

ESG Performance

Company Name : TPI POLENE POWER PUBLIC COMPANY LIMITED Symbol : TPIPP

Market : SET Industry Group : Resources Sector : Energy & Utilities

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

Environmental Management

Policy and Management Approach

The Company conducts its business with an awareness of the value of natural resources and the need to adapt to the climate change crisis. It integrates the Circular Economy principles and the Bio-Circular-Green Economy (BCG Model) as the core framework of its management approach, aiming to achieve Carbon Neutrality by 2037 and Net Zero greenhouse gas emissions by 2050. The Company is also driving concrete progress toward RE100, the use of 100% renewable energy. This is implemented through a strategy to phase out coal usage and transition to refuse-derived fuel (RDF) together with clean energy across all stages of the value chain. Such an approach not only contributes to reducing the Company's greenhouse gas emissions, but also ensures the efficient utilization of limited resources under the Zero Waste concept. This supports the creation of a balance between economic growth and sustainable responsibility toward the ecosystem.

The Company's environmental governance is systematically managed under a robust governance structure, with the Board of Directors, the Sustainability Committee, and the Risk Management Committee jointly determining strategic directions, monitoring performance, and regularly assessing environmental-related risks. This ensures that policies are effectively translated into operational practices through internationally recognized mechanisms, particularly the ISO 14001:2015 international standard. This framework enables the Company to comprehensively identify and assess environmental impacts across all dimensions while managing risks in compliance with legal requirements and international standards. The Company also adheres to the principle of continuous improvement by analyzing annual performance data to significantly enhance energy efficiency, sustainable water resource management, and pollution control.

As a result of this commitment, the Company has obtained ISO 14001:2015 certification covering all factories and power plants, representing 100% of the Company's operational sites, certified by SOCOTEC Certification International Thailand. This achievement reinforces confidence among all stakeholder groups through the provision of green products and services that respond to the evolving dynamics of the global market focused on sustainability.

The Company has identified five sustainability topics with high materiality concerning the environment in 2025 as follows:

1. Climate Change Management
2. Energy Consumption
3. Water Management
4. Waste Management / Pollution and Resources
5. Materials

Establishment of Goal to Achieve Carbon Neutrality by 2037

The Company operates its business under the principles of the Bio-Circular-Green Economy (BCG). It aims to develop into a low-carbon economy and society, with the goal of achieving carbon neutrality by 2037 through improved production efficiency and the adoption of environmentally friendly technologies. This includes processing solid waste into fuel to replace coal in the electricity production process, thereby reducing dependency on fossil fuels. The Company also produces electricity from solar energy and wind energy. Producing electricity from 100% renewable energy (Renewable Energy Power Plant) will earn the Company REC100 certification. The Company employs a low-carbon strategy to address climate change risks. This enables the achievement of long-term goals to reduce greenhouse gas emissions. The Company's power plants adhere to industry standards in order to receive certification for environmental and related standards.

Strict compliance with environmental laws and regulations

The Company strictly complies with environmental laws with Environmental Impact Assessment (EIA) and Environmental Health Impact Assessment (EHIA) reports for the implementation of the Company's projects. Environmental law compliance reports, EIA and EHIA reports will be provided to relevant government units and communities along with environmental measurements and assessments according to the plans, including submitting reports on environmental measures compliance to public agencies and communities in a timely manner.

Reference link for environmental policy and guidelines : <https://tpipolenepower.co.th/index.php/en/sustainability-en/emi-en/environmental-policy>

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

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

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

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

Sustainable Development Committee has overseen the review and determination of material business issues (Materiality) by applying the Double Materiality principle in accordance with the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS). This approach considers both the impact of external factors on the organizations financial position (Financial Materiality / Outside-in) and the impact of the Companys operations on society and the environment (Impact Materiality / Inside-out).

Based on the analysis under the aforementioned criteria, the Company identified material sustainability issues, which will serve as a framework for driving the business and will be disclosed in the 2025 Sustainability Report. as follows:

ESG	Highly Material Sustainability Issues
Environmental Dimension (5 Issues)	<ol style="list-style-type: none"> 1. Climate Management 2. Energy Consumption 3. Water Management 4. Solid Waste and Waste Management 5. Material Usage

In terms of strategic environmental operations, the Company achieved a significant milestone in restructuring its energy production. The project to upgrade the 150-megawatt coal-fired power plant to fully utilize waste-derived fuel as a substitute (100% Substitution) was completed in early 2026. This transformation has enabled the Company's power plant portfolio to transition to entirely green and clean energy power plants (100% Green Energy), in line with the established target. In addition, the municipal waste-to-energy power plant project with an installed capacity of 9.9 megawatts, supplying 7.92 megawatts of electricity to the Provincial Electricity Authority, located in Koh Tao Sub-district, Mueang District, Songkhla Province, successfully commenced commercial operation on December 8, 2025. This achievement not only helps reduce energy costs and enhance production efficiency, but also serves as an important mechanism for reducing carbon dioxide emissions, advancing toward carbon neutrality and a low-carbon society. Furthermore, the Company has been certified under the international standard ISO 14064-1 (Carbon Footprint Verification) and remains committed to its Zero Waste policy by maximizing the utilization of by-products.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), BCG Model, ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

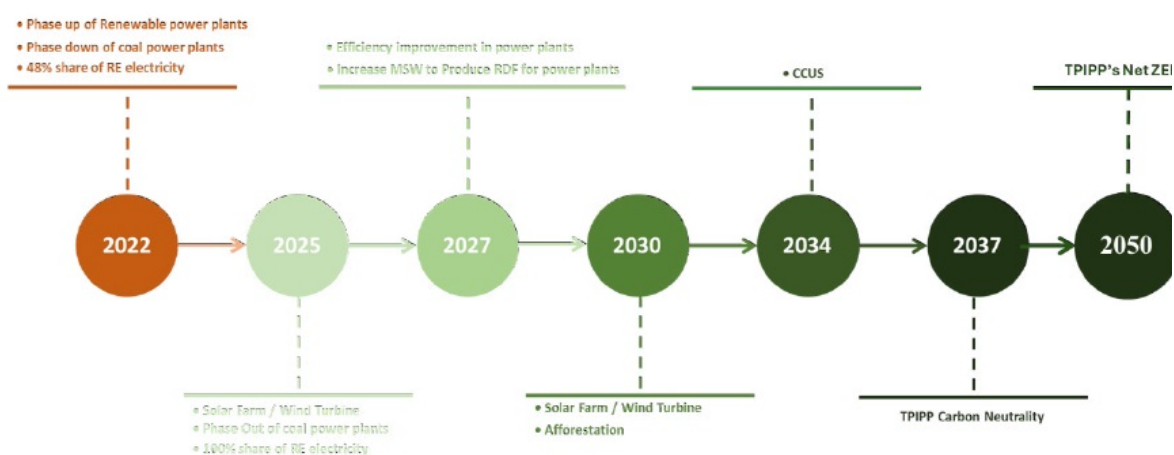
Plans, performance, and outcomes related to other environmental management

