Television Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common shareholders and directors	Revenue from advertising	0.00	0.50	
34	Amarin Television Co., Ltd.	ThaiBev Marketing Co., Ltd.	Common shareholders	Revenue from sponsorship sales for organizing concerts.	0.00	0.50	
35	Amarin Television Co., Ltd.	Chang International Co., Ltd.	Common shareholders		0.00	0.50	
36	Amarin Television Co., Ltd.	Grand Unity Development Co., Ltd.	Common shareholders and directors	Revenue from advertising	4.00	0.00	
37	Amarin Television Co., Ltd.	Asset World Corp Plc.	Common shareholders and directors are in the same family	Revenue from renting airtime on TV	0.48	0.00	
38	Amarin Television Co., Ltd.	Pacific Leisure (Thailand) Co., Ltd.	Common shareholders	Revenue from advertising	0.07	0.00	
39	Amarin Television Co., Ltd.	Southeast Life Insurance Plc.	Common shareholders	Revenue from advertising	0.03	0.00	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
40	Amarin Book Center Co., Ltd.	Indara Insurance Plc.	Common shareholders	Utility service fees	0.00	0.01	Utility service fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
41	Amarin Book Center Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors	Sales of books	0.36	2.28	The price of book sales, Revenue from project sponsorship, Speaker fee and Revenue from advertising are the prices agreed upon in the contract or mutually agreed upon, which are comparable to the prices of other companies providing similar services. The Audit Committee had considered that such transactions were fair and reasonable.
42	Amarin Book Center Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors	Revenue from project sponsorship	4.71	0.20	
43	Amarin Book Center Co., Ltd.	Dhospaak Co., Ltd.	Common directors		0.01	0.03	
44	Amarin Book Center Co., Ltd.	Frasers Assets Co., Ltd.	Common shareholders and directors are in the same family	Sales of books	0.00	0.21	
45	Amarin Book Center Co., Ltd.	OISHI Trading Co., Ltd.	Common shareholders and directors		0.00	0.01	
46	Amarin Book Center Co., Ltd.	Chang International Co., Ltd.	Common shareholders	Speaker fee	0.00	0.06	
47	Amarin Book Center Co., Ltd.	Wrangyer Beverage (2008) Co., Ltd.	Common shareholders and directors		0.00	0.30	
48	Amarin Book Center Co., Ltd.	Thai Beverage Training Co., Ltd.	Common shareholders		0.00	0.30	
49	AME Imaginative Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors	Revenue from advertising	0.50	12.69	The advertising fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
50	AME Imaginative Co., Ltd.	Chang International Co.,Ltd.	Common shareholders		2.50	0.50	
51	AME Imaginative Co., Ltd.	Kasemsubsiri Co., Ltd.	Common shareholders		1.17	0.36	
52	AME Imaginative Co., Ltd.	Frasers Property Home (Thailand) Co., Ltd.	Common shareholders and directors are in the same family		0.00	2.98	

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Sales/Services (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
53	AME Imaginative Co., Ltd.	One Bangkok Co., Ltd.	Common shareholders and directors are in the same family	Revenue from advertising	0.50	0.04	The advertising fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
54	AME Imaginative Co., Ltd.	Sermsuk Plc	Common shareholders and directors		0.00	1.53	
55	AME Imaginative Co., Ltd.	Dhospaak Co., Ltd.	Common shareholders and directors		0.00	0.30	
56	AME Imaginative Co., Ltd.	Dhospaak Co., Ltd.	Common shareholders	Exhibition revenue	0.00	7.55	The exhibition fees are negotiated through contractual or mutual agreements, where these prices are comparable to market rates. The Audit Committee had considered that such transactions were fair and reasonable.
57	AME Imaginative Co., Ltd.	ThaiBev Co., Ltd.	Common shareholders and directors		0.00	2.54	
58	AME Imaginative Co., Ltd.	Chang International Co., Ltd.	Common shareholders		0.00	2.80	
59	AME Imaginative Co., Ltd.	N.C.C. Management and Development Co., Ltd.	Common directors		0.00	0.04	
60	AME Imaginative Co., Ltd.	TCC Hotel Asset Management Co., Ltd.	Common shareholders		0.00	0.08	
61	AME Imaginative Co., Ltd.	Sustainability Expo Co., Ltd.	Common shareholders and directors		0.00	5.50	
					<b>102.75</b>	<b>104.02</b>	

**4. Dividend Receive Transactions**

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Dividend Receive (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Corporations Plc.	Kadokawa Amarin Co., Ltd.	Associates	Dividend receive	6.74	5.35	Dividends received are in proportion to the Company's shareholding, from the company's operating results and cash flow, and have been approved by the company's shareholders' meeting. The Audit Committee had considered that such transactions were fair and reasonable.
2	Amarin Corporations Plc.	Amarin Television Co., Ltd.			60.50	0.00	
					<b>67.24</b>	<b>5.35</b>	

**5. Interest Expense Transactions**

No.	The company in Amarin Group	Counterparties	Relationships	Nature of transactions	Interest Expenses (Unit : Million Baht)		Explanation supporting transaction
					2024	2025	
1	Amarin Omniverse Co., Ltd.	Amarin Television Co., Ltd.	Subsidiaries	Interest expenses	3.12	2.28	Interest rates are in approximation to the interest rates of financial institutions. The Audit Committee had considered that such transactions were fair and reasonable.
					<b>3.12</b>	<b>2.28</b>	



**Section 3**  
**Financial Reports and**  
**Independent Auditor's Report**

## Report on Board of Directors' Responsibility for Financial Statements



### Dear Shareholders of Report on Board of Directors' Responsibility for Financial Statements

The Board of Directors is committed to its duty and responsibility as the board of directors of a listed company in the Stock Exchange of Thailand (SET). The Board of Directors is responsible for the financial statements of the Company and its subsidiaries, as well as all financial data and information shown in 56-1 One Report. The separate and consolidated financial statements of Amarin Corporations Public Company Limited and Subsidiaries were prepared in accordance with financial reporting standards. The preparations took into account appropriate accounting policies and consistently complied with them. Judgements were exercised carefully and estimations were reasonable. The disclosure of key data in the notes to Financial Statements was adequate, transparent, and useful to both shareholders and general investors.

In addition, the Board of Directors upholds proper and effective risk management system, internal control system, internal audits and corporate governance as assurances that accounting records were accurate and complete, and displayed material factual data with timeliness and adequacy needed to protect assets and prevent corruption or material irregularities.

The Board of Directors set up the Audit Committee, which comprises independent directors, and assigned it to oversee and take charge of reviewing accounting policies and the quality of financial reports, auditing the appropriateness and adequacy of internal control systems, internal audits, and risk management systems. Additionally, the committee evaluates related party transactions that may result in conflicts of interest, determining whether such transactions are conducted in the ordinary course of business or are necessary and reasonable for the Company's normal business operations, and done on the fair and arm's length basis. Furthermore, the committee ensures compliance with applicable laws and regulations and oversees the complete, adequate and appropriate disclosure of related party transactions. The Audit Committee's opinions are presented in this 56-1 One Report.

In the opinion of the Board of Directors, the Company's and its subsidiaries' internal control system, internal audits, risk management system and corporate governance were sufficient and appropriate enough to provide reasonable assurance that the consolidated and separate financial statements of Amarin Corporations Public Company Limited and its Subsidiaries during the fiscal year ending on 31 December 2025 presented their financial position, operating results and cash flow with reasonable accuracy in all material aspects based on financial reporting standards. The Auditor (KPMG Phoomchai Audit Company Limited) audited the Financial Statements and already expressed its opinion on them, which were presented based on generally accepted accounting principles in this annual report as well.

(Dr. Sumet Tantivejkul)  
Chairman

# **Amarin Corporations Public Company Limited and its Subsidiaries**

**Financial statements for the year ended  
31 December 2025  
and  
Independent Auditor's Report**

## Independent Auditor's Report

### To the Shareholders of Amarin Corporations Public Company Limited

#### *Opinion*

I have audited the consolidated and separate financial statements of Amarin Corporations Public Company Limited and its subsidiaries (the "Group") and of Amarin Corporations Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2025, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### *Key Audit Matters*

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

The recognition of revenue from rendering of services	
Refer to Note 15 to the consolidated and separate financial statements.	
<b>The key audit matter</b>	<b>How the matter was addressed in the audit</b>
The Group derives revenue from providing difference types of services through various channels. The service agreements with customers, contain a variety of terms and conditions regarding the type and scope of services, the pricing arrangement, as well as sales promotion incentives and discounts. These factors affect the amount and timing of revenue recognition. This area requires judgement with regard to the combination or separation of performance obligations under each contract as well as the appropriate amount and timing of revenue recognition for each performance obligation. The Group's revenue, and operating results derived from it, are key in the decisions users of the financial statements. Therefore, this area is considered as a key audit matter.	<p>The audit procedures included the following:</p> <ul style="list-style-type: none"> <li>• Understanding and evaluating the design and effectiveness of internal control over revenue recognition;</li> <li>• Applying a sampling method to select service agreements to assess whether revenue recognition was consistent with the terms and conditions of the relevant agreements, including the appropriateness of the combination or separation of performance obligations under each contract as well as the appropriate amount and timing of revenue recognition for each performance obligation;</li> <li>• Performing testing on a sampling basis to evaluate revenue recognised during the year and in the periods immediately before and after the year with related documents;</li> <li>• Performing analysis on revenue by comparison with historical data;</li> <li>• Evaluating the adequacy of the financial statements' disclosures in accordance with Thai Financial Reporting Standards.</li> </ul>

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

### *Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Natcha Uwattanasombut)  
Certified Public Accountant  
Registration No. 11416  
KPMG Phoomchai Audit Ltd.  
Bangkok  
23 February 2026

## Amarin Corporations Public Company Limited and its Subsidiaries

## Statement of financial position

Assets	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2025	2024	2025	2024
		(in Baht)			
<b>Current assets</b>					
Cash and cash equivalents	4	583,578,506	576,566,978	58,868,016	167,789,189
Trade accounts receivable	3, 5	386,041,183	427,613,915	314,094,285	302,618,282
Other current receivables	3	80,041,730	75,341,992	32,712,020	32,360,614
Inventories	6	570,933,211	546,541,134	315,719,659	289,743,567
Current portion of investments in debt securities	7	488,053,516	543,129,853	30,132,202	1,000,000
Other current assets		21,990,537	21,043,604	7,732,301	5,517,915
<b>Total current assets</b>		<b>2,130,638,683</b>	<b>2,190,237,476</b>	<b>759,258,483</b>	<b>799,029,567</b>
<b>Non-current assets</b>					
Other non-current financial assets		-	20,000,000	-	-
Investments in associate	8	45,577,444	53,699,503	27,600,000	27,600,000
Investments in subsidiaries	9	-	-	4,237,279,778	4,199,780,078
Long-term investment in related party		1,000,000	1,000,000	1,000,000	1,000,000
Investments in debt securities	7	461,035,844	308,912,488	3,036,120	3,060,948
Investment properties		-	-	21,654,151	24,197,225
Property, plant and equipment	10	1,416,543,983	1,450,540,136	664,188,101	647,488,961
Right-of-use assets		112,342,589	151,271,823	7,698,737	7,373,611
Land held for future development		199,686,892	199,686,892	182,410,892	182,410,892
Digital television license	11	464,459,056	604,496,962	-	-
Goodwill	12	189,778,569	189,778,569	-	-
Book copyright		229,866,359	249,659,823	229,536,308	249,079,645
Intangible assets other than goodwill		378,285,473	401,518,577	6,173,056	7,248,642
Deferred tax assets		18,317,413	6,721,799	35,100,802	30,878,569
Deposits		52,268,885	47,497,670	1,052,782	427,782
Other non-current assets		145,092,973	136,368,045	30,505,487	38,767,786
<b>Total non-current assets</b>		<b>3,714,255,480</b>	<b>3,821,152,287</b>	<b>5,447,236,214</b>	<b>5,419,314,139</b>
<b>Total assets</b>		<b>5,844,894,163</b>	<b>6,011,389,763</b>	<b>6,206,494,697</b>	<b>6,218,343,706</b>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

### Statement of financial position

	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
Liabilities and equity		2025	2024	2025	2024
		(in Baht)			
<b>Current liabilities</b>					
Trade accounts payable	3, 20	343,304,404	358,902,797	89,535,806	58,001,610
Other current payables	3, 20	229,277,178	162,768,254	117,291,123	59,386,596
Accrued expenses		241,702,921	260,534,456	149,838,159	163,883,205
Current portion of lease liabilities	3, 20	65,667,463	84,071,468	5,271,326	3,465,963
Corporate income tax payable		578,844	2,445,647	-	-
Other current liabilities		36,382,016	42,682,884	10,750,006	16,681,199
<b>Total current liabilities</b>		<b>916,912,826</b>	<b>911,405,506</b>	<b>372,686,420</b>	<b>301,418,573</b>
<b>Non-current liabilities</b>					
Lease liabilities	3, 20	49,377,183	69,816,794	2,895,729	2,809,608
Deferred tax liabilities		40,436,517	40,592,384	-	-
Non-current provisions for employee benefits	13	262,142,638	245,543,489	91,287,646	115,689,730
Non-current provisions for cost of dismantling		8,097,453	8,162,355	-	-
Other non-current liabilities		6,723,486	5,030,737	775,986	778,237
<b>Total non-current liabilities</b>		<b>366,777,277</b>	<b>369,145,759</b>	<b>94,959,361</b>	<b>119,277,575</b>
<b>Total liabilities</b>		<b>1,283,690,103</b>	<b>1,280,551,265</b>	<b>467,645,781</b>	<b>420,696,148</b>
<b>Equity</b>					
Share capital:					
Authorised share capital					
<i>(998,281,590 ordinary shares, par value at Baht 1 per share)</i>					
		998,281,590	998,281,590	998,281,590	998,281,590
Issued and paid-up share capital					
<i>(998,281,590 ordinary shares, par value at Baht 1 per share)</i>					
		998,281,590	998,281,590	998,281,590	998,281,590
		2,786,808,121	2,786,808,121	2,786,808,121	2,786,808,121
Retained earnings					
Appropriated					
Legal reserve	14	77,000,000	76,780,000	77,000,000	76,780,000
Unappropriated		586,772,843	759,008,355	1,876,759,205	1,935,777,847
<b>Equity attributable to owners of the parent</b>		<b>4,448,862,554</b>	<b>4,620,878,066</b>	<b>5,738,848,916</b>	<b>5,797,647,558</b>
Non-controlling interests		112,341,506	109,960,432	-	-
<b>Total equity</b>		<b>4,561,204,060</b>	<b>4,730,838,498</b>	<b>5,738,848,916</b>	<b>5,797,647,558</b>
<b>Total liabilities and equity</b>		<b>5,844,894,163</b>	<b>6,011,389,763</b>	<b>6,206,494,697</b>	<b>6,218,343,706</b>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

## Statement of comprehensive income

	Note	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2025	2024	2025	2024
<i>(in Baht)</i>					
<b>Income</b>	3				
Revenue from sale of goods and rendering of services	15	3,741,474,508	3,966,089,654	1,003,059,073	1,416,104,307
Gain on bargain purchase		-	13,596,775	-	-
Other income		163,774,104	187,746,543	58,097,886	105,971,913
<b>Total income</b>		<b>3,905,248,612</b>	<b>4,167,432,972</b>	<b>1,061,156,959</b>	<b>1,522,076,220</b>
<b>Expenses</b>	3				
Costs of sale of goods and rendering of services	6	3,007,900,528	3,065,008,481	804,504,976	1,129,566,952
Selling expenses		498,719,780	499,992,113	22,039,259	24,823,528
Administrative expenses		506,507,815	497,518,816	236,292,681	248,347,529
Loss on previously held equity interest in associate prior to change of status to subsidiary		-	13,915,012	-	-
<b>Total expenses</b>	16	<b>4,013,128,123</b>	<b>4,076,434,422</b>	<b>1,062,836,916</b>	<b>1,402,738,009</b>
<b>Profit (loss) from operating activities</b>		<b>(107,879,511)</b>	<b>90,998,550</b>	<b>(1,679,957)</b>	<b>119,338,211</b>
Finance costs		(5,076,714)	(4,409,602)	(409,562)	(240,000)
Share of profit (loss) of associates accounted for using equity method	8	(2,767,660)	604,226	-	-
<b>Profit (loss) before income tax expense</b>		<b>(115,723,885)</b>	<b>87,193,174</b>	<b>(2,089,519)</b>	<b>119,098,211</b>
Tax (expense) income	17	6,561,637	(2,684,782)	3,187,772	(852,726)
<b>Profit (loss) for the year</b>		<b>(109,162,248)</b>	<b>84,508,392</b>	<b>1,098,253</b>	<b>118,245,485</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified subsequently to profit or loss</b>					
Gain (loss) on remeasurements of defined benefit plans	13, 17	(719,119)	10,556,774	-	-
Income tax relating to items that will not be reclassified subsequently to profit or loss	17	143,824	(2,111,355)	-	-
<b>Total items that will not be reclassified subsequently to profit or loss</b>		<b>(575,295)</b>	<b>8,445,419</b>	<b>-</b>	<b>-</b>
<b>Other comprehensive income (expense) for the year, net of tax</b>		<b>(575,295)</b>	<b>8,445,419</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income (expense) for the year</b>		<b>(109,737,543)</b>	<b>92,953,811</b>	<b>1,098,253</b>	<b>118,245,485</b>
<b>Profit (loss) attributable to:</b>					
Owners of parent		(111,825,196)	76,326,044	1,098,253	118,245,485
Non-controlling interests		2,662,948	8,182,348	-	-
		<b>(109,162,248)</b>	<b>84,508,392</b>	<b>1,098,253</b>	<b>118,245,485</b>
<b>Total comprehensive income (expense) attributable to:</b>					
Owners of parent		(112,118,617)	84,771,463	1,098,253	118,245,485
Non-controlling interests		2,381,074	8,182,348	-	-
		<b>(109,737,543)</b>	<b>92,953,811</b>	<b>1,098,253</b>	<b>118,245,485</b>
<b>Basic earnings (loss) per share</b>	18	<b>(0.112)</b>	<b>0.076</b>	<b>0.001</b>	<b>0.118</b>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