Environmental Performance

- Climate Change Management**

The Company prioritizes reducing greenhouse gas emissions in its production process, with the goal of achieving carbon neutrality by 2037. It was found that fuel combustion activities in coal-fired power plants are significant contributors to greenhouse gas emissions, exacerbating the increasingly severe issue of climate change for humanity. The Company has therefore used the funds to adapt its technology to be more environmentally friendly by processing solid waste into fuel instead of coal in the electricity production process, and by incorporating the production of electricity from solar energy and wind energy. Producing electricity from 100% renewable energy (Renewable Energy Power Plant) will allow the Company to receive a REC100 certificate and create an opportunity to sell Carbon Credits. The Company employs a low-carbon strategy to cope with climate change risks, enabling it to achieve the goal of reducing greenhouse gas emissions in the long term. In 2025, the Company reduced greenhouse gas emissions from landfilling waste by 7.89 million tons of carbon dioxide per year. Additionally, the use of all types of solid waste separated for fuel amounted to approximately 3.40 million tons. The Company can reduce greenhouse gas emissions per unit of electricity generation from 1.5146 TonCO₂e/MWh in the base year 2020 to 0.6568 TonCO₂e/MWh in 2028, representing a 56.64% reduction compared to 2020. The Company has been registered for carbon credits by the Greenhouse Gas Management Organization (Public Organization), totaling 2,022,585 tons of carbon dioxide equivalent, and has been certified with the Renewable Energy Certificate (REC) through EGAT for renewable energy production (from waste fuel and residual heat). The company registered and opened a trading account for the acquired RECs with The International REC Standard (I-REC), amounting to 3,868,891.41 RECs (1 REC represents 1 MWh of electricity produced from renewable energy). Furthermore, in 2025, the Company has allocated a budget for research and development of technology or implementation of 7 projects for the purpose of reducing risks or reducing the impact of climate change in the number of Baht 14,094 million. The Company has determined that climate risk management is an important sustainability issue for the organization, and it has announced the goal of achieving carbon neutrality by 2037 by laying out a roadmap through various activities within the Company Group.

TPIPP's GHG Reduction Strategies



- Energy Consumption**

The Company has the policy to manage energy by applying ISO 50001 as a management guideline. At the operational level, it applies the focus improvement pillar of total productive maintenance, which focuses on reducing loss in a systematic method to help discovering the point of energy loss and reduce costs, then improve by establishing a project team to achieve the objectives and goals of energy conservation and management by efficiently managing energy for lighting system and air conditioning system in establishments. Equipment to control the operation of related electrical systems has been installed and maintained, making it possible to continuously reduce the use of electrical energy in the long term. The Company established a target of a station service used not exceeding 12% of the generated energy and the total energy cost of all types per electricity generation must not exceed 13.50 MJ/kWh. In 2025, the Company controlled and conserved Station

Service Uses, resulting in internal electrical energy consumption accounting for 8.88% of the amount of energy produced. The total energy consumption of all types per electricity production was equal to 13.50 MJ/kWh, which is in line with the target.

3. **Water Resource Management**

The Company and TPI Polene Group recognize the importance of water resource management within the organization to achieve the most cost-effective use of water within the community. The Company's water source is supplied by TPI Polene Public Company Limited, comprising raw water from two main sources: namely, the Pa Sak River and water from surface water storage ponds, as well as treated wastewater from within the factory. The Company has managed this by utilizing raw water from both sources in the production process in a cost-effective manner. Looking at the amount of water used from outside sources (tap water) in 2025, it has decreased compared to 2024. The Company has set a goal to reuse wastewater from the electricity production process at a minimum of 31,000 cubic meters per month. To achieve this, the Company has built a surface water storage pond to serve as a source of sufficient reserve water for use in power plants. Additionally, the Company has increased the efficiency of water use by reducing the amount of water used in the production process. Wastewater from the factory is brought back through a treatment system and reused without being drained outside the factory (Water Treatment). In 2025, the Company successfully recycle wastewater from the power generation process for reuse through filtration, amounting to 31,995.08 cubic meters per month, exceeding the set target. Additionally, the tap water consumption rate per unit of power generation decreased to 3.00 liters/kWh, a reduction from 3.23 liters/kWh in 2024.

4. **Waste Management**

The Company has the policy to manage garbage and waste according to the Zero Waste guidelines and has a goal of managing waste and pollution by using industrial waste \geq 95% of the amount of industrial waste generated each year. In 2025, the Company collected industrial waste generated during the production process to be used as alternative fuels and materials, as well as for recycling purposes, totaling 19,326.55 tons. This exceeds the target set at 100%. Consequently, there was no residual solid waste or waste from the production process, achieving zero waste.

5. **Biodiversity**

The Company prioritizes conducting business with environmental and social responsibility in a sustainable manner, ensuring that its operations do not negatively impact the ecosystem and biodiversity. As a result, biodiversity management is a key focus, both in preserving ecosystems that serve as habitats for various species and in integrating value-driven approaches to maintaining biodiversity effectively and efficiently. The Company aims to integrate biodiversity management by enforcing its Quality, Security, Safety, Occupational Health, and Environment (QSHE) Policy. This includes managing biodiversity in sensitive areas in accordance with applicable laws and standards to prevent and minimize losses to natural ecosystems. Additionally, the Company seeks to enhance efficiency in biodiversity management by creating participation from the community and key stakeholders, as well as communicating related activities to local communities, employees, and the public. In 2025, the Company prioritizes environmental, and biodiversity impacts by managing two key dimensions: environmental quality monitoring (including aquatic biological resources) and waste disposal, as outlined below:

1. Environmental quality monitoring (of aquatic biological resources) aims to detect ecosystem changes that may result from power plant operations, such as pollution emissions or alterations in water sources. The gathered information is then used to plan restoration efforts and improve natural resource management for long-term sustainability. The following actions are undertaken:
 - Regularly monitor aquatic biological resources in the area surrounding the power plant to assess water quality and its impact on the aquatic ecosystem, including phytoplankton, benthic organisms, and aquatic plants.
 - The Diversity Index and Evenness Index are used to assess biodiversity levels, helping to determine ecosystem status and potential impacts.
 - Samples of water, aquatic plants, and aquatic animals are collected from designated points within the project area to analyze species composition and abundance in detail. This monitoring helps mitigate impacts on aquatic biodiversity by providing essential information for implementing preventive and corrective measures to address negative effects.
2. Waste elimination is carried out to minimize the amount of waste sent to landfills, which can cause soil and water

contamination, potentially impacting the surrounding ecosystem. It also aims to prevent adverse effects on living organisms and biodiversity near the power plant, including water, soil, and air pollution. The following management measures are implemented:

- Waste-to-energy power plants utilize a waste-to-energy process that separates and processes waste, reducing the amount sent to landfills while repurposing waste as an energy source.
- Modern technologies, such as wastewater treatment systems, air emission control systems, and dust filtration systems, are employed to minimize pollutant emissions into the environment.
- Restoration measures, such as reforestation, the creation of artificial water sources, and the rehabilitation of green spaces, are implemented to mitigate the environmental impacts of business operations.

The Company's waste disposal efforts help reduce landfill use, minimize environmental contamination, and mitigate impacts on soil, water, and air life in areas where its waste disposal facilities operate. Additionally, these efforts promote ecosystem sustainability by optimizing resource use and reducing impacts on biodiversity. The Company is committed to preserving and protecting biodiversity, as well as restoring the natural environment and ecosystems related to its business operations. It has prepared a report on the compliance results of environmental impact prevention and mitigation measures, along with the Environmental and Health Impact Assessment (EHIA) measures for the 2025 thermal power plant project of TPI Polene Power Public Company Limited. Additionally, a report on the environmental quality monitoring results for 2025 has been prepared by United Analyst and Engineering Consultant Co., Ltd. In summary, TPI Polene Power Public Company Limited's biodiversity management encompasses both environmental impact monitoring and sustainable waste disposal. For water resources, monitoring aquatic biological resources helps mitigate impacts on the aquatic ecosystem, ensuring that the Company's operations do not negatively affect the local environment. In terms of waste management, the adoption of environmentally friendly technologies and processes reduces biodiversity impacts and supports long-term ecological sustainability. These actions reflect the organization's commitment to conducting business in an environmentally responsible manner while balancing energy production with nature conservation.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

TPI Polene Group established an energy management policy by applying the ISO 50001 standard as management guidelines at the operational level, using the focus improvement pillar of total productive maintenance, which is regarded as a pillar that focuses on reducing "loss" in a systematic way to find the point of energy loss-reduce costs, and apply it to improve by establishing a project team to achieve objectives and energy conservation goals by being able to efficiently manage energy in both lighting, lighting and air conditioning systems, including installation and maintenance of equipment to control the operation of the relevant electrical system, enabling continuous reduction of electrical energy consumption.

The Company established an energy conservation policy to be used as a guideline for energy operations and to promote efficient use of energy for maximum benefit as follows:

1. Implement and develop appropriate energy management systems by stipulating energy conservation as part of the Company's operations in accordance with relevant laws and regulations.

2. Implement measurement plan or data collection of energy consumption to be used in the preparation of a database to analyze the improvement of energy efficiency of the organization continuously and appropriate to the business, technology used and best practices.

3. Set energy consumption targets in each production segment and apply energy management systems to monitor, evaluate, and control energy consumption to meet the set targets.

4. Determine ongoing efficiency improvement projects, establish plans and targets, and review annual energy efficiency improvements.

5. Consider that energy conservation is the duty and responsibility of executives and employees at all levels to comply with the specified measures, and communicate to them to understand and comply with the measures in the same direction.

6. Support budget, human resources, equipment, machinery, products, and energy services to improve energy performance.

7. Conduct a PerformanceEnergy Efficiency Assessment whenever there is a design improvement or purchase with a significant impact on a process or machine.

8. Encourage employees to participate in presenting ideas for energy development, dissemination of information, training for employees, and organizing activities to promote energy conservation.

9. Support cooperation between external organizations, both public and private sectors in terms of energy management.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2022	2026 : Reduced by 12.25 MJ

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, the Company implemented energy management and conservation measures in line with both short-term and long-term targets, including controlling and conserving internal energy consumption (Station Service Used). As a result, internal energy consumption accounted for 8.88% of total energy generated, which meets the process target of not exceeding 12% of total energy production. In addition, the total energy consumption from all energy sources for electricity generation was 11.35 MJ/kWh, which meets the quantified target of not exceeding 13.50 MJ/kWh. This performance is consistent with the downward trend set in the short-term plan, aiming toward the long-term target of not exceeding 10.00 MJ/kWh by 2030.

Furthermore, In 2025, the Company's energy consumption decreased by 8.91% or 3,020,085.42 GJ compared to the 2024 consumption of 33,867,138.37 GJ.

Table 1) : Total energy consumption of TPI Polene Power (only power plants and waste fuel production plant)^(GRI 302-1)
(Unit : Gigajoules : GJ)

Station Service Used	Energy consumption		
	2023	2024	2025
(1) Thermal energy (Non-renewable energy)			
Coal	10,308,969.03	11,957,833.61	9,278,931.82
Fuel oil	60,494	23,728	-
Used oil	-	8,619	28,273
Pyrolysis oil	-	31,571	25,837
Diesel	34,151.80	29,378.30	26,908.08
Natural gas	-	629.11	198.31
Total	10,403,614.83	12,051,759.02	9,360,148.21
1. 2. Heat energy (renewable energy)	19,793,549.45	21,114,333.33	20,764,620.51
Waste fuel			
Total heat energy (1) + (2)	30,197,164.28	33,166,092.35	30,124,768.72
1. 3. Electrical energy (Purchased from external sources, such as the PEA)	756,081.09	701,046.02	722,284.23
Total energy (1) + (2) + (3)	30,953,245.37	33,867,138.37	30,847,052.95

Guidelines for Measuring Effectiveness Against Established Targets

The Company has established objectives and Targets for energy management within the ISO 50001 management system to control operations in accordance with the established objectives and Targets. The Company has appointed a working group responsible for overseeing operations related to ISO 9001, ISO 14001, ISO 45001, ISO 17025, and ISO 50001 management systems on a monthly basis. This group is tasked with evaluating the tendency of operational results according to the monthly plan, aiming to improve and address any topics that arise during operations in order to achieve the set Targets.

Lessons Learned from Energy Operations

The Company can efficiently manage energy by utilizing the Focus Improvement Pillar of Total Productive Maintenance to systematically reduce losses. This approach helps identify areas of energy loss and minimize costs. Establishing a Project Team to address these topics enables the achievement of energy conservation objectives and Targets, facilitating a continuous reduction in electrical energy consumption.

Engagement with Stakeholders in Energy Management

The Company has managed its operations according to the ISO 50001 system. Engagement with stakeholders is one of the significant requirements within the ISO 50001 system, emphasizing the understanding of stakeholders' needs and

expectations. Consequently, the Company has adopted a policy to utilize fuel derived from waste to replace coal, aiming to mitigate greenhouse gas emissions that contribute to the changing climate both locally and globally, thus ensuring that the Company's operations do not negatively impact society

● **Planning for Future Energy Improvements**

The Company plans to reduce its reliance on coal energy for electricity generation, a fossil fuel, and transition to energy from community waste, a renewable source. In 2025, the Company adjusted coal usage in electricity generation to 30.80% of total generation capacity. By 2026, the Company aims to achieve 100% renewable energy (RE 100) for electricity generation.

The Company has implemented an energy operation approach to minimize the impact of energy use, with a focus on reducing fossil fuel consumption to lessen environmental and climate impacts. Additionally, the Company aims to lower greenhouse gas emissions to achieve carbon neutrality and net-zero carbon by transitioning electricity generation from coal to municipal waste energy and solar power. By 2025, the Company plans to become a 100% Renewable Energy (RE 100) electricity producer by early 2026.

Diagram of performance and outcomes in energy management



"Energy Beyond Standards 2025"

TIIPP received a Plaque of Appreciation and a Declaration of Commitment to Energy Conservation for TPI Polene Power Public Company Limited (TIIPP), certifying that TIIPP is among 72 leading organizations that have declared their commitment to energy conservation and joined the "Energy Beyond Standards 2025" Energy Conservation Network

Energy Beyond Standards 2025

Information on electricity management

Company's electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	335,955.00	194,735,006.53	241,494,634.11
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	335,955.00	194,735,006.53	1,012,800.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	N/A	240,481,834.11

	2023	2024	2025
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	294.44	169,187.67	205,527.35

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	937,721.03	806,652.94	738,827.00
Fuel oil (Litres)	1,581,868.53	907,518.73	773,125.53
Natural gas (Standard Cubic Feet)	2,796,734.06	616,774.51	111,570.14
Coal (Metric tonnes)	632,452,087.73	666,408.48	578,825.84

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	3,786,619,799.00	3,708,131,291.00	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	50.38	50.47	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	33.55	33.48	N/A

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	8,598,123.00	9,407,538.00	8,568,625.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.76172079	0.84940236	0.91907545

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

TPI Polene Group has shown a clear intention to manage internal water to achieve the most cost-effective use of water within the community. The Company's water source will be procured by Plc. TPI Polene from two main sources of raw water, namely the Pasak River and water from surface water reservoirs, including wastewater within the plants. The details are as follows:

1. 1. Water from the Pa Sak River will be pumped up to the cement plant's water treatment plant, where a water supply system to be sent for use in production processes both cement plants and power plants.
1. 2. Water from surface water reservoirs and wastewater within the plants consists of:
 - 2.1 A reservoir of 180,000 cubic meters for rainwater that falls on the plant area.
 - 2.2 A reservoir of 1,500,000 cubic meters for rainwater that falls in the mine area and nearby areas.
 - 2.3 A reservoir of 1,000,000 cubic meters by TPI Polene Public Company Limited to be a reserve water source for the Company as well as to prevent impacts on the water consumption of people in nearby areas. Water from the surface water reservoirs will be pumped together with water from the Pa Sak River to improve its quality before being sent to cement plants and power plants and is also a reserve water storage reservoir for use in the dry season in cases where the amount of water from the Pa Sak River is insufficient for industrial consumption.