### Statement of changes in equity

	Consolidated financial statements							
	Note	Issued and paid-up share capital	Share premium	Retained earnings		Equity attributable to owners of the parent	Non-controlling interests	Total equity
				Legal reserve	Unappropriated (in Baht)			
<b>Year ended at 31 December 2024</b>								
Balance at 1 January 2024		998,281,590	2,786,808,121	70,780,000	859,927,578	4,715,797,289	-	4,715,797,289
<b>Transactions with owners, recorded directly in equity</b>								
<i>Distributions to owners of the parent</i>								
Dividends	19	-	-	-	(179,690,686)	(179,690,686)	-	(179,690,686)
<b>Total distributions to owners of the parent</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(179,690,686)</b>	<b>(179,690,686)</b>	<b>-</b>	<b>(179,690,686)</b>
<i>Changes in ownership interests in subsidiary</i>								
Acquisition of non-controlling interests with a change in control		-	-	-	-	-	101,778,084	101,778,084
<b>Total changes in ownership interests in subsidiary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>101,778,084</b>	<b>101,778,084</b>
<b>Total transactions with owners, recorded directly in equity</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(179,690,686)</b>	<b>(179,690,686)</b>	<b>101,778,084</b>	<b>(77,912,602)</b>
<b>Comprehensive income for the year</b>								
Profit		-	-	-	76,326,044	76,326,044	8,182,348	84,508,392
Other comprehensive income		-	-	-	8,445,419	8,445,419	-	8,445,419
<b>Total comprehensive income for the year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>84,771,463</b>	<b>84,771,463</b>	<b>8,182,348</b>	<b>92,953,811</b>
Transfer to legal reserve	14	-	-	6,000,000	(6,000,000)	-	-	-
<b>Balance at 31 December 2024</b>		<b>998,281,590</b>	<b>2,786,808,121</b>	<b>76,780,000</b>	<b>759,008,355</b>	<b>4,620,878,066</b>	<b>109,960,432</b>	<b>4,730,838,498</b>
<b>Year ended at 31 December 2025</b>								
Balance at 1 January 2025		998,281,590	2,786,808,121	76,780,000	759,008,355	4,620,878,066	109,960,432	4,730,838,498
<b>Transactions with owners, recorded directly in equity</b>								
<i>Distributions to owners of the parent</i>								
Dividends	19	-	-	-	(59,896,895)	(59,896,895)	-	(59,896,895)
<b>Total distributions to owners of the parent</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(59,896,895)</b>	<b>(59,896,895)</b>	<b>-</b>	<b>(59,896,895)</b>
<b>Total transactions with owners, recorded directly in equity</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(59,896,895)</b>	<b>(59,896,895)</b>	<b>-</b>	<b>(59,896,895)</b>
<b>Comprehensive income for the year</b>								
Loss		-	-	-	(111,825,196)	(111,825,196)	2,662,948	(109,162,248)
Other comprehensive income (expense)		-	-	-	(293,421)	(293,421)	(281,874)	(575,295)
<b>Total comprehensive income (expense) for the year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(112,118,617)</b>	<b>(112,118,617)</b>	<b>2,381,074</b>	<b>(109,737,543)</b>
Transfer to legal reserve	14	-	-	220,000	(220,000)	-	-	-
<b>Balance at 31 December 2025</b>		<b>998,281,590</b>	<b>2,786,808,121</b>	<b>77,000,000</b>	<b>586,772,843</b>	<b>4,448,862,554</b>	<b>112,341,506</b>	<b>4,561,204,060</b>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

## Statement of changes in equity

	Note	Separate financial statements				Total equity
		Issued and paid-up share capital	Share premium	Legal reserve (in Baht)	Retained earnings Unappropriated	
<b>Year ended 31 December 2024</b>						
Balance at 1 January 2024		998,281,590	2,786,808,121	70,780,000	2,003,223,048	5,859,092,759
<b>Transactions with owners, recorded directly in equity</b>						
<i>Distributions to owners of the parent</i>						
Dividends	19	-	-	-	(179,690,686)	(179,690,686)
<i>Total distributions to owners of the parent</i>		-	-	-	(179,690,686)	(179,690,686)
<b>Total transactions with owners, recorded directly in equity</b>		-	-	-	(179,690,686)	(179,690,686)
<b>Comprehensive income for the year</b>						
Profit		-	-	-	118,245,485	118,245,485
<b>Total comprehensive income for the year</b>		-	-	-	118,245,485	118,245,485
Transfer to legal reserve	14	-	-	6,000,000	(6,000,000)	-
<b>Balance at 31 December 2024</b>		<u>998,281,590</u>	<u>2,786,808,121</u>	<u>76,780,000</u>	<u>1,935,777,847</u>	<u>5,797,647,558</u>
<b>Year ended 31 December 2025</b>						
Balance at 1 January 2025		998,281,590	2,786,808,121	76,780,000	1,935,777,847	5,797,647,558
<b>Transactions with owners, recorded directly in equity</b>						
<i>Distributions to owners of the parent</i>						
Dividends	19	-	-	-	(59,896,895)	(59,896,895)
<i>Total distributions to owners of the parent</i>		-	-	-	(59,896,895)	(59,896,895)
<b>Total transactions with owners, recorded directly in equity</b>		-	-	-	(59,896,895)	(59,896,895)
<b>Comprehensive income for the year</b>						
Profit		-	-	-	1,098,253	1,098,253
<b>Total comprehensive income for the year</b>		-	-	-	1,098,253	1,098,253
Transfer to legal reserve	14	-	-	220,000	(220,000)	-
<b>Balance at 31 December 2025</b>		<u>998,281,590</u>	<u>2,786,808,121</u>	<u>77,000,000</u>	<u>1,876,759,205</u>	<u>5,738,848,916</u>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

### Statement of cash flows

	<b>Consolidated</b>		<b>Separate</b>	
	<b>financial statements</b>		<b>financial statements</b>	
	Year ended 31 December 2025	2024	Year ended 31 December 2025	2024
	<i>(in Baht)</i>			
<b><i>Cash flows from operating activities</i></b>				
Profit (loss) for the year	(109,162,248)	84,508,392	1,098,253	118,245,485
<i>Adjustments to reconcile profit (loss) to cash receipts (payments)</i>				
Tax expense (income)	(6,561,637)	2,684,782	(3,187,772)	852,726
Finance costs	5,076,714	4,409,602	409,562	240,000
Depreciation	235,422,447	247,700,962	69,596,401	74,454,196
Amortisation of digital television license	140,037,906	140,037,906	-	-
Amortisation of book copyright	97,659,174	97,803,584	97,409,046	97,677,836
Amortisation of other intangible assets	35,421,358	35,521,704	1,618,054	2,234,821
Amortisation of premium on investments in debt securities	1,545,431	665,415	225,411	15,869
Expected credit loss	506,553	5,880,020	691,782	783,396
Impairment loss on other intangible assets	8,970,833	-	-	-
Unrealised loss on foreign exchange	-	1,648	-	1,648
Unrealised gain on derivatives	(15,076)	-	(15,076)	-
Share of (profit) loss of associates accounted for using equity method, net of tax	2,767,660	(604,226)	-	-
(Reversal of) allowance for returned magazines and books	359,813	(216,789)	-	-
(Reversal of) loss on inventories devaluation	(1,285,432)	(14,803,271)	5,664,071	719,146
Non-current provisions for employee benefits	43,480,717	43,808,648	18,896,909	24,321,935
Non-current provisions for cost of dismantling	24,471	154,849	-	-
Gain on disposal of equipment and right-of-use assets	(790,664)	(14,918,011)	(258,262)	(13,955,331)
Loss on previously held equity interest in associate prior to change of status to subsidiary	-	13,915,012	-	-
Gain on bargain purchase	-	(13,596,776)	-	-
Dividend income	-	-	(5,354,400)	(67,232,585)
Interest income	(28,942,042)	(26,609,058)	(1,691,836)	(3,926,622)
	<u>424,515,978</u>	<u>606,344,393</u>	<u>185,102,143</u>	<u>234,432,520</u>
<b><i>Changes in operating assets and liabilities</i></b>				
Trade accounts receivable	40,706,366	65,980,881	(12,167,785)	29,175,794
Other current receivables	848,185	(3,967,258)	256,114	(7,533,223)
Inventories	(23,106,645)	(81,226,423)	(31,640,163)	(37,365,682)
Other current assets	(946,934)	(1,857,106)	(2,199,310)	(18,682)
Deposits	(4,771,215)	(215,669)	(625,000)	-
Other non-current assets	(37,227,789)	(18,047,045)	(13,387,582)	(25,044,835)
Trade accounts payable	(15,598,393)	(41,586,781)	31,534,196	(18,185,232)
Other current payables	50,117,003	(59,636,445)	3,409,890	(6,222,519)
Accrued expenses	(18,831,535)	(442,848)	(14,045,046)	14,266,057
Other current liabilities	(6,300,868)	(210,093)	(5,931,193)	(1,738,282)
Other non-current liabilities	1,692,749	277,351	(2,251)	277,351
Non-current provisions for employee benefits paid	(27,600,687)	(29,849,629)	(7,358,706)	(17,207,213)
Non-current provisions for cost of dismantling paid	(558,740)	(559,376)	-	-
Net cash generated from operations	<u>382,937,475</u>	<u>435,003,952</u>	<u>132,945,307</u>	<u>164,836,054</u>
Taxes received	<u>21,590,037</u>	<u>16,582,313</u>	<u>20,615,420</u>	<u>16,582,313</u>
<b>Net cash activities from operating</b>	<u><b>404,527,512</b></u>	<u><b>451,586,265</b></u>	<u><b>153,560,727</b></u>	<u><b>181,418,367</b></u>

The accompanying notes are an integral part of these financial statements.

## Amarin Corporations Public Company Limited and its Subsidiaries

## Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2025	2024	2025	2024
	(in Baht)			
<b><i>Cash flows from investing activities</i></b>				
Decrease in other non-current financial assets	20,000,000	-	-	-
Proceeds from acquisition of subsidiary, net of cash acquired	-	45,390,207	-	-
Acquisition of investment in subsidiary	-	-	(37,499,700)	(12,499,900)
Acquisition of debt securities	(641,592,450)	(252,050,914)	(30,332,785)	(3,074,893)
Proceeds from redemption of debt securities	543,000,000	619,300,000	1,000,000	273,000,000
Acquisition of equipment and right-of-use assets	(94,905,324)	(166,774,568)	(64,019,776)	(120,970,308)
Acquisition of book copyright	(77,865,710)	(87,059,163)	(77,865,709)	(87,059,163)
Proceeds from sale of equipment and right-of-use assets	3,374,327	24,638,758	2,698,719	20,868,429
Acquisition of other intangible assets	(24,606,196)	(61,855,245)	(542,467)	(1,280,716)
Dividends received	5,354,400	6,734,400	5,354,400	67,232,585
Interest received	27,985,196	27,416,963	1,595,118	4,936,024
<b>Net cash from (used in) investing activities</b>	<b>(239,255,757)</b>	<b>155,740,438</b>	<b>(199,612,200)</b>	<b>141,152,058</b>
<b><i>Cash flows from financing activities</i></b>				
Payment of lease liabilities	(93,286,618)	(97,530,882)	(2,563,243)	(1,933,804)
Dividends paid to owners of the Company	(59,896,895)	(179,690,686)	(59,896,895)	(179,690,686)
Interest paid	(5,076,714)	(4,409,602)	(409,562)	(240,000)
<b>Net cash used in financing activities</b>	<b>(158,260,227)</b>	<b>(281,631,170)</b>	<b>(62,869,700)</b>	<b>(181,864,490)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>7,011,528</b>	<b>325,695,533</b>	<b>(108,921,173)</b>	<b>140,705,935</b>
Cash and cash equivalents at 1 January	576,566,978	250,871,445	167,789,189	27,083,254
<b>Cash and cash equivalents at 31 December</b>	<b>583,578,506</b>	<b>576,566,978</b>	<b>58,868,016</b>	<b>167,789,189</b>
<b><i>Non-cash transactions</i></b>				
Receivable from sale of equipment	-	-	-	-
Payables for purchase of equipment	20,729,476	3,252,071	18,942,541	898,993
Payables for purchase of other intangible assets	-	1,085,482	-	-
Acquisition of assets by lease	54,910,075	105,360,817	4,921,799	4,744,600

The accompanying notes are an integral part of these financial statements.

**Amarin Corporations Public Company Limited and its Subsidiaries**  
**Notes to the financial statements**  
**For the year ended 31 December 2025**

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 23 February 2026.

## 1 General information

Amarin Corporations Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in June 1993. The Company’s registered office at 378, Chaiyaphruek Road, Kwang Talingchan, Khet Talingchan, Bangkok.

The Company’s major shareholder during the financial year was Vadhanabhakdi Company Limited (60.35% shareholding) which is incorporated in Thailand.

The principal activities of the Company are the publishing, advertising and distribution of publications. The principal activities of the Group are publishing, advertising, producing and distribution of publications, producing television programmes, broadcasting, advertising through digital television and providing educational activity.

Amarin Television Co., Ltd., a subsidiary, was granted a digital television license for operating a national commercial digital terrestrial television broadcasting service in high-definition variety category for a period of 15 years, commencing from 25 April 2014 to 24 April 2029.

## 2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in the notes, have been applied consistently to all periods presented in these financial statements.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates. The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

## 3 Related parties

Relationships with the major shareholder of the Group, associate and subsidiaries are described in notes 1, 8 and 9. Other related parties which the Group had significant transactions with during the year were as follows:

<b>Name of entities</b>	<b>Country of incorporation</b>	<b>Nature of relationships</b>
Thai Beverage Public Company Limited and companies under the group	Thailand	Common shareholders and directors
Fraser and Neave Public Company Limited and companies under the group	Singapore	Common shareholders and directors
Univentures Public Company Limited and companies under the group	Thailand	Common shareholders and directors
Sermasuk Public Company Limited and companies under the group	Thailand	Common shareholders and directors
Oishi Group Public Company Limited and companies under the group	Thailand	Common shareholders

<b>Name of entities</b>	<b>Country of incorporation</b>	<b>Nature of relationships</b>
Southeast Life Insurance Public Company Limited and companies under the group	Thailand	Common shareholders
Berli Jucker Public Company Limited and companies under the group	Thailand	Common shareholders and directors are in the same family
Asset World Corp Public Company Limited and companies under the group	Thailand	Common shareholders and directors are in the same family
Frasers Property (Thailand) Public Company Limited and companies under the group	Thailand	Common shareholders and directors are in the same family
Golden Land Property Development Public Company Limited and companies under the group	Thailand	Shareholders and directors are in the same family

<b>Year ended 31 December</b>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<b>Subsidiaries</b>				
Revenue from sale of goods and rendering of services	-	-	363,927	409,503
Dividend income	-	-	-	60,498
Rental income	-	-	14,423	7,558
Other income	-	-	33,471	8,808
Purchase of goods and rendering of services	-	-	17,575	-
Cost of rental of advertising time	-	-	2,450	8,374
Other expenses	-	-	21,380	18,377
<b>Associates</b>				
Revenue from sale of goods and rendering of services	21,230	16,085	21,212	16,061
Dividend income	-	-	5,354	6,735
Other income	97	88	-	-
Purchase of goods and rendering of services	92,576	140,778	-	-
<b>Key management personnel</b>				
Key management personnel compensation				
Short-term employee benefits	66,488	74,089	26,011	30,559
Post-employment benefits	3,733	4,006	1,779	1,895
Other long-term benefits	54	65	33	44
<b>Total key management personnel compensation</b>	<b>70,275</b>	<b>78,160</b>	<b>27,823</b>	<b>32,498</b>
<b>Other related parties</b>				
Revenue from sale of goods and rendering of services	103,107	98,045	18,738	32,420
Other income	930	4,719	-	-
Purchase of goods and rendering of services	37,392	36,943	18,387	23,318
Other expenses	19,911	12,049	8,737	4,208
Purchase of equipment	1,023	4,419	1,023	3,016
Lease-related expense	6,972	5,006	-	-

<i>At 31 December</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<b><i>Trade accounts receivable</i></b>				
Subsidiaries	-	-	250,877	209,102
Associate	7,975	5,652	7,975	5,652
Other related parties	22,009	27,161	7,718	5,027
<b>Total</b>	<b>29,984</b>	<b>32,813</b>	<b>266,570</b>	<b>219,781</b>
<b><i>Other current receivables</i></b>				
Subsidiaries	-	-	12,145	10,885
Other related parties	2,639	2,243	1,572	1,395
<b>Total</b>	<b>2,639</b>	<b>2,243</b>	<b>13,717</b>	<b>12,280</b>
<b><i>Trade accounts payable</i></b>				
Subsidiaries	-	-	40,176	648
Associate	22,468	29,462	-	-
Other related parties	13,306	8,295	3,470	5,566
<b>Total</b>	<b>35,774</b>	<b>37,757</b>	<b>43,646</b>	<b>6,214</b>
<b><i>Other current payables</i></b>				
Subsidiaries	-	-	56,128	18,499
Other related parties	3,841	796	167	-
<b>Total</b>	<b>3,841</b>	<b>796</b>	<b>56,295</b>	<b>18,499</b>
<b><i>Lease liabilities</i></b>				
Other related parties	<b>4,845</b>	<b>6,655</b>	<b>601</b>	<b>836</b>

***Significant agreements with related parties****Area rental agreements*

The Company has entered into an area rental agreement with a subsidiary, Amarin Television Co., Ltd. for a period of 1 year, commencing from 1 January 2026 to 31 December 2026. The subsidiary agreed to pay a monthly rental fee at the fixed rate as specified in the agreement.

The Company has entered into an area rental agreement with a subsidiary, AME Imaginative Co., Ltd. for a period of 1 year, commencing from 1 August 2025 to 31 July 2026. The subsidiary agreed to pay a monthly rental fee at the fixed rate as specified in the agreement.