In addition, TPI Polene Group also uses groundwater for producing drinking water for sale and drinking within the plants. The approach that TPI Polene Group has followed is to reduce the use of water resources from natural rivers by building surface water reservoirs for use in cement plants and power plants to prevent impacts on the water consumption of people in nearby areas. Therefore, the Company undertakes the following actions:

- Water pumping from the Pa Sak River is controlled by the Saraburi Provincial Irrigation Project Office. The Office will issue a license for the Company to pump water not exceeding 1,000,000 cubic meters per month. The Company is required to prepare a monthly report summarizing the amount of water pumped from the Pa Sak River to the Saraburi Provincial Irrigation Project Office. In addition, the Office will arrange for staff to check the meters to check the volume of water pumped from the Company's Pa Sak River on a monthly basis. ^(GRI 303-1)
- Since the Pa Sak River is used by many sectors such as agriculture, industry, commerce, and households, water use must be controlled and allocated. The Saraburi Irrigation Project Office will control and allocate water use so that all sectors receive proper and fair water allocation. ^(GRI 303-1)
- The Company does not discharge wastewater outside the plant. Wastewater is collected in wastewater storage ponds for reuse within the facility. Nevertheless, the Company conducts monthly wastewater quality analysis. The treated water is reused for purposes such as watering plants and other internal reuse activities. Over the past three years, the Company's wastewater discharge has been zero. The wastewater quality has consistently remained within regulatory standards, and no cases of non-compliance with environmental requirements have been identified. ^(GRI 303-2)

In addition, TPI Polene Group has established a quantitative target to reduce water consumption in the production process by no less than 12% by 2026 compared with the base year of 2022. This voluntary target exceeds legal requirements. The Company has improved water use efficiency in accordance with the 3Rs principle (Reduce, Reuse, Recycle). Based on the 2025 operational results, the Company successfully reduced water consumption in the production process by 12.97%. When calculated per unit of electricity generation, water consumption decreased to 1 liter/kWh (2022 = 4 liters/kWh; 2025 = 3 liters/kWh), representing a 25% reduction. This achievement was accomplished through reducing water consumption in the production process (Reduce), reusing water (Reuse), and recycling wastewater from office operations through treatment systems for reuse (Recycle). The Company also continuously monitors groundwater wells, wastewater ponds, and treated water through its water treatment system, ensuring that water is reused within the facility, such as for watering plants and reuse, etc. In addition, the quality of raw water, wastewater, and treated water is continuously monitored to ensure that 100% of the water can be reused within the factory (such as using treated water for watering plants and other activities within the factory), with no discharge outside the factory over the past three years (the wastewater discharge volume has been zero for the past three years, therefore there has been no wastewater discharge destination at all).

Reference link for company's water management plan : <https://tpipolenepower.co.th/index.php/en/sustainability-en/enviromental-en/water-resource-management-en>

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2022	2026 : Reduced by 0.00 Cubic meters
Increase of recycled water for consumption	-	2030 : Increased by 50,000.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company's total water consumption amounted to 7,892,421 cubic meters, consisting of 7,511,869 cubic meters of tap water and 380,552 cubic meters of treated water from the power generation process reused within the operations. The Company was able to reduce tap water consumption by 409,503 cubic meters compared with 2024. In addition, 380,552 cubic meters of wastewater from the power generation process were reused. This reduction was achieved as the Company increased the number of circulation cycles in the cooling water system to reduce raw water intake into the production process, by increasing the cycles from 2.5 cycles to 6 cycles. As a result, the overall water consumption decreased by 790,055 cubic meters per year.

This treatment and reuse are carried out through an RO water quality treatment system, resulting in an average reduction of 31,720.67 cubic meters of water usage per month, which aligns with the target of reusing no less than 30,000 cubic meters of wastewater per month.

In addition, the rate of water reuse in the electricity generation process increased to 4.82% of total water consumption in 2025, rising from 4.59% in 2024. The tap water consumption per unit of electricity generation was 3.23 liters/kWh, decreasing from 3.64 liters/kWh in 2024. In 2025, the Company recorded no incidents of non-compliance with legal and permit requirements related to water quality or water consumption (Non-compliance = 0 cases). The Company conducted regular monitoring of wastewater quality and water consumption in accordance with legal requirements, and no violations of any standards were identified throughout the reporting year.

Costs and Expenses Related to Water Resource Risk Management in 2025

In 2025, TPI Polene Power Public Company Limited incurred total costs related to water-related risks of approximately Baht 60 million. These costs include expenses for the installation and maintenance of rainwater storage ponds with a total capacity of 2.68 million cubic meters, pumping reserve water during the dry season, and additional costs for treating raw water to ensure its suitability for use in the electricity generation process. These expenditures are part of the Companys water risk management efforts aimed at reducing potential impacts on electricity generation and surrounding communities.

Investment in Research and Development to Mitigate Water Resource Risks in 2025

In 2025, the Company invested Baht 6.30 million in research and development to mitigate water-related risks. The investment focused on the development of a Zero Liquid Discharge (ZLD) system for wastewater reuse, technologies to improve cooling water quality in order to increase cooling tower cycles from 2 cycles to 6 cycles, and the enhancement of rainwater storage pond efficiency to ensure sufficient water supply for power plant operations during the dry season. These initiatives help reduce water-related risks and decrease reliance on natural water sources in the long term.

Guidelines for Measuring Effectiveness Against Established Targets

TPI Polene Power Public Company Limited has established objectives and Targets for water management. To ensure that operations align with these objectives and Targets within the ISO 14001 management system, the Company has formed a working group responsible for overseeing operations related to ISO 9001, ISO 14001, ISO 45001, ISO 17025, and ISO 50001 management systems on a monthly basis. This group evaluates operational trends monthly to facilitate improvements or address issues that arise during operations, aiming to achieve the established Targets.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	8,545,911.00	8,302,020.00	7,892,391.00

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	8,162,450.00	7,921,372.00	7,511,869.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	383,461.00	380,648.00	380,522.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	7,489.84	7,212.88	6,716.93
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.76	0.75	0.85

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	8,545,911.00	8,302,020.00	7,892,391.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	383,461.00	380,648.00	380,552.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.75709525	0.74958564	0.84654222

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	240,340,000.00	235,820,000.00	215,210,000.00
Total water withdrawal expense from third-party water (Baht)	240,340,000.00	235,820,000.00	215,210,000.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00

	2023	2024	2025
Percentage of total water withdrawal expense to total expenses (%) ^(*)	3.20	3.21	3.27
Percentage of total water withdrawal expense to total revenues (%) ^(*)	2.13	2.13	2.31
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	210,639.79	204,882.71	183,157.45

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Management Guidelines (GRI 306-1) (GRI 306-2)

The Company is committed to operating in accordance with the Zero Waste guidelines and complies with the policy by controlling, supervising, and developing several processes to ensure that the emission rate from the Company's operations is lower than the maximum emission threshold allowed by the Department of Industrial Works. The Company also periodically controls the quality of discharged waste for monitoring and mitigating environmental impacts to ensure compliance with standard requirements. Therefore, it can be said that the Company strictly complies with the emission and discharge requirements.

The Company systematically manages garbage and waste in business processes according to the 3R principle (Reduce, Reuse, Recycle) by managing waste generated from power plants and utilizing them for maximum benefit such as the use of all heavy ash and fly ash as a substitute raw material at the cement plants of TPI Polene Pcl.

Processes to collect and verify information related to waste:

1. Industrial waste management must comply with the Notification of the Ministry of Industry on Disposal of Sewage or Unusable Materials, B.E. 2548.
2. Use of industrial waste, such as alternative fuels, alternative materials, recycling, or disposal requires approval from the Department of Industrial Works and provides details of waste, disposal method, weight, and disposal agent.
3. Use of industrial waste, such as alternative fuels, alternative materials, recycling, or disposal requires shipping documents every time that is transported for use as legal evidence.
4. Prepare an account to collect information and control the weight of industrial waste utilized, such as alternative fuels, and alternative materials for recycling or disposal.

Monitoring of Effectiveness

The Company continuously monitors and evaluates the effectiveness of waste and production process waste management to ensure that operations comply with laws, environmental standards, and waste management practices based on the 3R principles (Reduce, Reuse, Recycle). The Company systematically collects, compiles, and verifies data related to industrial waste, as follows:

1. Compliance with Legal Requirements: Industrial waste management is carried out in accordance with the Ministry of Industry Notification on the Disposal of Wastes or Unused Materials B.E. 2548 (2005). The Company regularly monitors and reviews its operations to ensure compliance with the relevant requirements.
2. Verification of Waste Utilization or Disposal: In cases where industrial waste is utilized such as use as alternative fuel, substitute materials, recycling, or disposal, the Company is required to obtain permission from the Department of Industrial Works. The Company also reports details including waste type, management method, quantity by weight, and the waste disposal contractor, enabling transparent tracking of the waste management process.
3. Control and Monitoring of Waste Transportation: Whenever industrial waste is transported from the facility, the Company prepares transportation documentation in accordance with legal requirements. These documents serve as

evidence for verification and enable tracking of the waste management process throughout the entire chain.

4. Waste Data Recording and Analysis: The Company maintains records and databases to document the volume of industrial waste generated, including the quantities utilized, recycled, or disposed of. This information is used for control, verification, and evaluation of waste management trends, and is further analyzed to continuously improve the efficiency of waste management practices.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Hazardous waste	2022	2026 : Reduced by 10%	<ul style="list-style-type: none"> • Reuse • Recycle • Incineration with energy recovery
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2022	2026 : Reduced by 10%	<ul style="list-style-type: none"> • Reuse • Recycle • Incineration with energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

In 2025, the Company achieved notable progress in implementing its pollution reduction and avoidance targets. In terms of operational processes, 100% of industrial waste generated was utilized through recycling and conversion into alternative fuels or substitute materials, totaling 19,326.55 tons (19,326.55 tons of non-hazardous waste and 0 tons of hazardous waste). This achievement reflects quantitative management performance exceeding the annual target of 95% waste utilization. In addition, the Company successfully reduced hazardous waste by 100% compared with the base year of 2022, surpassing the target of 10% waste reduction per year. This demonstrates the Company's strong commitment to sustainable and highly efficient resource management.

Table: Amount of waste and waste management (only for power plants) ^{(GRI 306-3) (GRI 306-4) (GRI 306-5)}

(Unit : Ton)

Waste and waste management	2023	2024	2025
1. Total amount of waste classified by type of waste			
● Hazardous waste	2.36	0	0
● Non-hazardous waste	13,188.08	16,383.13	19,326.55
Total waste	13,190.44	16,383.13	19,326.55
2. Utilization			
Hazardous waste			
● Alternative fuel	2.36	0	0
● Substitute material	0	0	0
● Recycle	0	0	0
Non-hazardous waste			
● Alternative fuel	150.01	69.82	0
● Substitute material	11,528.87	16,150.78	19,160.00
● Recycle	1,509.20	162.53	166.55
Total amount of waste for utilization	13,190.44	16,383.13	19,326.55
3. Disposal			
Hazardous waste	0	0	0
Non-hazardous waste	0	0	0
Total amount of non-recycled waste (Non-Recycled Waste)	0	0	0
Total amount of disposal waste	0	0	0

Information on waste management

Waste Generation^(*)

	2023	2024	2025

	2023	2024	2025
Total waste generated (Kilograms)	13,190,440.00	16,383,130.00	19,326,550.00
Total non-hazardous waste (kilograms)	13,188,080.00	16,383,130.00	19,326,550.00
Total hazardous waste (kilograms)	2,360.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.17	1.48	2.07
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.17	1.48	2.07
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	13,190,440.00	16,383,130.00	19,326,550.00
Reused/Recycled non-hazardous waste (Kilograms)	13,188,080.00	16,383,130.00	19,326,550.00
Reused non-hazardous waste (Kilograms)	11,678,880.00	16,220,600.00	19,160,000.00
Recycled non-hazardous waste (Kilograms)	1,509,200.00	162,530.00	166,550.00
Reused/Recycled hazardous waste (Kilograms)	2,360.00	0.00	0.00
Reused hazardous waste (Kilograms)	2,360.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Percentage of total reused/recycled waste to total waste generated (%)	100.00	100.00	100.00
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	100.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	100.00	N/A	N/A

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company is committed to achieving carbon neutrality and reaching Net Zero emissions by 2050 through its business operations. This commitment is supported by development and investment plans in production infrastructure, product research and development, and the creation of new innovations, as follows:

Phase 1: Short-Term (2020-2030): Transition to a Low-Carbon Society: This phase focuses on reducing Scope 1 and Scope 2 greenhouse gas emissions by 63% by 2030, compared with 2020, the base year. The Company aims to increase the use of renewable and clean energy to replace fossil fuels, while expanding the proportion of electricity generation from clean energy sources, such as increasing electricity production from solar energy.

The Company reduces Scope 1 and Scope 3 greenhouse gas emissions, particularly Category 3: Fuel- and energy-related activities and Category 4: Upstream transport and distribution, by replacing combustion-engine machinery with electric-powered equipment, such as using conveyor belt systems instead of trucks. In cases where trucks are still required for transportation, the Company will transition to electric vehicles (EVs). In addition, the Company will increase the proportion of alternative fuels in electricity generation, such as using municipal waste as fuel instead of coal, while also increasing the use of municipal waste for alternative fuel production in order to generate more carbon credits to offset greenhouse gas emissions.

The Company reduces Scope 2 greenhouse gas emissions to zero by implementing proactive maintenance of machinery to minimize breakdowns in electricity generation, thereby reducing the use of electricity from the Provincial Electricity Authority (PEA).

Phase 2: Medium-Term (2031-2049): Focusing on the adoption of Green Innovation: This phase focuses on the investments in innovation and research to identify advanced technologies (Deep Tech) to support the transition toward Net Zero, such as Carbon Capture, Utilization and Storage (CCUS) and hydrogen technologies, in order to reduce Scope 1 greenhouse gas emissions. The Company will also expand the use of clean energy and renewable energy systems, as well as increase reforestation activities to generate carbon credits for offsetting greenhouse gas emissions. These initiatives aim to prepare the Company to achieve carbon neutrality and become a sustainable industry for the future.

Phase 3: Long-Term (2050): Achieving Net Zero greenhouse gas emissions: This means that the Company will have fully transitioned its production technologies and supply chain systems to green processes. The adoption of clean, flexible, and competitive technologies will strengthen the business and production systems, including negative carbon processes, such as bio-based production processes that result in negative carbon emissions (fuels or raw materials capable of capturing carbon). In addition, Carbon Capture, Utilization, and Storage (CCUS) will play a critical role in enabling the Company to achieve its Net Zero target.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2020 : Greenhouse gas emissions 3,789,673.17 tCO ₂ e	2026 : Reduced by 60% in comparison to the base year	2037 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2020 : Greenhouse gas emissions 3,789,673.17 tCO ₂ e	2037 : Reduced by 100% tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, the Company initiated a waste fuel production project aimed at benefiting the country as a whole. The Company separates community waste and utilizes it as an alternative fuel instead of sending 3.40 million tons of municipal waste to landfills, the country stands to mitigate the release of greenhouse gases from landfills into the

atmosphere by up to 7.89 million tons CO₂e. According to the Thailand Voluntary Emission Reduction Program (T-VER), the conversion of one ton of fresh municipal waste or municipal waste into waste fuel can curtail greenhouse gas emissions by at least 0.543 Ton CO₂e. Conversely, landfill disposal of this waste would contribute to methane gas emissions, which possess a global warming potential 28 times that of carbon dioxide. Hence, for every ton of garbage sent to a landfill, carbon dioxide gas equivalent to 2.32 TONCO₂e would be released.