Amarin Book Center Co., Ltd., a subsidiary, has entered into an area rental agreement with a related party for a period of 3 years, commencing from 15 November 2023 to 15 October 2026. The subsidiary agreed to pay a monthly rental fee at the fixed rate as specified in the agreement.

AME Imaginative Co., Ltd., a subsidiary, has entered into an area rental agreement with a related party for a period of 3 years, commencing from 10 October 2025 to 14 October 2028. The subsidiary agreed to pay a monthly rental fee at the fixed rate as specified in the agreement.

*Vehicle rental agreements*

The Company has entered into a vehicle rental agreement with a related party for a period of 5 years, commencing from 10 May 2023 to 9 May 2028. The Company agreed to pay a monthly rental fee at the fixed rate as specified in the agreement.

*Service agreements*

The Company has entered into a service agreement with a subsidiary, Amarin Television Co., Ltd., the Company has served as an advisor and is responsible for job recruitment, purchasing and other related jobs excluded producing television programs and broadcasting for a period of 1 year, commencing from 1 January 2026 to 31 December 2026. The subsidiary agreed to pay a monthly service fee at the rate as specified in the agreement.

The Company has entered into a service agreement with a subsidiary, Amarin Book Center Co., Ltd., has served as an advisor and is responsible for the human resource consulting for a period of 1 year, commencing from 1 January 2026 to 31 December 2026. The subsidiary agreed to pay a monthly service fee at the rate as specified in the agreement.

The Company has entered into a service agreement with a subsidiary, AME Imaginative Co., Ltd., the Company has served the support in management and information systems for a period of 1 year, commencing from 1 January 2026 to 31 December 2026. The subsidiary agreed to pay a monthly service fee at the rate as specified in the agreement.

The Company has entered into a service agreement with a subsidiary, Amarin Omniverse Co., Ltd., the subsidiary has served the basic information systems for a period of 1 year, commencing from 1 January 2026 to 31 December 2026. The Company agreed to pay a monthly service fee at the rate as specified in the agreement.

**4 Cash and cash equivalents**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Cash on hand	2,427	2,583	235	235
Cash at banks	570,452	563,351	58,629	167,550
Highly liquid short-term investments	10,700	10,633	4	4
<b>Total</b>	<b>583,579</b>	<b>576,567</b>	<b>58,868</b>	<b>167,789</b>

**5 Trade accounts receivable***Accounting policy*

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

<i>At 31 December</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Within credit terms	336,423	317,476	186,349	239,219
Overdue:				
Less than 3 months	42,504	73,800	84,480	58,793
3 - 6 months	11,182	18,602	41,716	1,453
6 - 12 months	1,155	20,459	556	2,110
Over 12 months	7,980	9,613	3,730	3,088
<b>Total</b>	<b>399,244</b>	<b>439,950</b>	<b>316,831</b>	<b>304,663</b>

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<i>At 31 December</i>				
		<i>(in thousand Baht)</i>		
Less allowance for books returns	(335)	(350)	-	-
allowance for magazines returns	(525)	(150)	-	-
allowance for expected credit loss	(12,343)	(11,836)	(2,737)	(2,045)
<b>Net</b>	<b>386,041</b>	<b>427,614</b>	<b>314,094</b>	<b>302,618</b>
<i>Allowance for expected credit loss</i>				
At 1 January	11,836	5,956	2,045	1,262
Addition	786	5,880	692	783
Reversal	(279)	-	-	-
<b>At 31 December</b>	<b>12,343</b>	<b>11,836</b>	<b>2,737</b>	<b>2,045</b>

Information of credit risk is disclosed in note 20(b.1).

## 6 Inventories

### *Accounting policy*

Inventories are measured at the lower of cost and net realisable value.

Cost is calculated using the followings:

Finished goods	- Specific cost
Television programs	- Represent the production costs for both in progress and completed. Costs of the programmes consist of expenses which directly related to the production, are recognised as costs when the programmes are broadcasted
Work in progress	- Represent the actual production costs based on stage of completion by specific cost
Raw materials and supplies	- First in first out

In the case of manufactured inventories and work-in progress, cost includes an appropriate share of production overheads base on normal operating capacity.

A right to recover returned products is measured at the former carrying amount of the sold inventories less any expected costs to recover those products and any potential decreases in value. The right to recover returned products is reassessed at each reporting date and the Group makes a corresponding change to the amount of cost of sales recognised.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
		<i>(in thousand Baht)</i>		
Finished goods	274,659	287,683	3,715	2,837
Consignment goods	292,903	252,741	284,398	246,038
Printing supplies	21,387	22,999	21,387	22,999
Work in progress	14,714	17,108	10,952	17,105
Supplies	3,434	3,267	3,434	3,267
Television programme	546	322	-	-
Television programme in progress	1,758	2,174	-	-
<b>Total</b>	<b>609,401</b>	<b>586,294</b>	<b>323,886</b>	<b>292,246</b>
Less allowance for decline in value	(38,468)	(39,753)	(8,166)	(2,502)
<b>Net</b>	<b>570,933</b>	<b>546,541</b>	<b>315,720</b>	<b>289,744</b>
Inventories recognised in 'costs of sale of goods and rendering of services':				
- Cost	3,009,186	3,079,811	798,841	1,128,848
- Write-down to net realisable value	10,023	7,530	9,194	1,995
- Reversal of write-down	(11,308)	(22,333)	(3,530)	(1,276)
<b>Net</b>	<b>3,007,901</b>	<b>3,065,008</b>	<b>804,505</b>	<b>1,129,567</b>

## 7 Marketable financial assets

The Group recognises and measures financial assets as disclosed in note 20.

<i>Marketable debt securities</i>	Consolidated financial statements					At 31 December
	At 1 January	Purchase	Maturity <i>(in thousand Baht)</i>	Premium adjustment	Transfer	
<b>2025</b>						
<b>Current financial assets</b>						
Debentures measured at amortised cost	<u>543,130</u>	<u>238,854</u>	<u>(543,000)</u>	<u>(1,333)</u>	<u>250,403</u>	<u>488,054</u>
<b>Non-current financial assets</b>						
Debentures measured at amortised cost	305,851	402,739	-	(187)	(250,403)	458,000
Government bond measured at amortised cost	<u>3,061</u>	<u>-</u>	<u>-</u>	<u>(25)</u>	<u>-</u>	<u>3,036</u>
<b>Total</b>	<b><u>308,912</u></b>	<b><u>402,739</u></b>	<b><u>-</u></b>	<b><u>(212)</u></b>	<b><u>(250,403)</u></b>	<b><u>461,036</u></b>
<b>2024</b>						
<b>Current financial assets</b>						
Debentures measured at amortised cost	621,018	92,936	(616,300)	(461)	445,937	543,130
Government bond measured at amortised cost	<u>3,002</u>	<u>-</u>	<u>(3,000)</u>	<u>(2)</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<b><u>624,020</u></b>	<b><u>92,936</u></b>	<b><u>(619,300)</u></b>	<b><u>(463)</u></b>	<b><u>445,937</u></b>	<b><u>543,130</u></b>
<b>Non-current financial assets</b>						
Debentures measured at amortised cost	595,937	156,039	-	(188)	(445,937)	305,851
Government bond measured at amortised cost	<u>-</u>	<u>3,075</u>	<u>-</u>	<u>(14)</u>	<u>-</u>	<u>3,061</u>
<b>Total</b>	<b><u>595,937</u></b>	<b><u>159,114</u></b>	<b><u>-</u></b>	<b><u>(202)</u></b>	<b><u>(445,937)</u></b>	<b><u>308,912</u></b>
<i>Marketable debt securities</i>	Separate financial statements					At 31 December
	At 1 January	Purchase	Maturity <i>(in thousand Baht)</i>	Premium adjustment	Transfer	
<b>2025</b>						
<b>Current financial assets</b>						
Debentures measured at amortised cost	<u>1,000</u>	<u>30,333</u>	<u>(1,000)</u>	<u>(201)</u>	<u>-</u>	<u>30,132</u>
<b>Non-current financial assets</b>						
Government bond measured at amortised cost	<u>3,061</u>	<u>-</u>	<u>-</u>	<u>(25)</u>	<u>-</u>	<u>3,036</u>
<b>2024</b>						
<b>Current financial assets</b>						
Debentures measured at amortised cost	270,000	-	(270,000)	-	1,000	1,000
Government bond measured at amortised cost	<u>3,002</u>	<u>-</u>	<u>(3,000)</u>	<u>(2)</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<b><u>273,002</u></b>	<b><u>-</u></b>	<b><u>(273,000)</u></b>	<b><u>(2)</u></b>	<b><u>1,000</u></b>	<b><u>1,000</u></b>
<b>Non-current financial assets</b>						
Debentures measured at amortised cost	1,000	-	-	-	(1,000)	-
Government bond measured at amortised cost	<u>-</u>	<u>3,075</u>	<u>-</u>	<u>(14)</u>	<u>-</u>	<u>3,061</u>
<b>Total</b>	<b><u>1,000</u></b>	<b><u>3,075</u></b>	<b><u>-</u></b>	<b><u>(14)</u></b>	<b><u>(1,000)</u></b>	<b><u>3,061</u></b>



Type of business	Ownership interest (%)		Consolidated financial statements		Separate financial statements			
	2025	2024	At equity method	Cost	Impairment		At cost - net	
			2025	2024	2025	2024	2025	2024
Kadokawa Amarin Co., Ltd. Publishing and sales of comic book	46.00	46.00	<u>45,577</u>	<u>27,600</u>	<u>27,600</u>	-	<u>27,600</u>	<u>27,600</u>
					(in thousand Baht)			

The associate was incorporated and mainly operates in Thailand. None of the Group's associate is publicly listed and consequently does not have published price quotations.

## 9 Investments in subsidiaries

### Accounting policy

Investments in subsidiaries in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

### Material movements Year ended 31 December

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Investment in AME Imaginative Co., Ltd.	-	-	37,500	12,500
Change in status of investment in Dek-D Interactive Co., Ltd. from associate to subsidiary	-	62,350	-	-

#### 2025

At the Board of Director's meeting of AME Imaginative Co., Ltd. that is a subsidiary held on 13 March 2025, the Board of Directors approved the additional called for fully paid-up share capital amounting to Baht 37.50 million. The Company already paid for this additional called for paid-up share capital. In this regards, the Company's ownership interest in such subsidiary remained 99.99% of the issued and paid-up share capital.

#### 2024

At the Board of Directors' meeting of the Company held on 22 February 2024, the Board of Director approved the establishment of AME Imaginative Co., Ltd. with the registered capital of Baht 50.00 million (500,000 ordinary shares at Baht 100 par value). The Company registered with the Ministry of Commerce on 18 June 2024. On 28 June 2024, the Company paid the initial 25% of the authorised share capital amounting to Baht 12.50 million, bringing the Company's ownership interest in such subsidiary to 99.99% of the issued and paid-up share capital.

At the Extraordinary Meeting of shareholders of Amarin Television Co., Ltd., a subsidiary, held on 5 April 2024, the shareholders approved the reduction of the authorised and paid-up share capital of the subsidiary to offset the deficit as at 31 December 2022 amounting to Baht 1,180 million from Baht 3,600 million (36.00 million ordinary shares at Baht 100 par value) to Baht 2,420 million (24.20 million ordinary shares at Baht 100 par value) by decreasing 11.80 million shares at Baht 100 par value amounting to Baht 1,180 million. The Company's ownership interest in the subsidiary remains the same and the Group's ownership interest in the subsidiary remains 99.99% of the issued and paid-up share capital.

On 1 July 2024, Amarin Book Center Co., Ltd., a subsidiary, acquired additional 2,878 shares equivalent to 25.90% of the issued and paid-up share capital of Dek-D Interactive Co., Ltd. totalling Baht 30.00 million. The Group's total shareholding in Dek-D Interactive Co., Ltd. became 51.00% of the issued and paid-up share capital, resulting to the change of the status of Dek-D Interactive Co., Ltd. from associate to subsidiary.

	Type of business	Ownership interest		Separate financial statements				At cost - net	
		2025		2024		Cost		Impairment	
		(%)		(in thousand Baht)		2025	2024	2025	2024
<b>Direct subsidiaries</b>									
Amarin Television Co., Ltd.	Producing television program	99.99	99.99	3,599,892	3,599,892	-	-	3,599,892	3,599,892
Amarin Book Center Co., Ltd.	Book seller	99.99	99.99	487,388	487,388	-	-	487,388	487,388
Amarin Omniverse Co., Ltd.	Media commerce	99.99	99.99	100,000	100,000	-	-	100,000	100,000
AME Imaginative Co., Ltd.	Business exhibitions and trade shows	99.99	99.99	50,000	12,500	-	-	50,000	12,500
<b>Total</b>				<b>4,237,280</b>	<b>4,199,780</b>	<b>-</b>	<b>-</b>	<b>4,237,280</b>	<b>4,199,780</b>
<b>Indirect subsidiaries</b>									
Dek-D Interactive Co., Ltd.	Creating media contents on the internet, website and computer program	51.00	51.00	105,276	105,276	-	-	105,276	105,276
Amarin Food and Beverage Co., Ltd.	Producing and sales of food products	90.00	90.00	12,148	12,148	(12,148)	(12,148)	-	-
<b>Total</b>				<b>117,424</b>	<b>117,424</b>	<b>(12,148)</b>	<b>(12,148)</b>	<b>105,276</b>	<b>105,276</b>

All subsidiaries were incorporated and operate in Thailand. None of the Group's subsidiaries are publicly listed and consequently do not have published price quotations.

## 10 Property, plant and equipment

### *Accounting policy*

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

### *Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

### *Depreciation*

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Buildings and building improvements	5 - 40	years
Machinery and equipment	5 - 10	years
Production and broadcast equipment	2 - 10	years
Tools and equipment	3 and 5	years
Furniture, fixtures and office equipment	2 - 5	years
Vehicles	5 - 7	years
Systems	5 - 10	years

## Consolidated financial statements

	Land	Buildings and building improvements	Machinery and equipment	Production and broadcast equipment	Tools and equipment	Furniture, fixtures and office equipment	Vehicles	Systems	Assets under construction and installation	Total
<b>Cost</b>										
At 1 January 2024	610,991	1,199,066	767,994	323,228	220,729	735,156	65,835	85,979	23,492	4,032,470
Additions	-	2,439	15,282	144	2,887	30,902	-	3,150	104,820	159,624
Acquisition through business combination	-	3,561	-	-	-	944	-	-	-	4,505
Transfers	-	6,767	30,364	22,459	2,784	11,125	2,407	632	(76,538)	-
Disposals and write-off	-	(12,948)	(164,030)	(7,992)	(21,631)	(70,025)	(15,661)	(4,889)	(250)	(297,426)
<b>At 31 December 2024</b>	<b>610,991</b>	<b>1,198,885</b>	<b>649,610</b>	<b>337,839</b>	<b>204,769</b>	<b>708,102</b>	<b>52,581</b>	<b>84,872</b>	<b>51,524</b>	<b>3,899,173</b>
At 1 January 2025	-	4,998	10,496	756	217	12,574	5,061	357	75,710	110,169
Additions	-	9,221	13,017	6,570	1,624	3,439	-	-	(33,871)	-
Transfers	-	(4,408)	(24,052)	-	(11,350)	(32,175)	(8,487)	(37)	-	(80,509)
Disposals and write-off	-	-	-	-	-	-	-	-	-	-
<b>At 31 December 2025</b>	<b>610,991</b>	<b>1,208,696</b>	<b>649,071</b>	<b>345,165</b>	<b>195,260</b>	<b>691,940</b>	<b>49,155</b>	<b>85,192</b>	<b>93,363</b>	<b>3,928,833</b>
<b>Depreciation and impairment losses</b>										
At 1 January 2024	-	841,993	549,401	198,068	199,000	665,280	50,524	81,718	-	2,585,984
Depreciation charge for the year	-	39,557	45,349	28,456	9,566	23,295	2,317	1,814	-	150,354
Disposals and write-off	-	(10,494)	(159,088)	(7,974)	(21,587)	(69,913)	(13,760)	(4,889)	-	(287,705)
<b>At 31 December 2024</b>	<b>-</b>	<b>871,056</b>	<b>435,662</b>	<b>218,550</b>	<b>186,979</b>	<b>618,662</b>	<b>39,081</b>	<b>78,643</b>	<b>-</b>	<b>2,448,633</b>
At 1 January 2025	-	34,565	43,681	29,232	7,550	23,973	2,213	1,726	-	142,940
Depreciation charge for the year	-	(4,308)	(23,994)	-	(11,187)	(32,124)	(7,634)	(37)	-	(79,284)
Disposals and write-off	-	901,313	455,349	247,782	183,342	610,511	33,660	80,332	-	2,512,289
<b>At 31 December 2025</b>	<b>-</b>	<b>327,829</b>	<b>213,948</b>	<b>119,289</b>	<b>17,790</b>	<b>89,440</b>	<b>13,500</b>	<b>6,229</b>	<b>51,524</b>	<b>1,450,540</b>
<b>Net book value</b>										
At 31 December 2024	610,991	307,383	193,722	97,383	11,918	81,429	15,495	4,860	93,363	1,416,544
At 31 December 2025	610,991	307,383	193,722	97,383	11,918	81,429	15,495	4,860	93,363	1,416,544

## Separate financial statements

	(in thousand Baht)							Total	
	Land	Buildings and building improvements	Machinery and equipment	Tools and equipment	Furniture, fixtures and office equipment	Vehicles	Systems		Assets under construction and installation
<b>Cost</b>									
At 1 January 2024	313,791	549,183	712,797	151,832	354,148	38,917	68,851	6,608	2,196,127
Additions	-	2,004	15,268	2,844	23,399	-	3,150	66,066	112,731
Transfers	-	386	30,364	-	4,582	-	283	(35,615)	-
Disposals and write-off	-	(830)	(164,030)	(19,872)	(45,099)	(13,003)	(4,889)	-	(247,723)
<b>At 31 December 2024</b>	<b>313,791</b>	<b>550,743</b>	<b>594,399</b>	<b>134,804</b>	<b>337,030</b>	<b>25,914</b>	<b>67,395</b>	<b>37,059</b>	<b>2,061,135</b>
Additions	-	3,517	10,201	160	8,448	1,124	357	58,256	82,063
Transfers	-	6,961	13,017	-	1,197	-	-	(21,175)	-
Disposals and write-off	-	(1,403)	(24,052)	(6,124)	(19,652)	(5,328)	(37)	-	(56,596)
<b>At 31 December 2025</b>	<b>313,791</b>	<b>559,818</b>	<b>593,565</b>	<b>128,840</b>	<b>327,023</b>	<b>21,710</b>	<b>67,715</b>	<b>74,140</b>	<b>2,086,602</b>
<b>Depreciation</b>									
At 1 January 2024	-	508,059	534,287	140,765	307,677	30,937	64,819	-	1,586,544
Depreciation charge for the year	-	11,086	36,314	4,153	13,907	814	1,638	-	67,912
Disposals and write-off	-	(830)	(159,088)	(19,834)	(45,069)	(11,100)	(4,889)	-	(240,810)
<b>At 31 December 2024</b>	<b>-</b>	<b>518,315</b>	<b>411,513</b>	<b>125,084</b>	<b>276,515</b>	<b>20,651</b>	<b>61,568</b>	<b>-</b>	<b>1,413,646</b>
Depreciation charge for the year	-	7,307	37,137	3,249	14,506	514	1,571	-	64,284
Disposals and write-off	-	(1,403)	(23,995)	(5,975)	(19,631)	(4,475)	(37)	-	(55,516)
<b>At 31 December 2025</b>	<b>-</b>	<b>524,219</b>	<b>424,655</b>	<b>122,358</b>	<b>271,390</b>	<b>16,690</b>	<b>63,102</b>	<b>-</b>	<b>1,422,414</b>
<b>Net book value</b>									
At 31 December 2024	313,791	32,428	182,886	9,720	60,515	5,263	5,827	37,059	647,489
At 31 December 2025	313,791	35,599	168,910	6,482	55,633	5,020	4,613	74,140	664,188

## 11 Digital television license

### *Accounting policy*

The carrying amount of digital television licence consists of expenditures that are directly attributable to the acquisition of a license for operating a national commercial digital terrestrial television broadcasting service in high-definition variety category, and is measured at cash price equivalent by discounting the future instalments to present value using a market discount rate. The asset is stated at cost less accumulated amortisation and impairment losses. The difference between the cash price equivalent and the total payments to be made is recognised as an interest expense over the licence fee payment periods. The asset is amortised from the date at which it is ready to provide services.