The Company has been registered for carbon credits by the Greenhouse Gas Management Organization (Public Organization), totaling 2,022,585 tons of carbon dioxide equivalent, and has been certified with the Renewable Energy Certificate (REC) through EGAT for renewable energy production (from waste fuel and residual heat). The Company registered and opened a trading account for the acquired RECs with The International REC Standard (I-REC), amounting to 3,868,891.41 RECs (1 REC represents 1 MWh of electricity produced from renewable energy). This mechanism enables producers and consumers to authenticate their renewable energy generation and consumption, promoting renewable energy production through REC trade and offering renewable energy project investors the opportunity to earn additional revenues through the sale of these energy certificates.

In addition, the Company allocated a budget to projects for the purpose of reducing risks or mitigating the impact of climate change, 7 projects in the amount of Baht 14,094 million. The Company has also expressed its commitment to joining the Thailand Carbon Neutral Network (TCNN) as a pioneering organization in greenhouse gas management.

In addition to reducing greenhouse gas emissions, the Company also places great importance on compliance with environmental laws, particularly in air pollution management. The Company has consistently utilized a system to monitor waste emissions, specifically from the combustion process in power plants, and to monitor the surrounding air quality of several areas near the factory. The Company monitors and controls levels of nitrogen dioxide (NO₂) and sulfur dioxide (SO₂) in each section of the combustion process, while also regulating temperature and fuel-to-air ratio during combustion to maintain waste emission levels within specified criteria.

- TPIPP received an Honorary Plaque under the Thailand Voluntary Emission Reduction Program (T-VER) and the Low Emission Support Scheme (LESS), winning two Outstanding Carbon Credit Awards 2025 for: 1. Outstanding Carbon Credit Project: Waste Management Category 2. Carbon Credit Certification Project 2025 for the Refuse Derived Fuel (RDF) Production Project (from municipal solid waste) These awards recognize the collaboration of all sectors in driving toward a low-carbon society and were presented by the Thailand Greenhouse Gas Management Organization (Public Organization).
- TPIPP jointly declared their commitment to the Energy Conservation Network Energy Beyond Standards 2025 with the Ministry of Energy.
TPIPP received a plaque of appreciation and a declaration of intent certificate for implementing energy conservation measures, recognizing that TPIPL and TPIPP are among 72 leading organizations that have declared their commitment to energy conservation and joined the Energy Conservation Network Energy Beyond Standards 2025 at the EGAT 50th Anniversary Building.
The Energy Conservation Network Declaration of Intent 2025: Energy Beyond Standards 2025 serves as an important platform reflecting collaboration among the public sector, private sector, and industrial sector in driving the implementation of concrete energy conservation measures within organizations. The key objectives are to promote efficient energy use, reduce costs, enhance competitiveness, and support the countrys transition toward clean energy.
- TPIPP received the prestigious 3G Championship Award in Environmental Responsibility 2025 for its steadfast mission to lead in renewable energy by sustainably addressing growing energy demand, while driving proactive strategies to support the Sustainable Development Goals (SDGs) and Climate Goals, with a target of achieving net-zero carbon emissions by 2037.

- TPIPP received the ASEAN ENERGY AWARDS 2025 organized by the ASEAN Centre for Energy. TPIPP received the ASEAN Renewable Energy Project Awards 2025, 1st Runner-Up in the Biofuel Category (ASEAN Renewable Energy Project Awards: Biofuels), for the Refuse Derived Fuel (RDF) Project, Rayong Project, Ban Khai District, Rayong Province.
- TPIPP received the International Finance Awards 2025 in the category of Most Innovative Diverse WTE Business Company Thailand from International Finance Magazine (IFM), a leading global business and finance publication based in the United Kingdom.

This prestigious award reflects TPIPP's leadership in the management of municipal and industrial waste. TPI Polene Power (TPIPP) operates the largest Refuse Derived Fuel (RDF) power plants in ASEAN, located within the same area, with a capacity to handle more than 14,000 tons of waste per day. The Company focuses on converting waste into green energy (Waste-to-Energy) and alternative fuel (RDF) to reduce reliance on fossil fuels and drive a low-carbon society, enabling it to gain recognition on the international stage in the renewable energy sector.

- TPIPP Certified with ISO14064-1 (Carbon Footprint Verification or CFV)
TPIPL and TPIPP had been certified for ISO 14064-1 (Carbon Footprint Verification or CFV), a standard outlining principles and organizational requirements for quantifying and reporting greenhouse gas emissions and reductions, including requirements for designing, developing, managing, reporting, and verifying an organizations greenhouse gas emissions and reduction inventory. The certification was awarded by BSI Group (Thailand) Co., Ltd. (BSI: British Standards Institution).

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	1,858,850.00	2,068,071.16	1,728,486.44
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,718,996.00	1,918,730.76	1,641,922.75
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	12,366.00	11,980.61	13,412.18
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	127,488.00	137,359.79	73,151.51

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.164678	0.186725	0.185398
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1,629.14	1,796.76	1,471.05
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Megawatt-hour of product)	0.75400000	0.78920000	0.63580000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/1346/2025/1774829464489.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : TPI POLENE POWER PUBLIC COMPANY LIMITED Symbol : TPIPP

Market : SET Industry Group : Resources Sector : Energy & Utilities

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Human Rights Policy and Governance

The Company conducts its business by upholding the foundations of human rights and corporate governance under a framework of good corporate governance, with a focus on managing stakeholders throughout the value chain in a transparent, fair, and non-discriminatory manner. This approach aims to create shared economic and social value while driving the Company's BCG Model policy toward sustainable growth.

Commitment to International Standards

As a member of the United Nations Global Compact (UNGC), the Company is committed to conducting its business in accordance with the Ten Universal Principles, covering human rights, labor standards, environment, and anti-corruption, to support growth aligned with the United Nations Sustainable Development Targets (SDGs). The Company has integrated the UNGC principles into its ESG sustainability policies, risk management framework, Code of Conduct, and Supplier Code of Conduct for procurement and contracting in a comprehensive manner. In addition, the Company adheres to internationally recognized frameworks such as the UNGP, OECD and ILO standards as benchmarks for governing its value chain, including employees, suppliers, customers, and local communities, with strict compliance.

Diversity & Inclusion

The Company emphasizes practices that uphold human dignity, covering issues related to race, religion, gender, age, sexual orientation, disability, and nationality. Employee welfare programs are designed with consideration for diversity, such as promoting the role of women in management positions, as well as employing elderly persons, persons with disabilities, and disadvantaged individuals with limitations in economic status and educational/ professional qualifications. This approach ensures that all employees are treated fairly and without discrimination.

Governance Structure and Roles and Responsibilities

The Company has established a Human Rights Working Group to oversee compliance with standards, manage risks, and provide accessible grievance mechanisms, under the supervision of the Sustainability Development Committee and the Risk Management Committee. Human Resources Department serves as the central unit responsible for management.

The roles and responsibilities are as follows:

1. Compliance with Standards : Conduct business in alignment with the Company's policies, labor laws, and the UNGC principles.
2. Risk Management : Conduct Human Rights Risk Assessments covering stakeholders throughout the value chain, and establish proactive mitigation measures to address potential impacts.
3. Governance and Coordination : Monitor and support both internal and external stakeholders to ensure strict compliance with the Company's policies.
4. Grievance and Remedy Mechanism : Provide accessible grievance channels, verify facts, and ensure fair remediation.
5. Organizational Culture Development : Provide training to raise awareness among employees, suppliers, and

contractors throughout the supply chain.

6. Monitoring and Reporting : Report performance results to senior management and relevant committees to support continuous improvement.