Amortisation is calculated on a straight-line basis over the estimated useful lives and recognised in profit or loss. The estimated useful life of digital television license is 15 years.

	<b>Consolidated financial statements</b> <i>(in thousand Baht)</i>	
<b>Cost</b>		
At 1 January 2024		2,429,274
<b>At 31 December 2024 and 1 January 2025</b>		<b>2,429,274</b>
<b>At 31 December 2025</b>		<b>2,429,274</b>
<b>Amortisation</b>		
At 1 January 2024		1,684,739
Amortisation for the year		140,038
<b>At 31 December 2024 and 1 January 2025</b>		<b>1,824,777</b>
Amortisation for the year		140,038
<b>At 31 December 2025</b>		<b>1,964,815</b>
<b>Net book value</b>		
<b>At 31 December 2024</b>		<b>604,497</b>
<b>At 31 December 2025</b>		<b>464,459</b>

## 12 Goodwill

### *Accounting policy*

Goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investee, the carrying amount of goodwill is included in the carrying amount of the investment.

### *Impairment losses*

The recoverable amount of the cash-generating unit (CGU) to which goodwill belongs is estimated each year at the same time or once impairment indication exists. An impairment loss is recognised in profit or loss if the carrying amount of its CGU exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to CGU.

	<b>Consolidated financial statements</b> 2025      2024 <i>(in thousand Baht)</i>	
<b>Cost</b>		
As at 1 January	189,779	189,779
<b>At 31 December</b>	<b>189,779</b>	<b>189,779</b>
<b>Net book value</b>		
<b>At 31 December</b>	<b>189,779</b>	<b>189,779</b>

### *Impairment testing for CGUs containing goodwill*

For the purposes of impairment testing, goodwill has been allocated to the Group's CGUs (operating divisions) as follows.

	<b>Consolidated financial statements</b>	
	2025	2024
	<i>(in thousand Baht)</i>	
Goodwill from business combination - Amarin Book Center	<b>189,779</b>	<b>189,779</b>

The recoverable amount of this CGU was based on fair value less costs of disposal, estimated using discounted cash flows. The fair value measurement was categorised as a Level 3 fair value.

The key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

	<b>Consolidated financial statements</b>	
	2025	2024
	<i>(%)</i>	
Discount rate	13.90	14.66
Terminal value growth rate	0.00	0.00

The discount rate was a pre-tax measure estimated based on the rate of 5 years government bonds issued by the government in the relevant market and in the same currency as the cash flows, adjusted for a risk premium to reflect both the increased risk of investing in equities generally and the systematic risk of the specific CGU.

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was determined based on management's estimate of the long-term compound annual EBITDA growth rate, consistent with the assumptions that a market participant would make.

Budgeted EBITDA was estimated taking into account past experience, adjusted as follows.

- Revenue growth was projected taking into account the average growth levels experienced over the past five years and the estimated sales volume and price growth for the next five years. It was assumed that the sales price would increase in line with forecast inflation over the next five years.
- Significant one-off environmental costs have been factored into the budgeted EBITDA. Other environmental costs are assumed to grow with inflation in other years.

The estimated recoverable amount of each CGU exceeded its carrying amount therefore no impairment losses to be recognised as of 31 December 2025 and 2024.

### **13 Non-current provisions for employee benefits**

#### ***Accounting policy***

##### ***Defined benefit plans***

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in other comprehensive income. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

*Other long-term employee benefits*

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

*Termination benefit plans*

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

<i>At 31 December</i>	<b>Consolidated</b>		<b>Separate</b>	
	<b>financial statements</b>		<b>financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Post-employment benefits	223,657	196,475	86,375	94,335
Other long-term employee benefits	38,486	49,068	4,913	21,355
<b>Total</b>	<b>262,143</b>	<b>245,543</b>	<b>91,288</b>	<b>115,690</b>

*Defined benefit plan*

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk.

<i>Present value of the defined benefit obligations</i>	<b>Consolidated</b>		<b>Separate</b>	
	<b>financial statements</b>		<b>financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
At 1 January	245,543	235,325	115,690	127,074
<b>Recognised in profit or loss:</b>				
Current service cost	37,306	40,803	16,511	18,193
Interest on obligation	6,175	8,553	2,386	6,129
Actuarial gain of other long-term employee benefits	-	(5,547)	-	-
	<b>43,481</b>	<b>43,809</b>	<b>18,897</b>	<b>24,322</b>
<b>Recognised in other comprehensive income:</b>				
Actuarial (gain) loss				
- Demographic assumptions	302	1,863	-	-
- Financial assumptions	770	(2,214)	-	-
- Experience adjustment	(353)	(10,206)	-	-
	<b>719</b>	<b>(10,557)</b>	<b>-</b>	<b>-</b>
Acquisition through business combination	-	6,816	-	-
Transfer to related company	-	-	(35,940)	(18,499)
Benefit paid	(27,600)	(29,850)	(7,359)	(17,207)
<b>At 31 December</b>	<b>262,143</b>	<b>245,543</b>	<b>91,288</b>	<b>115,690</b>

<i>Principal actuarial assumptions</i>	<b>Consolidated</b>		<b>Separate</b>	
	<b>financial statements</b>		<b>financial statements</b>	
	2025	2024	2025	2024
	(%)			
Discount rate	2.22 - 3.96	2.22 - 3.96	2.22	2.22
Future salary growth	2.00 - 10.00	2.00 - 10.00	3.00	3.00
Employee turnover	0.00 - 36.00	0.00 - 36.00	0.00 - 18.00	0.00 - 18.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2025, the weighted-average duration of the defined benefit obligation was 5.82-20 years (2024: 5.82-21 years).

#### *Sensitivity analysis*

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

<i>Effect to the defined benefit obligation At 31 December</i>	<b>Consolidated financial statements</b>			
	1% increase in assumption		1% decrease in assumption	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Discount rate	(16,199)	(19,190)	17,810	24,529
Future salary growth	18,215	22,827	(16,373)	(18,586)
Employee turnover	(16,308)	(15,949)	9,882	9,791

<i>Effect to the defined benefit obligation At 31 December</i>	<b>Separate financial statements</b>			
	1% increase in assumption		1% decrease in assumption	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Discount rate	(8,821)	(8,437)	9,754	9,348
Future salary growth	10,695	8,803	(9,708)	(8,022)
Employee turnover	(9,523)	(9,129)	5,039	5,064

## 14 Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account (“Legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

During the year ended 31 December 2025, the Group and the Company appropriated the legal reserve of Baht 0.22 million (2024: Baht 6.00 million).

## 15 Segment information and disaggregation of revenue

### *Accounting policy*

#### *(1) Revenue recognition*

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale for the estimated products to be returned.

Revenue for rendering of services is recognised over time as the services are provided. The related costs are recognised in profit or loss when they are incurred.

Revenue from television programmes is recognised over time or point in time as the services are provided. The related costs are recognised in profit or loss when they are incurred. Revenue from television programmes is as follows:

- revenue from television programmes represents the service income from advertising and airtime rental are recognised when services are rendered and programs broadcast; and
- the income from production of television programs which is recognised when the production is completed and delivered.

Revenue from organizing exhibitions, concerts and educational activity are recognised as the exhibitions or activities has been performed.

For bundled packages, the Group recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices.

For customer loyalty programmes that the Group offers to customers, the consideration received is allocated based on the relative stand-alone selling price of the products and the loyalty points. The amount allocated to the loyalty points is recognised as contract liabilities and revenue is recognised when loyalty points are redeemed or the likelihood of the customer redeeming the loyalty points becomes remote. The stand-alone selling prices of the points is estimated based on the discount provided to customers and the likelihood that the customers will redeem the points. The estimate is reviewed at the end of the reporting period.

For the contracts that the Group is arranging for the provision of the goods or services on behalf of its customers and does not control the goods or services before the primary sellers or service providers will provide the goods or services to the customers. The Group acts in the capacity of an agent and recognises the net amount of consideration as commission revenue when its obligation to arrange for the provision of the specified good is fulfilled.

Barter income arises from the exchange of different goods or service, which is recognised at fair value of those goods or service in exchange. Except for the exchange of advertising service which is recognised at fair value of those advertising service in exchange.

Revenue from the licenses which provides a customer with a right to access a good in subscription is recognised over the license term.

(2) *Contract balances*

Contract assets are recognised when the Group has recognised revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Group is entitled to, less allowance for expected credit loss. The contract assets are classified as trade receivables when the Group has an unconditional right to receive consideration.

Contract liabilities including advances received from customers are the obligation to transfer goods or services to the customer. The contract liabilities including advances received from customers are recognised when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognises the related revenue.

(a) *Segment information*

Segment results that are reported to the Group's Chief Executive Officer include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Management determined that the Group has three reportable segments which are the Group's strategic divisions for different products and services, and are managed separately because they require different technology and marketing strategies. The following summary describes the operations in each of the Group's reportable segments.

- Segment 1 Production of printing, distributions of books and educational activity
- Segment 2 Organization exhibitions and advertising through printing and online media
- Segment 3 Production and providing services through television media

Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

	Consolidated financial statements						
	Production of printing, distributions of books and educational activity		Organization exhibitions, production and advertising through printing and online media		Production and providing services through television media		Total
	2025	2024	2025	2024	2025	2024	
<i>Year ended 31 December</i>							
<i>Information about reportable segments</i>							
External revenues	2,301,848	2,434,435	664,162	681,400	775,465	850,255	3,741,475
Inter-segment revenue	379,918	414,691	47,413	26,536	120,724	113,864	-
<b>Total revenue</b>	<b>2,681,766</b>	<b>2,849,126</b>	<b>711,575</b>	<b>707,936</b>	<b>896,189</b>	<b>964,119</b>	<b>3,741,475</b>
<i>Disaggregation of revenue</i>							
<b>Timing of revenue recognition</b>							
At a point in time	2,677,964	2,844,643	686,739	629,586	707,458	735,486	3,610,789
Over time	3,802	4,483	24,836	78,350	188,731	228,633	130,686
<b>Total revenue</b>	<b>2,681,766</b>	<b>2,849,126</b>	<b>711,575</b>	<b>707,936</b>	<b>896,189</b>	<b>964,119</b>	<b>3,741,475</b>
Segment profit (loss) before income tax	(57,725)	22,224	16,694	51,887	(63,165)	24,751	(115,724)
Finance costs	(3,662)	(3,827)	(100)	(99)	(3,597)	(3,607)	(5,077)
Depreciation and amortisation	(246,946)	(269,317)	(28,538)	(28,096)	(94,718)	(85,109)	(368,503)
Amortisation of digital television license	-	-	-	-	(140,038)	(140,038)	(140,038)
Share of profit (loss) of investments in associates	(2,768)	604	-	-	-	-	(2,768)
Tax (expense) income	(208)	(4,975)	(1,187)	(3,776)	7,617	5,767	6,562
<b>Segment assets</b>							
At 31 December	2,089,359	1,957,743	511,305	363,082	2,565,875	2,739,602	4,941,052
Unallocated assets							903,842
<b>Total assets</b>							<b>5,844,894</b>
<b>Segment liabilities</b>							
At 31 December	1,091,558	1,059,506	281,800	172,111	197,598	224,619	1,189,588
Unallocated liabilities							94,102
<b>Total liabilities</b>							<b>1,283,690</b>
							<b>6,011,390</b>
							<b>3,966,090</b>

<i>Year ended 31 December</i>	Separate financial statements			
	Production of printing and distributions of books		Organization exhibitions, production and advertising through printing and online media	
	2025	2024	2025	2024
<i>Disaggregation of revenue</i>				
<b>Timing of revenue recognition</b>				
At a point in time	755,016	827,508	242,062	510,246
Over time	-	-	5,981	78,350
<b>Total revenue</b>	<b>755,016</b>	<b>827,508</b>	<b>248,043</b>	<b>588,596</b>
				<b>Total</b>
				2025
				2024
				<b>1,337,754</b>
				<b>78,350</b>
				<b>1,416,104</b>

(in thousand Baht)

(b) *Geographical segments*

The Group is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.

(c) *Promotional privileges*

The Company and a subsidiary have been granted promotional certificates by the Office of the Board of Investment for general printing business and electricity generation business, respectively. The Company and the subsidiary have been granted several privileges including exemption from payment of income tax on the net profit derived from promoted operations with certain terms and conditions prescribed in the promotional certificates, which the Company and the subsidiary must comply with.

## 16 Expenses by nature

### *Accounting policy*

The Group recognises expenses as disclosed in notes 5-6, 10-11 and 13.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Cost of production and services	1,387,313	1,356,022	189,360	298,116
Changes in finished goods and work in progress	34,181	97,087	32,777	42,323
Raw materials and consumables used	144,424	161,704	138,788	157,457
Employee benefit expenses	1,197,336	1,164,040	321,590	458,467
Depreciation and amortisation	368,503	381,026	168,612	174,367
Amortisation of digital television license	140,038	140,038	-	-
Digital frequency terrestrial television Network service fee	122,131	128,083	-	-
Activities expenses	120,677	113,301	23,180	36,900
Online market place service fee	86,280	64,095	-	-
Utility expenses	64,178	59,817	26,771	35,184
Article, illustration, translation and copyright fees	45,215	47,999	38,826	46,156
Programme production cost	45,012	49,160	-	-
Fee and taxes	36,952	37,365	10,272	15,336
Repair and maintenance expenses	28,536	38,102	18,762	26,257
Others	192,352	238,595	93,899	112,175
<b>Total costs of sale of goods and rendering of services, selling expenses and administrative expenses</b>	<b><u>4,013,128</u></b>	<b><u>4,076,434</u></b>	<b><u>1,062,837</u></b>	<b><u>1,402,738</u></b>

## 17 Income tax

### *Accounting policy*

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at

each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

<i>Income tax recognised in profit or loss</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<b>Current tax expense</b>				
Current year	4,884	12,123	872	6,894
Adjustment for prior years	162	(3,469)	162	(3,039)
	<b>5,046</b>	<b>8,654</b>	<b>1,034</b>	<b>3,855</b>
<b>Deferred tax expense</b>				
Movements in temporary differences	(11,608)	(5,969)	(4,222)	(3,002)
<b>Total</b>	<b>(6,562)</b>	<b>2,685</b>	<b>(3,188)</b>	<b>853</b>

	<b>Consolidated financial statements</b>					
	Before tax	2025 Tax benefit	Net of tax	Before tax	2024 Tax expense	Net of tax
<i>Income tax</i>						
	<i>(in thousand Baht)</i>					
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains (losses)	(719)	144	(575)	10,557	(2,112)	8,445

<i>Reconciliation of effective tax rate</i>	<b>Consolidated financial statements</b>				
		2025		2024	
		Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit (loss) before income tax expense			(115,724)		87,193
Income tax using the Thai corporation tax rate	20.00		(23,145)	20.00	17,439
Share of (profit) loss of associates			554		(121)
Expenses not deductible for tax purposes			1,757		(910)
Expenses for tax incentives			(2,410)		(10,790)
Recognition of previously unrecognised tax losses			(1,647)		(5,962)
Current year losses for which no deferred tax asset was recognised			18,167		6,498
Under (over) provided in prior years			162		(3,469)
<b>Total</b>		<b>5.67</b>	<b>(6,562)</b>	<b>3.08</b>	<b>2,685</b>

<i>Reconciliation of effective tax rate</i>	<b>Separate financial statements</b>				
		2025		2024	
		Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit (loss) before income tax expense			(2,090)		119,098
Income tax using the Thai corporation tax rate	20.00		(418)	20.00	23,820
Income not subject to tax			(1,071)		(13,447)
Expenses not deductible for tax purposes			48		4,001
Expenses for tax incentives			(1,909)		(10,482)
Under (over) provided in prior years			162		(3,039)
<b>Total</b>		<b>152.54</b>	<b>(3,188)</b>	<b>0.72</b>	<b>853</b>

<i>Unrecognised deferred tax assets</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Tax losses	<b>40,751</b>	<b>25,440</b>	-	-

The tax losses expire in 2026-2030. The deductible temporary differences do not expire under current tax legislation. In 2025, Amarin Television Co., Ltd., a subsidiary, recognised deferred tax assets of Baht 8.09 million of current year tax losses (2024 : Baht 5.84 million) because management assessed its estimates of future taxable profits and believed it probable that future taxable profits would be available against which such losses can be used.

## 18 Earnings (loss) per share

The calculation of basic earnings (loss) per share has been based on the profit (loss) attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares outstanding.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht / thousand shares)</i>			
<b>Profit (loss) attributable to ordinary shareholders of the Company (basic)</b>	<b><u>(111,825)</u></b>	<b><u>76,326</u></b>	<b><u>1,098</u></b>	<b><u>118,245</u></b>
<b>Ordinary shares outstanding</b>				
<b>Number of ordinary shares outstanding (basic) at 31 December</b>	<b><u>998,282</u></b>	<b><u>998,282</u></b>	<b><u>998,282</u></b>	<b><u>998,282</u></b>
<b>Earnings (loss) per share (basic) (in Baht)</b>	<b><u>(0.112)</u></b>	<b><u>0.076</u></b>	<b><u>0.001</u></b>	<b><u>0.118</u></b>

## 19 Dividends

	Approval date	Payment schedule	Dividend rate per share <i>(in Baht)</i>	Amount <i>(in thousand Baht)</i>
<b>2025</b>				
2024 Annual dividend	25 April 2025	May 2025	<b><u>0.06</u></b>	<b><u>59,897</u></b>
<b>2024</b>				
2023 Annual dividend	26 April 2024	May 2024	<b><u>0.18</u></b>	<b><u>179,691</u></b>

## 20 Financial instruments

### *Accounting policy*

#### *(1) Classification and measurement*

Financial assets and financial liabilities (except trade accounts receivable (see note 5)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest

income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Financial assets and financial liabilities in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions, and the balances at the end of reporting period are translated at the exchange rate at the reporting date. Foreign currency differences are generally recognised in profit or loss.

(2) *Derecognition and offset*

The Group derecognises a financial asset when the contractual rights to the receive cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(3) *Derivatives*

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(4) *Impairment of financial assets other than trade accounts receivable*

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 90 - 120 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes action such as realising security (if any is held); or
- the financial asset is more than 90 - 120 days past due.

(5) *Write offs*

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(6) *Interest*

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

**(7) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

**(a) Carrying amounts and fair values**

The following table shows the carrying amounts and fair values of financial assets, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

<b>Consolidated financial statement and Separate financial statements</b>			
<b>Carrying amount</b>	<b>Fair value</b>		
Financial instruments measured at FVTPL	Level 2		
<i>(in thousand Baht)</i>			
<b>At 31 December 2025</b>			
<b>Financial assets</b>			
Forward exchange contracts	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: right; border-bottom: 1px solid black;"><b>15</b></td> <td style="width: 50%; text-align: right; border-bottom: 1px solid black;"><b>15</b></td> </tr> </table>	<b>15</b>	<b>15</b>
<b>15</b>	<b>15</b>		

The following table presents valuation technique of financial instruments measured at fair value in the statements of financial position.

<b>Type</b>	<b>Valuation technique</b>
Forward exchange contracts	Forward pricing: The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield covers in the respective currencies.

**(b) Financial risk management policies****Risk management framework**

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by

internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

*(b.1) Credit risk*

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and investments in debt securities.

*(b.1.1) Trade accounts receivable*

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered. Sale limits are established for each customer and reviewed regularly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of 3 - 4 months. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables or groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivable are disclosed in note 5.

*(b.1.2) Investment in debt securities*

The Group considers that all debt investments measured at amortised cost have low credit risk. Then the credit loss allowance assessed during the year was therefore limited to 12 months expected losses or 'low credit risk'. Marketable bonds are considered to be an investment grade credit rating published by external credit rating agencies. The credit risk of other instruments are considered to be low when the risk of default is low and the issuer has a strong capacity to meet its contractual cash flow obligations.

*(b.1.3) Cash and cash equivalent*

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

*(b.2) Liquidity risk*

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

<b>Consolidated financial statements</b>				
Contractual cash flows				
<i>At 31 December</i>	Carrying amount	1 year or less <i>(in thousand Baht)</i>	More than 1 year but less than 5 years	Total
<b>2025</b>				
<b>Non-derivative financial liabilities</b>				
Trade accounts payable	343,304	(343,304)	-	(343,304)
Other current payables	229,277	(229,277)	-	(229,277)
Lease liabilities	115,045	(65,196)	(54,588)	(119,784)
	<u>687,626</u>	<u>(637,777)</u>	<u>(54,588)</u>	<u>(692,365)</u>
<b>2024</b>				
<b>Non-derivative financial liabilities</b>				
Trade accounts payable	358,903	(358,903)	-	(358,903)
Other current payables	162,768	(162,768)	-	(162,768)
Lease liabilities	153,888	(86,531)	(72,843)	(159,374)
	<u>675,559</u>	<u>(608,202)</u>	<u>(72,843)</u>	<u>(681,045)</u>
<b>Separate financial statements</b>				
Contractual cash flows				
<i>At 31 December</i>	Carrying amount	1 year or less <i>(in thousand Baht)</i>	More than 1 year but less than 5 years	Total
<b>2025</b>				
<b>Non-derivative financial liabilities</b>				
Trade accounts payable	89,536	(89,536)	-	(89,536)
Other current payables	117,291	(117,291)	-	(117,291)
Lease liabilities	8,167	(2,455)	(6,325)	(8,780)
	<u>214,994</u>	<u>(209,282)</u>	<u>(6,325)</u>	<u>(215,607)</u>
<b>2024</b>				
<b>Non-derivative financial liabilities</b>				
Trade accounts payable	58,002	(58,002)	-	(58,002)
Other current payables	59,387	(59,387)	-	(59,387)
Lease liabilities	6,276	(1,982)	(4,820)	(6,802)
	<u>123,665</u>	<u>(119,371)</u>	<u>(4,820)</u>	<u>(124,191)</u>

*(b.3) Market risk*

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

*(b.3.1) Foreign currency risk*

The Group is exposed to foreign currency risk relating to purchases of copyright which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases, denominated in foreign currencies, for the subsequent period.

**Exposure to foreign currency***At 31 December*

Accrued expenses

**Consolidated  
financial statements /  
Separate  
financial statements**  
2025                      2024  
**United States Dollars**  
*(in thousand Baht)*

7-

## (b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows. The Group has no borrowings so the Group has low interest rate risk resulting to immaterial impact on financial statements of the Group.

**21 Capital management**

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

**22 Commitments with non-related parties**

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<b>Capital commitments</b>				
Building improvements	21,987	2,902	10,565	2,902
Equipment	-	6,913	-	6,913
Computer software	1,526	1,526	1,526	1,526
<b>Total</b>	<b>23,513</b>	<b>11,341</b>	<b>12,091</b>	<b>11,341</b>
<b>Future minimum lease payments under non-cancellable operating leases</b>				
Within 1 year	2,215	5,404	-	126
1 - 5 year	154	461	-	-
<b>Total</b>	<b>2,369</b>	<b>5,865</b>	<b>-</b>	<b>126</b>
<b>Other commitments</b>				
Bank guarantees	26,667	28,079	3,196	3,901

**Significant agreements***Lease agreement for using the digital terrestrial television network with the Army Radio and Television*

The subsidiary has commitment under the lease agreement for using the digital terrestrial television network with the Army Radio and Television for a period of 14 years and 5 months (from 17 January 2014 to 31 May 2028). The subsidiary has obligations to pay the service fee amounting to Baht 9.54 million per month (2024: Baht 9.54 million per month). The Office of the National Broadcasting and Telecommunications Commission ("NBTC") provides a subsidy for this digital terrestrial television network rental expenditures according to actual amount actual amount as specified in the agreement which is not exceeded at the rate of NBTC approval. During the year ended 31 December 2025, the subsidiary received the support of the total amount of rental expenditures in accordance with a national commercial digital terrestrial television broadcasting network service and expenses for transmission of TV signals that are provided in general with satellite from NBTC and recognised in account "Other income" amounting to Baht 114.48 million (2024: Baht 114.48 million) in the consolidated statement of comprehensive income.

*Signals combining service agreement*

The subsidiary has entered into the agreements with 2 local companies to employ the service in combining both video and audio television signals, along with other related services, including TV signals compression and transmission of TV signals to a and Ku-band satellite for a period from 11 September 2025 to 24 April 2029. The subsidiary has to pay the service fee as specified in the agreement.

# Appendix

- Appendix 1** About director, executives, controlling parties, and head of accounting & finance
- Appendix 2** Table List of Amarin's Board/Committee Members and Executives
- Appendix 3** Details of the Head of the Legal Affairs and Compliance Office and Company Secretary
- Appendix 4** Details of the Head of Internal Auditor
- Appendix 5** Operating assets and asset valuation details
- Appendix 6** Corporate Governance Policy and Business Code of Conduct
- Appendix 7** Charters of the Board of Directors and Sub-committees
- Appendix 8** Report of the Audit Committee

## Appendix 1 About Director, Executives, Controlling Parties, and Head of Accounting & Finance

### Dr. Sumet Tantivejkul

<b>Year (Age)</b>	86 Years
<b>Nationality</b>	Thai
<b>Position</b>	Chairman Independent Director
<b>First Appointment Date</b>	7 November 2023
<b>Tenure</b>	2 Years 2 Months



**Shareholding percentage in AMARIN**  
(including shares held by spouses and underage children)  
0.00% (0 shares)

**Law violations during the past 10 years**  
None

**Education**

- Diploma in economic planning, L'Institut International d'Administration Publique (IIAP), Paris, France
- Diploma, Economic Development Institute of the World Bank (EDI), Washington, D.C., USA
- Doctorate degree in political science, Université de Montpellier, France
- Master's degree in political science, Université de Montpellier, France
- Bachelor's degree in political science, Grenoble University, France

**Training in Thai Institute of Directors' courses (IOD)**

- Director Certification Program (DCP) 2003
- Audit Committee Program (ACP) 2006

**Training/Seminar**  
None

**Relationships with AMARIN executives**  
None

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**  
None

### Work experiences during the past five years

#### Position(s) in other listed companies in Thailand

- None -

#### Position(s) in non-listed companies/other organizations in Thailand

2011 - Present	Advisor to Strategic Committee for Water Resource Management and National Water Policy and Flood Committee
1988 - Present	Director and secretary-general of Chaipattana Foundation

#### Work experience in other listed companies in Thailand

- None -

#### Work experience in non-listed companies/other organizations in Thailand

2005 - 2011	President of Thammasat University Council
1997 - 1999	Member of law-drafting committee, Council of State, Office of the Council of State
1994 - 1996	Secretary-general of National Economic and Social Development Board
1981 - 1999	Secretary-general of Royal Development Projects Board
1980	Deputy secretary-general of National Security Council

**Mr. Thapana Sirivadhanabhakdi**

**Year (Age)** 50 Years  
**Nationality** Thai  
**Position** Vice Chairman  
 Chairman of the Executive Committee  
 Authorized Director  
**First Appointment Date** November 22, 2017 (first tenure as Director)  
**Tenure** 8 Years 1 Month



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

90.59% of total voting shares (Indirectly held 904,368,591 shares via Adelfos Co., Ltd.)

**Law violations during the past 10 years**

- None -

**Education**

- Honorary Doctorate of Arts Degree in Entrepreneurship from University of the Thai Chamber of Commerce
- Honorary Doctor of Philosophy (Buddhist Studies for Development) from Mahamakut Buddhist University
- Honorary Doctor of Philosophy (Environmental Science) from Kasetsart University
- Honorary Doctoral Degree in Buddhism from Mahachulalongkornrajavidyalaya University
- Honorary Doctoral Degree in Business Administration from Chiang Mai University
- Doctor of Business Administration (Business Innovation Management) from Silpakorn University
- Honorary Doctor of Arts in Art and Design from Bangkok University
- Honorary Doctorate Degree in Business Administration (Management) from Rajamangala University of Technology Isan
- Honorary Doctorate Degree in Business Administration from Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Honorary Doctoral Degree in Science (Logistics Management) from King Mongkut's Institute of Technology Ladkrabang
- Honorary Doctoral Degree of Arts from Rajamangala University of Technology Phra Nakhon
- Honorary Doctoral Degree in Hospitality from Rajamangala University of Technology Krungthep
- Honorary Doctoral Degree in Community Development from Chiang Mai Rajabhat University
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management from Suan Sunandha Rajabhat University
- Honorary Doctoral Degree of Philosophy in General Management from Ramkhamhaeng University
- Master of Science Administration in Financial Economics from Boston University, USA
- Bachelor of Business Administration (Finance) from Boston University, USA
- Diploma, The National Defence Education (Class 66/2023) from National Defence College of Thailand

**Training in Thai Institute of Directors' courses (IOD)**

- Director Accreditation Program (DAP 10/2004) Thai Institute of Directors Association (IOD)

**Training/Seminar**

- Board Director Programme, The Cambridge - Earth on Board
- ESG Governance and Structure for Sustainability programme Singapore Institute of Directors (SID)

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**

Position(s) in other listed companies in Thailand

- Apr 2025 - Present 1<sup>st</sup> Vice Chairman Berli Jucker Public Company Limited  
Chairman of the Board Executive Committee  
Berli Jucker Public Company Limited
- Apr 2025 - Present Vice Chairman Big C Supercenter Public Company Limited  
Chairman of the Board Executive Committee  
Big C Supercenter Public Company Limited
- Jun 2020 - Present Independent Director The Siam Cement Public Company Limited
- Jul 2022 - Present Vice Chairman Thai Group Holdings
- Jul 2018 - Present Director Thai Group Holdings
- Jan 2023 - Present 1<sup>st</sup> Vice Chairman of Board of Directors  
Univentures Public Company Limited
- Oct 2020 - Present Chairman of the Board Executive Committee  
Univentures Public Company Limited
- Jul 2007 - Present Director Univentures Public Company Limited

Position(s) in non-listed companies in Thailand

- Jan 2025 - Present Chairman Sermsuk Public Company Limited
- Sep 2011 - Present Director Sermsuk Public Company Limited
- Jan 2025 - Present Vice Chairman Fraser and Neave, Limited  
Chairman of the Board Executive Committee
- Jun 2025 - Present Director Saththa Sub 9 Co., Ltd.
- Jun 2025 - Present Director Charoen Sin Tawee Wattana Co., Ltd.  
(formerly known as Tawee Pattanasub 7 Co., Ltd.)
- Jun 2025 - Present Director Charoen Sook Wananun Co., Ltd.  
(formerly known as Tawee Pattanasub 3 Co., Ltd.)
- Jun 2025 - Present Director Charoen Num Sub 1 Co., Ltd.
- Sep 2025 - Present Chairman International Food Holding Co., Ltd.
- Sep 2025 - Present Director Charoenwannapat Limited
- Jun 2024 - Present 1<sup>st</sup> Vice Chairman of the Executive Committee  
Thai Beverage Public Company Limited  
Group Chief Executive Officer  
Thai Beverage Public Company Limited  
Sustainability and Risk Management Committee  
Thai Beverage Public Company Limited
- Feb 2004 - Present Executive Committee Member  
Thai Beverage Public Company Limited
- Oct 2003 - Present Director Thai Beverage Public Company Limited
- Apr 2024 - Present Chairman Sustainability Expo Company Limited
- Apr 2024 - Present Chairman Food Group Company Limited
- Jan 2023 - Present Director Frasers Property Limited
- Aug 2023 - Present Chairman of the Executive Committee  
Frasers Property Limited
- Oct 2023 - Present Director ThaiBev HC Development Co., Ltd.
- Sep 2023 - Present Chairman SpiritsCo Limited
- Sep 2023 - Present Chairman International Beverage Holdings (New Zealand) Limited
- Jul 2023 - Present Chairman The C Canvas Co., Ltd
- Apr 2023 - Present Director Cambodia Breweries Pte. Ltd.
- Dec 2022 - Present Director ThaiBev Co., Ltd.