7. Transparency and Disclosure : Prepare and disclose the Communication on Progress (CoP) on sustainability performance in accordance with UNGC guidelines on an annual basis.

Management Approach

The Company places importance on protecting and respecting employees rights.

The Company recruits employees with equality and fairness, emphasizing equitable and non-discriminatory recruitment processes, without discrimination based on race, religion, gender, age, sexual orientation, disability, or nationality. Equal opportunities are provided for all, with no use of child labor, conscripted labor, or forced labor. The Company also respects Indigenous Rights and ensures that everyone, including persons with disabilities and disadvantaged groups, has equal access to employment opportunities through its Code of Conduct. In addition, the Company continuously reports information related to equality and human rights.

The Company adheres to human resource management based on respect for human rights and international labor standards, aiming to create a safe, equitable working environment and promote sustainable career advancement, under three key strategies as follows :

1. Protection of Labour Rights and Equal Opportunities

The Company places importance on Diversity & Inclusion, covering race, religion, gender, age, sexual orientation, disability, and nationality. Clear implementation measures include:

- Equal Treatment : The Company emphasizes non-discriminatory recruitment and promotion processes, while strictly implementing measures to protect employees personal data in compliance with laws.
- Labor Relations: The Company upholds Freedom of Association and the right to Collective Bargaining, providing employees with opportunities to participate through the Welfare Committee and employee representatives.
- Prohibition of Illegal Labor : The Company strictly adheres to practices that prohibit the use of child labor, forced labor, and compulsory labor.

2. Capability Development and Fair Remuneration

The Company continuously enhances employees capabilities and motivation through the following measures:

- Fair Performance Evaluation System : Apply clear performance indicators (KPIs) as benchmarks for determining appropriate compensation and employee benefits based on actual performance.
- Promotion of Continuous Learning : Support training and capacity-building programs aligned with job responsibilities to prepare employees and create career advancement opportunities (Career Path) for employees at all levels.

3. Well-being & Safety

The Company focuses on creating a happy workplace under the Happy Workplace concept and in accordance with international safety standards, including:

- Occupational Health and Environment : Manage the working environment to ensure safety and provide adequate necessary facilities in accordance with occupational health standards.
- Employee Voice : Conduct Employee Engagement Surveys annually to gather feedback from employees. The results are analyzed and used to develop policies aimed at enhancing employee care and well-being with maximum effectiveness.

The Company places importance on protecting and respecting the rights of suppliers

The Company is committed to treating suppliers equally and fairly, with a focus on building a sustainable supply chain through transparent governance processes and comprehensive risk management, as follows :

1. Supplier Code of Conduct and Respect for Human Rights

- Require suppliers to strictly comply with the Supplier Code of Conduct for procurement and contracting.
- Labor Protection : Establish policies prohibiting the use of child labor, conscripted labor, and forced labor throughout the supply chain.
- Occupational Health and Safety : Support and oversee suppliers and contractors to ensure safe working systems and

appropriate working environments in accordance with international standards.

2. Transparent and Fair Procurement Process

The Company focuses on establishing a sustainable business partnership system, as follows:

- Equality and Transparency : Ensure fair competition without discrimination, emphasizing transparency at every stage of the procurement process.
- Data Protection : Implement strict measures to protect the personal and business information of suppliers.

3. ESG Risk Assessment

The Company integrates social and environmental considerations into its procurement procedures by conducting an Environmental, Social, and Governance (ESG) Risk Assessment of suppliers on an annual basis. This assessment aims to identify issues that may affect human rights and the stability of the supply chain, and the results are used to enhance the capacity of suppliers to conduct business responsibly alongside the Company.

The Company places importance on protecting and respecting customer rights

The Company is committed to treating customers fairly and responsibly, focusing on delivering products and services that meet international standards, while strictly safeguarding the fundamental rights of customers under the following key principles :

1. Reliable and Safe Service Delivery (Product Responsibility & Safety)

The Company places importance on the production and delivery of stable electricity supply to support energy security and the continuous operations of customers businesses. Safety standards in electricity distribution are regarded as a core priority to prevent potential impacts on the lives and property of customers and other stakeholders.

2. Data Privacy & Security

The Company implements strict measures to safeguard customers personal data and confidential business information to prevent unauthorized access and misuse of data. These practices are aligned with the Companys human rights policy and relevant personal data protection laws.

3. Customer Engagement for Continuous Improvement (Customer Engagement & Improvement)

The Company has established systematic communication and feedback mechanisms to enhance customer satisfaction and operational standards, including :

- Proactive Assessment: Conduct customer satisfaction surveys and evaluations for both power plant customers and Refuse-Derived Fuel (RDF) plant customers on a semi-annual basis.
- Product and Service Development: Analyze evaluation results and customer feedback to improve production quality and refine business processes, enabling the Company to effectively and sustainably respond to evolving customer needs.

The Company places importance on protecting and respecting the rights of local communities

The Company adheres to the principle of Creating Shared Value (CSV) to enhance the well-being of communities surrounding the Companys power plant areas, which are 100% Green Energy power plants, including the power plants and solar power plants in Saraburi Province, as well as the municipal waste power plant of the Songkhla Provincial Administrative Organization, which is a new project, as follows:

1. Community Investment and Development Areas

The Company defines investment areas that cover economic, social, and environmental dimensions to address the actual needs of local communities, including :

- Job Creation and Income Generation: Promote the local grassroots economy through the employment of local workers, with special emphasis on elderly individuals and disadvantaged groups with limited educational qualifications, as well as employing community labor in reforestation and ecological restoration activities.
- Social Participation: Build positive relationships and community engagement by continuously supporting temple and school activities, thereby strengthening the social foundation of the community.

2. Proactive Impact Management

The Company implements systematic monitoring and evaluation processes to reduce concerns and prevent potential impacts from its operations, including :

- Environmental Monitoring: Prepare reports on the implementation of environmental impact prevention and mitigation measures, as well as environmental monitoring measures for power plant projects, including environmental quality monitoring reports (aquatic biological resources) on a semi-annual basis.
- Social Assessment: Prepare economic and social monitoring survey reports, community satisfaction survey summary reports, and reports on the implementation of the Corporate Social Responsibility for Industrial Operators (CSR-DIW) standards on an annual basis, with the results used to continuously improve business operations.

3. Strategic Business Link

The Company integrates community engagement into its business operations to build trust and mutual acceptance from communities in its areas of operation, as follows :

- Risk Reduction : Building relationships with communities and listening to community feedback help reduce the risk of project disruptions and enhance the resilience of value chain
- Socially Responsible Growth : Addressing community concerns and developing proactive mitigation and damage prevention measures help transform communities into strong partners, enabling the Company to grow alongside improvements in the quality of life of people in the area in a stable and sustainable manner.

A Case of Concrete Project Implementation

In 2025, the Company continued the Waste Sorting for Electricity Exchange Community Development Project for the fifth consecutive year (budget : Baht 50,000 per year) at Ban Sub Bon Community (within a 800-meter radius from the power plant). The project addresses concerns regarding waste management by implementing proactive waste management at the source, converting household waste into Refuse-Derived Fuel (RDF), and returning organic fertilizer (a product of TPI Polene Group) to the community to help reduce household expenses and promote safe household agriculture. This initiative represents a Strategic Business Link and integrates community engagement into the Company's value chain (Value Chain Integration), strengthening mutual trust and shared growth. The project is directly connected to the Company's core business, as the waste sorted by the community is fed back into the green electricity generation process, helping to reduce the risk of fuel shortages.