Jul 2022 - Present	Director VietBev Company Limited	Jan 2006 - Feb 2020	Vice Chairman Oishi Group Public Company Limited
Apr 2022 - Present	Director Super Food Brands Company Pte. Ltd.	May 2015 - Feb 2020	Director TCC Holding (2519) Company Limited
Feb 2022 - Present	Chairman Chang Beer Company Limited	2019 - 2020	Chairman GMM Channel Holding Company Limited
Oct 2020 - Present	Director Chang Beer Company Limited	Dec 2017 - Nov 2020	Director GMM Channel Holding Company Limited
Jan 2022 - Present	Chairman Beer Thai (1991) Public Company Limited	2017 - 2019	Executive Chairman GMM Channel Holding Company Limited
Apr 2004 - Present	Director Beer Thai (1991) Public Company Limited		
Oct 2021 - Present	Chairman Bistro Asia Co., Ltd.		
Aug 2021 - Present	Independent Director SCG Chemicals Plc		
Jul 2021 - Present	Director Chang Corporation Company Limited		
Jun 2021 - Present	Chairman South East Asia Logistics Pte. Ltd.		
May 2021 - Present	Director Asia Breweries Limited		
May 2021 - Present	Director Siam Breweries Limited		
Oct 2020 - Present	Director Food and Beverage United Co., Ltd.		
Apr 2020 - Present	Chairman BeerCo Training Co., Ltd.		
Dec 2019 - Present	Vice Chairman BeerCo Limited (Incorporated in Singapore)		
Jun 2018 - Present	Chairman Red Bull Distillery Group of Companies		
Mar 2018 - Present	Director Tspace Digital Company Limited		
Apr 2016 - Present	Director Rurak Samakkee Social Enterprise (Thailand) Co., Ltd. (formerly known as Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.)		
Mar 2013 - Present	Vice Chairman Times Publishing Limited		
Feb 2013 - Present	Director Fraser and Neave, Limited		
Nov 2012 - Present	Director InterBev Investment Limited		
Sep 2011 - Present	Director Plantheon Company Limited		
Jul 2007 - Present	Director Adelfos Company Limited		
Sep 2003 - Present	President International Beverage Holdings Limited 1 <sup>st</sup> Vice Chairman		
Present	Director TCC Group of Companies		
<u>Work experiences in other listed companies</u>			
Mar 2015 - Jan 2025	3 <sup>rd</sup> Vice Chairman Sermsuk Public Company Limited		
Jan 2017 - Dec 2024	Chairman of Executive Committee Sermsuk Public Company Limited		
Jan 2007 - Jan 2023	Vice Chairman of the Board of Directors Univentures Public Company Limited		
<u>Work experiences in non-listed companies</u>			
Oct 2018 - Sep 2020	Chief Beer Product Group Thai Beverage Public Company Limited		
Jan 2008 - Jun 2024	President and CEO Thai Beverage Public Company Limited		
Oct 2016 - Aug 2022	Chief Center of Excellence Thai Beverage Public Company Limited		
Oct 2003 - Jan 2008	Director/Executive Vice President Thai Beverage Public Company Limited		
Feb 2018 - Jan 2022	Vice Chairman Beer Thai (1991) Public Company Limited		
Feb 2018 - Dec 2021	Executive Chairman Beer Thai (1991) Public Company Limited		
Apr 2004 - Feb 2018	Vice Chairman of Executive Committee Beer Thai (1991) Public Company Limited		
Jan 2008 - Sep 2022	Vice Chairman Southeast Life Insurance Plc		
Jan 2008 - Sep 2022	Vice Chairman Southeast Capital Co., Ltd.		
Jan 2008 - Sep 2022	Vice Chairman Southeast Life Insurance Public Company Limited		
Apr 2013 - Feb 2020	Director Golden Land Property Development Plc		
Feb 2011 - Feb 2020	Chairman of Executive Committee Oishi Group Public Company Limited		

**Assoc. Prof. Dr. Somjai Phagaphasvivat**

**Year (Age)** 79 Years  
**Nationality** Thai  
**Position** Independent Director  
 Chairman of the Audit Committee  
**First Appointment Date** May 15, 1993  
**Tenure** 32 Years 7 Months



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Doctorado de Estado, Facultad de Ciencia Política, Universidad Complutense de Madrid, Spain
- Diplôme d'études Supérieures, (Economic Integration), Université de Nancy, France
- Licenciatura, Facultad de Ciencia Política y Económica, Universidad Complutense de Madrid, Spain
- Bachelor of Arts, Chulalongkorn University

**Training/Seminar**

- Training in Thai Institute of Directors' course (IOD)
- Director Accreditation Program (DAP 34/2005) Thai Institute of Directors' Association (IOD)

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**

Position(s) in other listed companies in Thailand

- 2025 - Present Chairman SEAFCO Public Company Limited
- 2024 - Present Independent Director Chairman of the Corporate Governance Committee Diamond Building Products Public Company Limited
- 2015 - Present Independent Director Member of the Audit Committee Member of the Nomination and Remuneration Committee and Chairman of the Corporate Governance and Sustainability Development Committee Supalai Public Company Limited
- 1991 - Present Independent Director Lee Feed Mill Public Company Limited Chairman of the Audit Committee

Position(s) in non-listed companies

- None -

Work experiences in other listed companies

- 2013 - 2021 Chairman SEAFCO Public Company Limited
- 2004 - 2012 Independent Director Chairman of the Audit Committee SEAFCO Public Company Limited

Work experiences in non-listed companies

- Distinguished Expert Committee Member in the Formulation of the International Strategic Plan FEALAC (Forum for East Asia and Latin America Cooperation)
- Vice President for Planning and Development Thammasat University
- Director of the Language Institute Thammasat University

**Prof. Dr. Nantawat Boramanand**

<b>Year (Age)</b>	67 Years
<b>Nationality</b>	Thai
<b>Position</b>	Independent Director Member of the Audit Committee Member of the Corporate Governance Committee
<b>First Appointment Date</b>	November 22, 2017
<b>Tenure</b>	8 Years 1 Month

**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Doctorate degree in Administrative Law, Panthéon-Assas University (Paris 2), France
- Master of Administrative Law, Panthéon-Assas University (Paris 2), France
- Bachelor of Laws, Chulalongkorn University
- Certificate from a training course in legislative drafting and administrative justice, France
- Certificate from a training course in government & parliamentary works, International Institute of Public Administration, France
- Diploma, Thailand National Defence College, National Defence Studies Institute (2006)
- Certificate from an energy-science course for high-level executives, Class 8, Thailand Energy Academy, Ministry of Energy (2016)

**Training in Thai Institute of Directors' courses (IOD)**

- Director Accreditation Program (DAP 101/2019)
- Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency (3/2025)

**Training/Seminar**

- None -

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**Position(s) in other listed companies Listed companies in Thailand

-None-

Position(s) in other listed companies

2021 - Present	Specialist Member of the Committee on Complaint Management, the Office of the Prime Minister
2020 - Present	Specialist Member of a Panel on Administrative Procedures, Office of the Council of State
2015 - Present	Councillor of State
2013 - Present	Specialist Member of the Official Information Commission
2007 - Present	Arbitrator, Thailand Arbitration Center, Alternative Dispute Resolution Office, Office of the Judiciary

Work experiences in other listed companies

-None-

Work experiences in non-listed companies

2017 - 2023	Member of the National Reform Committee on Legal Affairs
2015 - 2017	Member of the Chulalongkorn University Council, Chulalongkorn University
2014 - 2015	Member (for Laws and Judicial Process), National Reform Committee
2013 - 2017	Dean of the Faculty of Laws, Chulalongkorn University
2013 - 2015	President of the Law Studies Institute
2012 - 2016	President of the National Research Council of Thailand (NRCT), Laws Field
2012 - 2016	Chairman of the National Research Council of Thailand (NRCT), Laws Field
2012 - 2016	Executive Director at NRCT

**Mr. Suwit Chindasanguan**

**Year (Age)** 72 Years  
**Nationality** Thai  
**Position** Independent Director  
 Chairman of the Corporate Governance Committee  
 Member of the Audit Committee  
 Member of the Nomination and Remuneration Committee  
**First Appointment Date** November 22, 2017  
**Tenure** 8 Years 1 Month



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Master of Sciences (Economics), Kasetsart University
- Bachelor of Sciences (Economics), Kasetsart University

**Training in Thai Institute of Directors' courses (IOD)**

- Refreshment Training Program (RTF 12/2023) : The Business Case and Ethics of AI : A Board's Imperative
- Director Leadership Certification Program (DLCP 0/2021)
- Board Nomination and Compensation Program (BNCP 9/2020)
- Ethical Leadership Program (ELP 1/2015)
- Director Certification Program Update (DCPU 1/2014)
- Risk Management Committee Program (RMP 1/2013)
- Role of the Nomination and Governance Committee (RNG 2/2012)
- Advanced Audit Committee Program (AACP 4/2011)
- Monitoring the System of Internal Control and Risk Management (MIR 9/2010)
- Monitoring the Internal Audit Function (MIA 8/2010)
- Monitoring Fraud Risk Management (MFM 4/2010)
- Successful Formulation & Execution of Strategy (SFE 8/2010)
- Monitoring the Quality Financial Report (MFR 6/2008)
- Role of the Chairman Program (RCP 18/2008)
- Role of the Compensation Committee Program (RCC 1/2006)
- Improving the Quality of Financial Reporting (QFR 2/2006)
- Audit Committee Program (ACP 4/2005)
- Director Certification Program (DCP 44/2004)
- Director Accreditation Program (DAP 14/2004)

**Training/Seminar**

- Seminar on "Insight in SET: ID & AC Focus: Knowing the facts for sustainable growth in the capital market 2025"
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Independent Director Forum 2024 "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business"
- National Director Conference 2024: Sustainable Future - The Board as a Catalyst for Value
- Dinner Talk 2024: Neurosciences and Leadership Achieving Boardroom Wellness
- Sustainability Insights: Executive Exchange Series No. 2
  - People Management for Sustainability
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Audit Committee Forum : ESG Priorities – Key Consideration for Audit Committee
- Seminar on "Independent Director Forum: Preventing corruption in organizations-Whose role and responsibility?"
- Engaging Board in ESG : The Path to Effective Sustainability
- The WISDOM Investment Forum Wealth in Challenging World: Analysis of Thailand & Economy in 2023
- 2022 AC Seminar: How Should Business Sector React to World Economic Crisis in the Face of Pandemic, Energy War, and Inflation and Stay Afloat and Sustainable?

- Facilitator Day1/2022 "Peace with Inner Power: Interactive Workshop for More Effective Facilitation Techniques"
- Seminar on "Checking Readiness for Enforcement of Personal Data Protection Laws"
- Accounting seminar series: Topic "Easy listening: Must-Not-Miss AC Tips EP.2"
- Director's Briefing 2022: "What is Business Transformation Actually?"
- Seminar on "Company Secretary Forum 2019: Role of the Company Secretary in Shaping Corporate Culture"
- Seminar on "COSO ERM 2017 TALK: Enterprise Risk Management Integrating with Strategy and Performance"
- Seminar on "TDPG 2.0 Building Trust with Data Protection"
- Seminar on "Introduction to Law and Office of the Personal Data Protection Commission PDPA - Privacy for All"
- Seminar on "Audit Committee Forum 2019: Strategic Audit Committee: Beyond Figure and Compliance"
- IOD Chairman Forum 2019 "Successful Corporate Culture Change: from Policy to Practices"
- Audit Committee Forum 2019 "Robotic Process Automation - Next Generation Workforce"
- The SET Seminar 2019 "How to Transform Your Business to Become an Exponential Company in a Digital Era"

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**

Position(s) in other listed companies

2003 - Present Independent Director/Chairman of the Audit Committee  
 Member of the Corporate Governance Committee  
 Univentures Public Company Limited

Position(s) in non-listed companies

8 Jan 2025 - Present Chairman of the Audit Committee Sermsook Public Company Limited  
 20 Dec 2024 - Present Independent Director Sermsook public company limited  
 2005 - Present Chairman Wide Wi Max Co., Ltd.

Work experiences in other listed companies

2003 – Dec 2017 Chairman/Independent Director/Chairman of the Corporate Governance Committee/Member of The Audit Committee SIS Distribution (Thailand) Public Company Limited

Work experiences in non-listed companies

2021 - 2025 Member of Committee Considers Business Reorganization Planners and Plan Administrator Legal Execution Department, Ministry of Justice  
 Aug 2018 - May 2021 Independent Director/Chairman of the Audit Committee/ Member of the Nomination and Remuneration Committee Capital Link Credit Foncier Company Limited  
 2012 - 2017 Member of the Nomination Committee for Rehabilitation Planners and Managers Legal Execution Department, Ministry of Justice  
 2001 - 2017 Chairman of the Board Directors Internet Solution and Service Provider Company Limited

**Mr. Pramoad Phornprapha**

**Year (Age)** 59 Years  
**Nationality** Thai  
**Position** Independent Director  
 Chairman of the Nomination and Remuneration Committee  
 Chairman of the Sustainability and Risk Management Committee  
**First Appointment Date** May 12, 2017  
**Tenure** 8 Years 7 Months

**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- MBA in Marketing (Honors) Kellogg Graduate School of Management, Northwestern University, USA
- MPA in Business and Government (Honors), Kennedy School of Government, Harvard University, USA
- Bachelor of Science in Electrical Engineering (Honors), Northwestern University, USA

**Training in Thai Institute of Directors' courses (IOD)**

- Advanced Audit Committee Program (AAC41/2021)
- Director Certification Program (DCP 55/2005)

**Training/Seminar**

- Capital Market Academy Leadership Program (CMA 10)
- Earth on Board - Board Director Programme, The Cambridge
- EoB Sustainability Program for Directors (ESG)
- Listed Entity Director Essentials
- Nominating Committee Essentials
- Remuneration Committee Essentials
- Board Dynamic - Board Performance
- Stakeholder Engagement
- Environment Social & Governance Essentials
- Board Risk Committee Essentials from Singapore Institute of Directors (SID)

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**Position(s) in other listed companies

2017 - Present Independent Director/Member of the Audit Committee  
 Univanich Palm Oil Public Company Limited

Position(s) in other listed companies outside Thailand

Jan 2023 - Present Chairman of the Sustainability and Risk Management Committee/Chairman of the Nomination and Remuneration Committee/Executive Director  
 Frasers Property Limited

Oct 2022 - Present Non-Executive Director/Independent Director

2018 - Present Independent Director/Chairman of the Audit Committee  
 Saigon Beer-Alcohol Beverage Corporation

Position(s) in non-listed companies

2025 - Present Director myDNA Co., Ltd.

Oct 2020 - Present Independent Director Food and Beverage United Company Limited

2019 - Present Director Claris EA Co., Ltd.

2015 - Present Chairman Talaypu Natural Products Co., Ltd.

2008 - Present Director EcoFuture Plus Co., Ltd.

2004 - Present Managing Director Claris Co., Ltd.

2002 - Present Managing Director Wanwarin & Associate Co., Ltd.

2002 - Present Director Pornmit Co., Ltd.

2000 - Present Director Danpundao Co., Ltd.

1997 - Present Director PLandscape Co., Ltd.

1992 - Present Director Plim 369 Co., Ltd.

1989 - Present Director Plimboonluck Co., Ltd.

Work experiences in other listed companies

2012- Dec 2024 Independent Director/Member of the Corporate Governance Committee/Member of the Nomination and Remuneration Committee/Member of the Sustainability and Risk Management Committee Sermsook Public Company Limited

Work experiences in non-listed companies

2016 - Jun 2025 Director The Conservatory Company Limited

2011 - Dec 2025 Managing Director myDNA Co., Ltd.

**Dr. Nithinart Sinthudeacha**

**Year (Age)** 59 Years  
**Nationality** Thai  
**Position** Independent Director  
 Member of the Sustainability and Risk Management Committee  
 Member of the Corporate Governance Committee  
**First Appointment Date** 8 December 2023  
**Tenure** 2 Years 1 Month



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Doctorate degree in organization and human resource development, Boston University, USA
- Master's degree in management and organizational policy, Boston University, USA
- Master's degree in communications and public relations, Boston University, USA
- Bachelor's degree in English language, Faculty of Arts, Chulalongkorn University

**Training in Thai Institute of Directors' courses (IOD)**

- Director Refreshment Program : Outbound Investment (RFP 8/2022)
- Director Refreshment Program (Lessons Learnt from Financial Cases: How Board Should React) (RFP 7/2022)
- Director Accreditation Program (DAP) 145/2018

**Training/Seminar**

- Capital Market Academy Class 31

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**

Position(s) in other listed companies

- Apr 2023 - Present Independent director/Member of Nomination/Committee/Chairperson of Sustainability, Risk Management and Corporate Governance Committee Mega Lifesciences Public Company Limited
- May 2021 - Present Director/Member of Nomination and Remuneration Committee/Chair of Executive Committee Beryl 8 Plus Public Company Limited

Position(s) in other listed companies outside Thailand

- 2025 - Present Director/Member of Sustainability and Risk Management Committee Frasers Property Limited
- 2025 - Present Independent Director Thai Beverage Public Company Limited

Position(s) in non-listed companies

- Dec 2024 - Present Director Horizon T8 Co., Ltd.
- Oct 2008 - Present Director ECOFUTURE Co., Ltd.
- Sep 2007 - Present Director N-Able Plus Co., Ltd.

Work experience in other listed companies

- 2022 - 2023 Advisor to the Board of Directors Mega Lifesciences Public Company Limited

Work experiences in non-listed companies

- Jan 2011 - Dec 2025 Director myDNA Co., Ltd.
- Sep 2022 - Jun 2024 Chairperson/Director/Member of the Audit Committee, Chame Corporation
- Jul 2022 - Nov 2022 Independent director Pomelo Fashion Co., Ltd.
- May 2022 - Sep 2022 Chairperson/Independent director/Member of Audit Committee Charming World International Co., Ltd.
- Jun 2021 - Jun 2022 Director Brigida Phyto Science Co., Ltd.
- Jun 2014 - May 2021 Director Beryl 8 Plus Co., Ltd.
- Feb 2018 - May 2021 Member of Nomination and Remuneration Committee - Chair of Executive Committee

**Mr. Ruth Chaowanagawi**

**Year (Age)** 69 Years  
**Nationality** Thai  
**Position** Independent Director  
 Member of the Audit Committee  
 Member of the Sustainability and  
 Risk Management Committee  
**First Appointment Date** January 1, 2024  
**Tenure** 2 Years

**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Master's degree in accountancy, Thammasat University
- Bachelor of accountancy, Chulalongkorn University

**Training in Thai Institute of Directors' courses (IOD)**

- Director Accreditation Program (DAP) 233/2025
- ESG in the Boardroom: A Practical Guide for Board (ESG) 11/2025
- Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025
- Director's Briefing 13/2025: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom

**Training/Seminar**

- Seminar on "Insight in SET: ID & AC Focus: Knowing the facts for sustainable growth in the capital market 2025"

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**Position(s) in other listed companies

- None -

Position(s) in non-listed companies

2023 - Present Advisor EY Group of Companies in Thailand

Work experiences in other listed companies

2002 - 2023 Managing Director EY Group of Companies in Thailand

1991 - 2001 Partner Ernst &amp; Young Office Limited

1986 - 1990 Manager Ernst &amp; Young Office Limited

1981 - 1985 Assistant Manager Ernst &amp; Young Office Limited

Work experiences in non-listed companies

- None -

**Mr. Nararat Limnararat**

**Year (Age)** 67 Years  
**Nationality** Thai  
**Position** Director  
 Vice Chairman of the Executive Committee  
 Member of the Corporate Governance Committee  
 Member of the Nomination and Remuneration Committee  
 Authorized Director  
**First Appointment Date** March 9, 2017  
**Tenure** 8 Years 9 Months



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Master's degree in Finance, Cornell University, New York, USA
- Bachelor's degree in Economics, first-class honors (gold medal), Chulalongkorn University

**Training in Thai Institute of Directors' courses (IOD)**

- Risk Management Committee Program (RMP 1/2013)
- The Executive Director Course (EDC 1/2012)
- Monitoring the system of Internal Control and Risk Management (MIR 13/2012)
- Role of the Nomination and Governance Committee (RNG 2/2012)
- Audit Committee Program (ACP 35/2011)
- DCP Refresher Course (5/2007)
- Finance for Non-Finance Director (FND 1/2003)
- Director Certification Program (DCP 2000)

**Training/Seminar**

- Audit Committee Forum 2014: Internal Audit Topics for Audit Committee Consideration (2014)

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**

Position(s) in other listed companies

2005 - Present 3<sup>rd</sup> Vice Chairman of Board of Directors/Member of Executive Committee/Member of Remuneration and Nomination Committee Univentures Public Company Limited

Position(s) in non-listed companies

18 Jun 2024 - Present Director AME Imaginative Company Limited.  
 2024 - Present Chairman Amarin Television Co., Ltd.  
 2018 - Present Chairman of the Executive Committee Amarin Television Co., Ltd.  
 2022 - Present Director Sirivadhanabhakdi Co., Ltd.  
 May 2020 - Present Executive Committee Talent Management Co., Ltd.

2018 - Present Chairman of the Board of Directors/Vice Chairman of the Board of Executive Directors Amarin Omniverse Co., Ltd.  
 2018 - Present Chairman of the Board of Directors/Chairman of the Board of Executive Directors Amarin Book Center Co., Ltd.  
 2018 - Present Director/Executive Director TSpace Digital Co., Ltd.  
 2018 - Present Director/1<sup>st</sup> Vice Chairman of Executive Committee T.C.C. Technology Co., Ltd.  
 2018 - Present Director Times Publishing Limited  
 2018- Present 3<sup>rd</sup> Vice Chairman of Executive Committee Adelfos Co.,Ltd  
 2016 - Present Director Univentures BGP Co., Ltd.  
 2012 - Present Director Samosorn Khun Thong Kum Co., Ltd.  
Work experiences in other listed companies  
 - None -  
Work experiences in non-listed companies  
 1998 - Aug 2024 Director/President Asia Asset Management Limited  
 2002 - 29 Feb 2024 Director N. Ratanarai Co., Ltd.  
 2018 - Feb 2021 Chairman of Executive Committee Tarad Dot Com Group Company Limited  
 2018 - Feb 2021 Director Pay Solutions Co., Ltd.  
 2014 - Jan 2021 Director Capital Link Holding Limited  
 2014 - Jan 2021 Independent Director Capital Link Credit Foncier Limited  
 2018 - 30 Nov 2020 Director A-Times Media Co., Ltd.  
 2018 - 30 Nov 2020 Director GMM TV Co., Ltd.  
 2018 - 30 Nov 2020 Director GMM Channel Co., Ltd.  
 2018 - 30 Nov 2020 Director GMM Studios International Company Limited  
 2018 - 30 Nov 2020 Director Change 2018 Company Limited  
 2018 - 30 Nov 2020 Director GMM Media Plc  
 2018 - 30 Nov 2020 Vice Chairman GMM Channel Holding Company Limited  
 2017 - 30 Nov 2020 Director/Executive Committee GMM Channel Holding Company Limited  
 Sep 2019 - Dec 2019 Director Talent Management Co., Ltd.  
 2018 - 2019 Director Tarad Dot Com Group Company Limited  
 2015 - 2019 Audit Committee Capital Link Credit Foncier Limited.  
 2012 - 2017 Independent Director/Audit Committee Terabyte Net Solution Plc  
 2010 - 2013 Advisory Market for Alternative Investment  
 2010 - 2013 Nomination and Development of Listed Company Sub-committee The Stock Exchange of Thailand

**Mrs. Tongjai Thanachanan**

**Year (Age)** 58 Years  
**Nationality** Thai  
**Position** Director  
 Member of the Sustainability and Risk Management Committee  
**First Appointment Date** 1 January 2024  
**Tenure** 2 Years

**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Master's degree in finance and international business, Kellogg Graduate School of Management, Northwestern University, USA
- Bachelor's degree (with honors) Magna Cum Laude in economics and East Asian studies, Princeton University, USA

**Training in Thai Institute of Directors' courses (IOD)**

- Director Certification Program (DCP) 2014

**Training/Seminar**

- ESG Governance and Structure for Sustainability Programme Singapore Institute of Directors (SID)
- Bursa Malaysia Mandatory Accreditation Program (MAP), Institute of Corporate Directors Malaysia (ICDM)
- The Cambridge - Earth on Board – Board Director Program

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**Position(s) in other listed companies

- None -

Position(s) in other listed companies outside Thailand

Apr 2025 - Present Director Vietnam Dairy Products Joint Stock Company  
 Jun 2025 - Present Representative Director Fraser and Neave Holdings Berhad

Position(s) in non-listed companies

Jul 2022 - Present Director and Secretary C asean Leadership Foundation  
 Feb 2024 - Present Director Nocnoc Choice Co., Ltd.  
 Aug 2024 - Present Director The Spoon Co., Ltd.  
 Aug 2024 - Present Director Little John Digital Co., Ltd.  
 May 2024 - Present Director Our Forest Foundation Co., Ltd.  
 Apr 2024 - Present Vice Chairman Sustainability Expo Co., Ltd.  
 Oct 2023 - Present Director ThaiBev HC Development Co., Ltd.  
 Sep 2023 - Present Member of Supervisory Board Larsen Le Cognac Des Vikings  
 Aug 2023 - Present Director Digital and Technology Services Co., Ltd.  
 May 2023 - Present Director Betterbe Marketplace Co., Ltd.  
 Jan 2023 - Present Director Thai Beverage Training Co., Ltd.  
 Aug 2022 - Present Executive Vice President and Chief Sustainability and Strategy Officer Thai Beverage Public Company Limited  
 Aug 2022 - Present Director Open Innovation Co., Ltd.  
 Aug 2022 - Present Director Must Be Co., Ltd.  
 Jun 2022 - Present Director Money Mine Co., Ltd.  
 Mar 2020 - Present Executive Director C.A.I (Social Enterprise)  
 Feb 2019 - Present Director C.A.I (Social Enterprise)  
 Jun 2016 - Present Director Rurak Samakkee Social Enterprise (Thailand)  
 Present Secretary Social Enterprise Thailand Association  
 Present Director Siam Able Innovation (Social Enterprise)

Work experience in other listed companies

Jan 2017- Jun 2024 Director Sermasuk Public Company Limited

Work experience in non-listed companies

Oct 2020 - Aug 2022 Senior Vice President, Chief Sustainable Business Development Thai Beverage Public Company Limited  
 2016 - 2022 Managing Director Rurak Samakkee Social Enterprise (Thailand)  
 2016 - 2021 Advisor to Risk Management Committee Member The Thai Red Cross Society  
 2016 - 2021 Advisor to Executive Committee Mae Fah Luang Foundation under Royal Patronage  
 2014 - 2018 Senior Advisor The Boston Consulting Group (Thailand) Co., Ltd.  
 2011 - 2014 Managing Director The Boston Consulting Group (Thailand) Co., Ltd.  
 2014 - 2016 Speaker Thai Institute of Directors

**Mr. Khumpol Poonsonee**

**Year (Age)** 54 Years  
**Nationality** Thai  
**Position** Director  
 Member of the Executive Committee  
 Authorized Director  
**First Appointment Date** March 9, 2017  
**Tenure** 8 Years 9 Months



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**  
 0.00% (0 shares)

**Law violations during the past 10 years**  
 - None -

**Education**  
 - Master of Business Administration, University of Newcastle upon Tyne, United Kingdom  
 - Bachelor of Science Program in Agricultural Economics, Kasetsart University

**Training in Thai Institute of Directors' courses (IOD)**  
 - Company Secretary Program (CSP 63/2015)  
 - Risk Management Committee Program (RMP 4/2014)  
 - Director Certification Program (DCP 185/2014)  
 - Director Accreditation Program (DAP 87/2011)

**Training/Seminar**  
 - Executive Program, Capital Market Academy (CMA), Class 24/2017  
 - ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information  
 - Sustainability Insights: Executive Exchange Series No.2 - People Management f or Sustainability  
 - Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future  
 - Training course "Organizational Risk Management According to International Standard"  
 - The 12<sup>th</sup> Academic Seminar on High-Level Executive Programs of 6 Institutes "Leadership Forum: Sustainability for Prosperity and Stability"

**Relationships with AMARIN executives**  
 - None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**  
 - None -

**Work experiences during the past five years**

**Position(s) in other listed companies**

Jan 2021 - Present	Director Univentures Plc.
Oct 2020 - Present	President Univentures Plc. Member of the Executive Committee/Chairman of Sustainability and Risk Management Committee
Aug 2016 - Present	Director/Executive Committee Stonehenge Inter Plc.

**Work experiences in non-listed companies**

Dec 2024 - Present	Director One Content Store Co., Ltd.
Nov 2024 - Present	Director Coffee at One Co., Ltd.
Aug 2024 - Present	Director The Spoon Co., Ltd.
Jul 2024 - Present	Director Have Another Good Dream Co., Ltd.
Jun 2024 - Present	Director AME Imaginative Co., Ltd.
Apr 2024 - Present	Director The Forum Co., Ltd.
Aug 2022 - Present	Director Sirivadhanabhakdi Co., Ltd.
Jun 2022 - Present	Director Money Mine Company Limited
May 2022 - Present	Director UVBGP Clean Energy Co., Ltd.
April 2022 - Present	Executive Management and Committee N.C.C. Development Co., Ltd.
Jan 2022 - Present	Director/Executive Committee Stonehenge Inter Venture Co., Ltd.
Dec 2021 - Present	Director Eastern Cogeneration Company Limited
Dec 2021 - Present	Director PPTC Company Limited
Dec 2021 - Present	Director SSUT Company Limited
Dec 2021 - Present	Director TAC Energy Co., Ltd.
Nov 2021 - Present	Director Siribhakkitham Company Limited
Nov 2021 - Present	Director Quantum Trading Company Limited
Oct 2021 - Present	Director Patana Intercool Co., Ltd.
Sep 2021 - Present	Director Quantum Innovation Co., Ltd.
Apr 2021 - Present	Director Univenture Capital One Co., Ltd.
Oct 2020 - Present	Director Thai-Zinc Oxide Co., Ltd.
Oct 2020 - Present	Director Thai-Lysaght Co., Ltd.
Oct 2020 - Present	Director Grand Unity Development Co., Ltd.
Oct 2020 - Present	Director Forward System Co., Ltd.

Oct 2020 - Present	Director Sense Property Management Co., Ltd.
Oct 2020 - Present	Director Grand U Living Co., Ltd.
Oct 2020 - Present	Director Connexion Co., Ltd.
Oct 2020 - Present	Director Univentures Asset Management Co., Ltd.
Oct 2020 - Present	Director ESCO Ventures Co., Ltd.
May 2020 - Present	Executive/Committee F&B International Co., Ltd.
Apr 2020 - Present	Director F&B International Co., Ltd.
May 2020 - Present	Executive/Committee N.C.C. Image Co., Ltd.
Apr 2020 - Present	Director N.C.C. Image Co., Ltd.
May 2020 - Present	Executive/Committee N.C.C. Exhibition Organizer Co., Ltd.
Oct 2020 - Present	Director N.C.C. Exhibition Organizer Co., Ltd.
Oct 2019 - Present	Director Lertrattakarn Property Development Co., Ltd.
Sep 2018 - Present	Executive Committee T Space Digital Co., Ltd.
Sep 2018 - Present	Executive Committee Adelfos Company Limited
Aug 2018 - Present	Executive Committee TCC Assets (Thailand) Co., Ltd.
Jun 2018 - Present	Director/Vice Chairman of Executive Committee Amarin Book Center Co., Ltd.
May 2018 - Present	Vice Chairman of Executive Committee Amarin Television Co., Ltd.
Jan 2018 - Present	Director NY Property Development Co., Ltd.
Dec 2017 - Present	Director Univentures Consulting Co., Ltd. (formerly Univentures Capital Co., Ltd.)
Dec 2017 - Present	Director Ahead All Co., Ltd.
Nov 2017 - Present	Director/Executive Committee Amarin Omniverse Co., Ltd.
Nov 2016 - Present	Director Vadhanabhakdi Company Limited
2016 - Present	Director Univenture BGP Co., Ltd.
2016 - Present	Director Lertrattakarn Co., Ltd.
2002 - Present	Director Cathay Asset Management Co., Ltd.

**Work experiences in other listed companies**

2018 - Dec 2023	Sustainability and Risk Management Committee Amarin Corporations Plc
Dec 2016 - 30 Sep 2020	Executive Vice President - Investment and Business Development Univentures Plc
2008 - 2012	Senior Vice President - Business Development Univentures Plc

**Experience in non-listed companies**

Feb 2017 - Feb 2024	Director Amarin Television Co., Ltd.
Dec 2021 - 22 Sep 2023	Director Thassiri Co., Ltd.
Dec 2021 - 22 Sep 2023	Director STC Energy Co., Ltd.
Dec 2021 - 22 Sep 2023	Director APEX Energy Solution Co., Ltd.
Apr 2017 - 2021	Director Siridamrongdham Company Limited
Jul 2017 - 30 Sep 2021	Director LRK Development Co., Ltd.
Jul 2018 - Feb 2021	Director Pay Solution Co., Ltd.
Jul 2018 - Feb 2021	Vice Chairman of Executive Committee Tarad Dot Com Group Co., Ltd.
Sep 2018 - Nov 2020	Director A-Time Media Co., Ltd.
Sep 2018 - Nov 2020	Director GMM TV Co., Ltd.
Sep 2018 - Nov 2020	Director GMM Studios International Co., Ltd.
Aug 2018 - Nov 2020	Executive Committee GMM Channel Holding Co., Ltd.
Apr 2018 - Nov 2020	Director Change 2018 Co., Ltd.
Jan 2018 - Nov 2020	Director GMM Media Plc
2016 - Oct 2020	Managing Director Univentures Consulting Co., Ltd.
2007 - 2013	Director/Managing Director Univentures Consulting Co., Ltd.
Feb 2013 - Sep 2020	Executive Committee Golden Land Property Development Plc
2013 - Nov 2016	Risk Management Committee/Company Secretary/Executive Vice President/Business Development Golden Land Property Development Plc
2013 - 30 Sep 2020	Director Golden Land Residence Co., Ltd.
2013 - 30 Sep 2020	Director Golden Habitation Co., Ltd.
2013 - 30 Sep 2020	Director Golden Land (Mayfair) Co., Ltd.
2013 - 30 Sep 2020	Director Golden Land Polo Ltd.
2013 - 30 Sep 2020	Director Golden Property Services Co., Ltd.
2013 - 30 Sep 2020	Director Grand Mayfair Co., Ltd.
2013 - 30 Sep 2020	Director Grand Paradise Property Co., Ltd.
2013 - 30 Sep 2020	Director MSGL Property Co., Ltd.
2013 - 30 Sep 2020	Director Narayana Pavilion Co., Ltd.
2013 - 30 Sep 2020	Director North Sathorn Realty Co., Ltd.
2013 - 30 Sep 2020	Director Ritz Village Co., Ltd.
2013 - 30 Sep 2020	Director Sathorn Supsin Company Limited
2013 - 30 Sep 2020	Director Sathorn Thong Co., Ltd.
2013 - 30 Sep 2020	Director United Homes Co., Ltd.
2013 - 30 Sep 2020	Director Walker Homes Co., Ltd.

**Mr. Siri Bunpitukgate**

**Year (Age)** 58 Years  
**Nationality** Thai  
**Position** Director  
 Member of the Executive Committee  
 Authorized Director  
 President  
**First Appointment Date** November 7, 2023 (Appointment as Director)  
**Tenure** 2 Years 2 Months

**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**

0.00% (0 shares)

**Law violations during the past 10 years**

- None -

**Education**

- Master of Business Administration (MBA) Thammasat University
- Bachelor of Business Administration (B.B.A.), Chulalongkorn University

**Training in Thai Institute of Directors' courses (IOD)**

- Director Accreditation Program (DAP 220/2024)
- Ethical Leadership Program (ELP 35/2024)
- ESG in the Boardroom: A Practical Guide for Board (ESG 5/2024)

**Training/Seminar**

- ESG for Executive 2025 (SET)
- Techsauce Global Summit 2025
- Techsauce Global Summit 2024
- TFRS 2022

**Relationships with AMARIN executives**

- None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**

- None -

**Work experiences during the past five years**Position(s) in other listed companies

- None -

Position(s) in non-listed companies

Jul 2024 - Present	Director Dek-D Interactive Co., Ltd.
Jun 2024 - Present	Director AME Imaginative Co., Ltd.
2018 - Present	Director Kadokawa Amarin Co., Ltd.
2018 - Present	Director/Member of the Executive Committee Amarin Book Center Co., Ltd.
2018 - Present	CEO Amarin Television Co., Ltd.
2017 - Present	Director/Member of the Executive Committee Amarin Television Co., Ltd.
2017 - Present	Director/Member of the Executive Committee Amarin Omniverse Co., Ltd.

Work experiences in other listed companies

- None -

Work experiences in non-listed companies

2008 - 2016	Managing Director Universal Assets Co., Ltd.
2003 - 2008	Executive Director KPMG Phoomchai Business Advisory Ltd.

## Details about the Chief Operating Officer

### Mr. Jeremiah Pitakwong

**Year (Age)** 49 Years  
**Nationality** Thai  
**Position** Member of the Executive Committee  
 Group Chief Operating Officer  
**First Appointment Date** February 1, 2022



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**  
 0.00% (0 shares)

**Law violations during the past 10 years**  
 - None -

#### Education

- Bachelor of Architecture, New Jersey Institute of Technology, New Jersey, USA
- Urban Planning and Management Certificate, San Jose State University, California, USA

#### Training in Thai Institute of Directors' courses (IOD)

- Director Accreditation Program (DAP 220/2024)
- Successful Formulation & Execution of Strategy (SFE 42/2023)
- The Board's Role in Mergers and Acquisitions (BMA 6/2023)
- Director Leadership Certification Program (DLCP 5/2022)
- Risk Management Program for Corporate Leader (RCL 23/2021)
- Directors Certification Program (DCP 295/2020)

#### Training/Seminar

- Amarin for Sustainability 2025 Program
- Safety Management Level Occupational Safety Officer Course
- Project Management Fundamentals
- Mini MBA, Thammasat University
- Corporate Innovation Summit
- Corporate Innovation Master Class

#### Relationships with AMARIN executives

- None -

#### Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest

- None -

#### Work experiences during the past five years

##### Position(s) in other listed companies

- None -

##### Position(s) in non-listed companies

Oct 2024 - Present Director Little Gaia Co., Ltd.  
 Jun 2024 - Present Director / Managing Director AME Imaginative Co., Ltd.  
 2019 - Present Executive Director Amarin Television Co., Ltd.

##### Work experiences in other listed companies

2019 - 2022 Managing Director Media and Event  
 Amarin Corporations Public Company Limited

##### Work experiences in non-listed companies

- None -

## Details about the Chief Financial Officer

### Mr. Amorn Ungsakulpreecha

**Year (Age)** 57 Years  
**Nationality** Thai  
**Position** Member of the Executive Committee  
 Group Chief Financial Officer  
**First Appointment Date** 7 November 2023



#### Shareholding percentage in AMARIN (including shares held by spouses and underage children)

0.00% (0 shares)

#### Law violations during the past 10 years

- None -

#### Education

- Master's degree in accountancy, Chulalongkorn University

#### Training in Thai Institute of Directors' courses (IOD)

- None -

#### Training/Seminar

- TLCA CFO CPD 1/2025, Economic Update for CFO
- TLCA CFO CPD 4/2025 Financial Reporting Standards on Climate-Related Risks
- TLCA CFO Professional Development Program (TLCA CFO CPD) 5/2025 Accounting System Implementation
- TLCA CFO Professional Development Program (TLCA CFO CPD) 6/2025 Green Bonds and Sustainable Value Creation
- TLCA CFO Professional Development Program (TLCA CFO CPD) 7/2025 Financial Reporting Standards on Sustainability Disclosure (IFRS S1 and IFRS S2)
- Case Study Program on TFRS Pack 5 and Fair Value - Class 2/2025
- Accounting concepts for NPAEs
- RPA in Accounting: Process Transformation and Professional Adaptation
- Amarin for Sustainability 2025
- Safety Management Level Occupational Safety Officer Course

#### Relationships with AMARIN executives

- None -

#### Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest

- None -

#### Work experiences during the past five years

##### Position(s) in other listed companies

-None-

##### Position(s) in non-listed companies

2022 - Present	Director/Executive director Dek-D Interactive Co., Ltd.
2022 - Present	Director Kadokawa Amarin Co., Ltd.
2021 - Present	Director/Executive director Amarin Omniverse Co., Ltd.
2021 - Present	Executive director Amarin Book Center Co., Ltd.
2024 - Present	Director Amarin Book Center Co., Ltd.
2021 - Present	Executive director Amarin Television Co., Ltd.
2024 - Present	Director Amarin Television Co., Ltd.
2014 - Present	Director De La Amor Group Co., Ltd.
2013 - Present	Director Accounting Partner Co., Ltd.
2013 - Present	Director Accounting People Co., Ltd.
1995 - Present	Director Preecha Development Co., Ltd.

##### Work experience in other listed companies in Thailand

-None-

##### Work experience in non-listed companies

2019 - 2020	Executive director/Chief financial officer GMM Channel Holding Co., Ltd.
2019 - 2020	Director A-Time Media Co., Ltd.
2019 - 2020	Director GMM TV Co., Ltd.
2019 - 2020	Director GMM Channel Co., Ltd.
2019 - 2020	Director GMM Media Public Company Limited

## Details about Executives

### Ms. Ussanee Viratkaphan

**Year (Age)** 49 Years  
**Nationality** Thai  
**Position** Managing Director, Publishing Business  
**First Appointment Date** January 1, 2017



**Shareholding percentage in AMARIN (including shares held by spouses and underage children)**  
 0.00% (0 shares)

**Law violations during the past 10 years**  
 - None -

**Education**  
 - Master's degree, SASIN Graduate Institute of Business Administration, Chulalongkorn University

**Training in Thai Institute of Directors' courses (IOD)**  
 - None -

**Training/Seminar**  
 - Mini "Town Hall" Program by Amarin Group  
 - Amarin for Sustainability 2025 Program

**Relationships with AMARIN executives**  
 - None -

**Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest**  
 - None -

### Work experiences during the past five years

#### Position(s) in other listed companies

- None -

#### Position(s) in non-listed companies

Jul 2024 - Present Director Dek-D Interactive Co., Ltd.  
 2022 - Present Executive Director Dek-D Interactive Co., Ltd.  
 Dec 2023 - Present Director Kadokawa Amarin Co., Ltd.

#### Work experiences in other listed companies

- None -

#### Work experiences in non-listed companies

Jan 2024 - 2025 Director First Page Pro Co., Ltd.  
 2016 - 2019 Acting Managing Director Kadokawa Amarin Co., Ltd.

## Appendix 2 Table List of Amarin's Board/Committee Members and Executives

List of Director	AMARIN	Subsidiaries				
		AMTV	ABOOK	OMNI	AME	DEK-D
Dr. Sumet Tantivejkul	X	-	-	-	-	-
Mr. Thapana Sirivadhanabhakdi	/	-	-	-	-	-
Assoc. Prof. Dr. Somjai Phagaphasvivat	/	-	-	-	-	-
Prof. Dr. Nantawat Boramanand	/	-	-	-	-	-
Mr. Suwit Chindasanguan	/	-	-	-	-	-
Mr. Pramoad Phomprapha	/	-	-	-	-	-
Dr. Nithinart Sintthudeacha	/	-	-	-	-	-
Mr. Ruth Chaowanagawi	/	-	-	-	-	-
Mr. Nararat Limnararat	/	/	/	/	/	-
Mr. Khumpol Poonsonee	/	-	/	/	/	-
Mrs. Tongjai Thanachanan	/	-	-	-	-	-
Mr. Siri Bunpitukgate	I, II, III	/	/	/	/	/
Mr. Jeremiah Pitakwong	III	-	-	-	/	-
Mr. Amorn Ungsakulpreecha	III	/	/	/	/	/
Ms. Ussanee Viratkaphan	III	-	-	-	-	/
Mr. Pachara Yuthithamdamrong	-	/	-	-	-	-
M.L. Luesak Chakrabandhu	-	-	/	-	-	/
Mr. Pak Sengpanich	-	-	/	-	-	-
Mrs. Kulaya Pitakwong	-	-	/	-	-	/
Mr. Napasohg Santisuntornkun	-	-	-	-	-	/
Mr. Waroros Rojana	-	-	-	-	-	/
Mr. Sorawong Dararaj	-	-	-	-	-	/

Remarks : X = Chairman / = Director // = Executive Director /// = Executive (the SEC's definition)

AMARIN Amarin Corporations Public Company Limited

AMTV Amarin Television Company Limited

ABOOK Amarin Book Center Company Limited

OMNI Amarin Omniverse Company Limited

AME AME Imaginative Company Limited

DEK-D Dek-D Interactive Company Limited

## Appendix 3 Details of the Company Secretary and Head of the Legal Affairs and Compliance Office

### Ms. Prairie Punsoni

<b>Year (Age)</b>	43
<b>Nationality</b>	Thai
<b>Current position</b>	Company Secretary Senior Director Office of Legal & Compliance Data Protection Officer
<b>First Appointment Date</b>	1 February 2024
<b>Tenure</b>	1 Year 11 Months



**Shareholding percentage in AMARIN**  
(including shares held by spouses and underage children)  
0.00% (0 shares)

#### Law violations during the past 10 years

- None -

#### Education

- Master of Laws, University of San Francisco, USA
- Bachelor of Laws, Thammasat University

#### Training in Thai Institute of Directors' (IOD) courses

- Professional Development Program for Company Secretary 2025
- Company Secretary Program (CSP 145/2024)
- Anti-Corruption : The Practical Guide (ACPG 68/2024)
- Corporate Governance Executives (CGE 24/2024)
- Refreshment Training Program (RFP 15/2024) : Company Secretaries' Best Practices of Data Disclosure, Reporting and Material Transactions

#### Training/Seminar

- Briefing Seminar on the Corporate Governance Rating (CGR) Survey Process for 2027 by IOD
- Seminar on Guidelines for the Development and Enhancement of the e-One Report Preparation System in 2025 by the Stock Exchange of Thailand (SET)
- Company Secretary Forum 2024: The Key Role of Company Secretaries by IOD
- Human Rights and Business seminar by the Securities and Exchange Commission (SEC)
- "Revision of Criteria on Listed Companies' Material Transaction (MT) and Related Party Transaction (RPT) 2024" seminar by the Stock Exchange of Thailand (SET)
- "Insight in SET: Be Resourceful to Grow Sustainably in Capital Market 1/2024 seminar by SET
- Corporate Governance Report of Thai Listed Companies 2025 training by IOD
- ESG (Environmental Social and Governance) Risk seminar by SET
- Get Prepared for Environmental Measures 1/2024 seminar by the Thai Listed Companies Association (TLCA)
- Investing in Cambodia, Thailand, and Vietnam : Navigating Competition and Merger Control
- The Cyber Simulation Course 2024
- Legal Aspect of Merger & Acquisition - Euro Moneys Training
- Anti-money Laundering Course - Thai Law Training 2023
- ESG Summit 2022
- PDPA for Implementers at Agencies and Enterprises by Chula MOOC 2022

#### Other Training/Seminar

- PDPA Mastery Seminar: Transforming Legal Compliance into Business Opportunities
- National Academic Conference on Digital Technology Law and Policy
- SPOTLIGHT Forum: "Creating a Sustainable City for Longer and Better Living"
- Seminar on "Navigating International Arbitration as General Counsel," organized by Singapore Management University (SMU)
- Seminar on "Board of Directors' Meeting Practices," organized by the Stock Exchange of Thailand (SET)
- Seminar on "Value Creation: Enhancing Thai Listed Companies and Building a Sustainable Capital Market"
- Online Seminar: CS Knowledge Sharing.
- Seminar on "Rights & Reels Talk: Understanding Your Rights Throughout the Production Journey"
- Seminar on Guidelines for Enhancing Sustainability Disclosure in accordance with standards issued by the International Sustainability Standards Board (ISSB)

- Seminar: Introduction to the World of Technology Law, organized by Thailand Digital Government Academy (TDGA)
- PDPA & DPO E-Learning Training Program
- Executive PDPA Training Program: Personal Data Protection for Executives, organized by the Personal Data Protection Committee (PDPC)
- Training Program on Legal Enforcement Skills relating to Broadcasting, Television, and Telecommunications Businesses, organized by the National Broadcasting and Telecommunications Commission (NBTC)
- Training on "Personal Data Protection Act B.E. 2562 (2019): Supervision and Enforcement"
- Training on "Technology Law and Dispute Resolution for the Digital Era," organized by the Thailand Academy of Digital Government (THAC)
- Training on "Key Considerations for Company Secretaries regarding IFRS S1 and IFRS S2"
- Training on "Disclosure through the SETLink System," Session 2/2025.
- Training on "Enhancing Sustainability Disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)"
- Training on "Use of the Directors and Executives Registry System (E-Approval)"
- Panel Discussion with Cinetoys, White Light Studio, and TECNA in collaboration with Tilleke & Gibbins, a leading law firm in Southeast Asia
- Panel Discussion on "Three Years of PDPA: Challenges, Obstacles, and the Future of Personal Data Protection in Thailand," organized by PDPA Thailand
- "Exchange of Opinions on New Copyrights Draft Law" forum by Copyright Coalition Thailand (CCT)
- Current Trend in Arbitration : UK's Experience by the Judicial Training Institute
- Mastering your Cybersecurity & Privacy Footprint with AI by Thailand Regulatory Platform (t-reg)
- Road to Certify with CAC 2024 by the Thai Private Sector Collective Action Against Corruption (CAC)
- "Executive PDPA 2024" training
- "Data Disclosure via SET Link" training
- DPO in Action by PDPA Thailand
- Looking back – Looking ahead : Thai Laws in Perspectives"
- "Preparation and Release of AGM/EGM News" training
- "Preparation and Submission of 56-1 One Report (e-One Report)"
- Registration of GUIs as designs and the preliminary examination of the design patent application

#### Relationships with AMARIN directors/executives

- None -

#### Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest

- None -

#### Work experience during the past five years

##### Position(s) in other listed companies

- None -

##### Position(s) in non-listed companies

- None -

##### Work experience in other listed companies

- None -

##### Work experience in non-listed companies

2021 - 2024	Senior Legal Manager PricewaterhouseCoopers ABAS Company Limited
2019 - 2021	Legal Manager Frasers Property Holdings (Thailand) Company Limited

## Appendix 4 The Profile of the Lead Internal Auditor is as follows:

### Miss Chuenkamon Thangthong

<b>Year (Age)</b>	42 Years
<b>Nationality</b>	Thai
<b>Position</b>	Senior Manager, Internal Audit
<b>First Appointment Date</b>	November 16, 2022



#### Shareholding percentage in AMARIN (including shares held by spouses and underage children)

0.00% (0 shares)

#### Law violations during the past 10 years

- None -

#### Education

- Bachelor's Degree in Accounting, Prince of Songkla University

#### Training in Thai Institute of Directors' courses (IOD)

- How to Develop a Risk Management Plan
- Anti-Corruption: The Practical Guide (ACPG)
- ESG Risk Management
- Corruption Risk and Control Workshop (CRC)

#### Certificate

- Certificate Professional Internal Auditor of Thailand (CPIAT)
- Certificate of Continuing Professional Education

#### Professional Training

- Quality Assurance and Improvement Program
- CAE Chief Audit Executive Professional Leadership Program (Certified Executive Certificate in Internal Audit Leadership)
- Integrated Audit Practice Program
- Hazard Analysis & Risk Assessment for Food Packaging Materials Safety Course
- BRCGS Packaging Material Issue 6 Requirements Course
- ISO9001:2015 requirements course
- Internal audit course ISO9001:2015/GHPs-HACCP rev.05/FSC V3-1 integrated system
- Food Safety System Certification 22000
- Corporate Governance Audit Course Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- Techniques for disciplinary investigation and punishment of employees
- Cooperative business auditor course Bangkok Member Cooperative Area 1
- Certified Professional Internal Audit of Thailand, The Institute of Internal Audits of Thailand
- CIA Review, Federation of Accounting Professions
- Audit Change from Internal, The Institute of Internal Audits of Thailand
- Internal Audit Practice, Federation of Accounting Professions

#### Other Training

- Preparation Data Protection Officer, Training Course, Brain Asset Safety Training Co., Ltd.
- Personal Data Protection Act, B.E. 2562 (2019), Brain Asset Safety Training Co., Ltd
- Techniques for fingerprint verification Signature and finger print, The Thai Institute of Banking and Finance Association

#### Relationships with AMARIN executives

- None -

#### Position(s) in businesses that is/are AMARIN's competitor(s) and may cause conflict of interest

- None -

#### Work experiences during the past five years

##### Position(s) in listed companies

- None -

##### Position(s) in non-listed companies

- None -

##### Work experiences in other listed companies

Jul 2017 - Jul 2018 Senior Manager/System Development Manager Betagro Public Company Limited

May 2006 - Jun 2017 Internal Audit Specialist Advance Info Service PCL.

##### Work experiences in non-listed companies

Jun 2019 - Apr 2021 Business Audit Department Manager Siam Piwat Company Limited

Jul 2018 - Jun 2019 Business Support Audit Group Internal Audit Manager The Mall Group Company Limited

## Appendix 5 Operating Assets and Asset Valuation Details

Details of operating assets and asset valuation are shown in Part 1: Businesses and Operating Results under Item 1.2.4 "Operating Assets" and Item 1.2.5 "Asset Valuation Details"

## Appendix 6 Corporate Governance Policy and Business Code of Conduct

The full versions of Corporate Governance Policy and Guidelines, Business Code of Conduct, Anti-Corruption Policy, and Data Protection Policy of Amarin Corporations Public Company Limited and subsidiaries is published on [www.amarin.co.th](http://www.amarin.co.th) under "Investor Relations/Corporate Governance" section. They can also be downloaded via the following QR Code:

 Corporate Governance Policy	 Business Code of Conduct	 Anti-Corruption Policy	 Personal Data Protection Policy
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## Appendix 7 Charters of the Board of Directors and Sub-committees

The full versions of the Board of Directors' Charter, the Charter of the Audit Committee, the Charter of the Nomination and Remuneration Committee, the Charter of the Corporate Governance Committee, the Charter of the Sustainability and Risk Management Committee, and the Charter of the Executive Committee are published on [www.amarin.co.th](http://www.amarin.co.th) under "Investor Relations/Company Information/Board of Directors' Charter".

 Charter of the Board of Directors	 Charter of the Audit Committee	 Charter of the Corporate Governance Committee	 Charter of the Nomination and Remuneration Committee
 Charter of the Sustainability and Risk Management Committee	 Charter of the Executive Committee		

## Appendix 8 Report of the Audit Committee

The Report of the Audit Committee is included in the section part of this Form 56-1 One Report and listed under "Report of the Audit Committee".



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