The project recorded a Social Return on Investment (SROI) of 1.34 times (equivalent to a net social gain of Baht 0.34 for every Baht 1 invested). This reflects the effectiveness of transforming the CSR budget into tangible value for communities surrounding the power plant. The project creates added value across economic dimensions (additional income from the sale of waste and agricultural products), social dimensions (knowledge and hygiene), and environmental dimensions (reduction of landfill waste) in a sustainable manner. In addition, the community reported 100% satisfaction with the activities, reflecting that the management approach effectively addressed community needs and successfully reduced concerns among local residents.

Protection and Respect for Children's Rights

The Company places importance on respecting children's rights beyond merely prohibiting child labor. The Company provides child support allowances for employees with children studying at the kindergarten to upper secondary level (Grade 12) or diploma level. The objective is to reduce employees' child-rearing expenses, promote the stability and quality of life of employees' families, enhance employee motivation, and promote an organizational culture that values the family institution. In addition, the Company offers academic excellence scholarships to support the education of employees' children who are studying at the bachelors degree level and consistently achieving strong academic performance. The objective is to promote and support access to quality educational opportunities, while encouraging employees' children to maintain strong academic performance. These initiatives are implemented in accordance with the Children's Rights and Business Principles.

The Company places importance on protecting the fundamental rights of children and implements business practices aligned with the Children's Rights and Business Principles (CRBP) of UNICEF as a framework throughout its value chain, ranging from power plant safety management and community care to supplier governance. The approach is divided into four key areas, as follows:

1. Right to Survival

- The Company requires female employees who become aware that they are pregnant to inform the Company. Failure to disclose such information will be considered a violation of the Company's work regulations.
- The Company will reassign work for pregnant employees to ensure that their duties do not affect the health of the employee or the unborn child, such as changing shift work to daytime work or reassigning tasks that involve heavy lifting to lighter duties, etc.
- The Company allows female employees to take maternity leave without any deduction in ATTENDANCE scores.
- The Company allows male employees to take personal leave to assist their spouse during childbirth, with paid leave of 6 days per year, and from 7 December 2025 onward, the leave entitlement will be extended to 15 days in accordance with the Labour Protection Act (No. 9) B.E. 2568 (2025).
- The Company provides outpatient medical benefits for employees, which also cover their children and spouses.

2. Right to Protection

- The Company does not employ individuals under 18 years of age.
- The Company does not allow contractors to bring workers under 18 years of age to work at the Company.

3. Right to Development

The Company provides child education support scholarships, allowing employees to apply for educational assistance for their children in accordance with the Company's regulations. In addition, the Company promotes an environment that supports the development of youth in communities surrounding the power plants, including support for education and youth health through allocated budgets in various areas, as follows:

- Promotion of Education and Youth Skills: Companies within TPI Polene Group provide 15 continuing education scholarships up to the bachelors degree level, consisting of:
 - Kindergarten level : 3 scholarships (Baht 2,500 per scholarship)
 - Primary to lower secondary level : 10 scholarships (Baht 2,500 per scholarship)
 - Vocational Certificate level : 1 scholarship (Baht 3,500)
 - Bachelors degree level : 1 scholarship (Baht 7,000)

In addition, the Company supports knowledge exchange activities through the Rak Phong Phrai School Network, as well as recreational activities through the M4 Junior youth football team and Nikhom Sang Ton Eng Liang Kho Nom School, including organizing Christmas celebrations and school sports day activities at Ban Sub Bon School.

- Hygiene and Safety in Educational Institutions : The Company places importance on basic quality of life by supporting the chemical-free agriculture project for the school lunch program at Ban Sub Bon School, and by renovating the cafeteria at Ban Khao Mai Kwian School. Furthermore, the Company allocates budget to enhance transportation safety through a student bus maintenance program, and supports Nano Tech paint products and TPI paint to improve the landscape and buildings of the Saraburi Children and Family Home, as well as Saraburi Kindergarten, ensuring that children can learn and live in a clean and safe environment in a sustainable manner.

4. Right to Participation

- The Company provides opportunities for students to visit, study, and observe the Company's production processes, and to share their views on the Company's operations.

Reference link for social and human rights policy and guidelines : <https://tpipolenepower.co.th/index.php/th/sustainable-development/economics-corporate-governance/tax-policy>

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

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

Review of social and human rights policies, : Yes

guidelines, and/or goals over the past year

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

● **Membership in the United Nations Global Compact (UNGC):**

In terms of corporate governance and international cooperation, the Company has enhanced its credibility by becoming a member of the United Nations Global Compact (UNGC), the worlds largest sustainability network under the United Nations. This membership reflects the Companys commitment to conducting business in a manner that respects human rights, labor standards, environmental protection, and anti-corruption principles in a concrete manner.

The Company is committed to responsible business practices by adopting the Ten Principles of the UNGC, which cover human rights, labor, environment, and anti-corruption, as part of its corporate governance framework and business operations.

The Company has integrated the UNGC principles into its ESG policies, risk management system, corporate governance framework, and business practices, while also promoting compliance with relevant laws, international standards, and appropriate stakeholder engagement.

In addition, the Company will continuously disclose progress on its sustainability and ESG performance through its corporate reports, which serve as the Communication on Progress (CoP) in accordance with the UNGC guidelines, reflecting the Companys commitment to creating sustainable long-term value for all stakeholder groups.

In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Groups Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

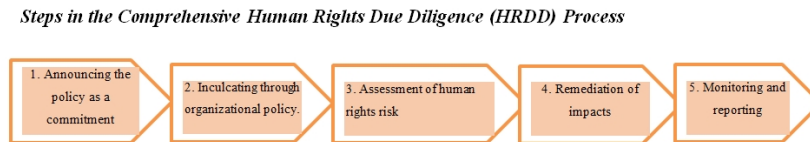
Does the company have an HRDD process : Yes

The Company recognizes the importance of human rights management, as stakeholders within the value chain may be affected by rights violations. To address this, the Company conducts a comprehensive Human Rights Due Diligence (HRDD) process under the supervision of Sustainable Development Working Group, following these steps: Steps in the Comprehensive Human Rights Due Diligence (HRDD) Process

1. Announcing the policy as a commitment
2. Inculcating through organizational policy.
3. Assessment of human rights risk
4. Remediation of impacts
5. Monitoring and reporting

Reference link for the information and an HRDD : <https://tpipolenepower.co.th/index.php/en/sustainability-en/social-en/human-rights-en>

HRDD process diagram



Steps in the Comprehensive Human Rights Due Diligence (HRDD) Process

Information on other social management

Plans, performance, and outcomes related to other social management

Human Rights Operations in 2025 The Company is committed to enhancing human rights management throughout the value chain by establishing strategic targets to proactively prevent and mitigate risks. The Company focuses on building an organizational culture that respects human rights, supported by training and knowledge assessments for all employees through the Code of Conduct handbook, along with plans to expand training programs for continuous capacity development. In 2025, the Company's human rights risk assessment results were at a low level, and no complaints were reported, reflecting the effectiveness of its operational practices and transparent engagement with stakeholders. The key activities undertaken by the Company in 2025 can be summarized as follows :

Overall Stakeholder Engagement The Company places importance on comprehensive engagement with stakeholders to identify and review Salient Human Rights Issues, integrating them into the normal business operations process through key departments such as Human Resources Department, Purchasing Department, Production Department, and ESG Department, with the following operational approaches:

1. Proactive Listening and Interaction Mechanisms: By continuously building relationships and listening to feedback from employees, suppliers, and communities surrounding the power plants, the Company gathers information to be analyzed together with the results of human rights risk assessments. This ensures alignment with potential impacts that may occur both within and outside the organization.
2. Negotiation and Consultation Channels: For example, the establishment of a Welfare Committee to serve as a representative body for employees in strengthening relationships and safeguarding employee benefits. The Committee holds formal meetings at least four times per year to provide a platform for listening to suggestions and concerns, leading to the continuous improvement of the working environment.
3. Translating Information into Actionable Insights: The Company regularly engages in discussions with stakeholders on human rights issues, with meeting minutes recorded and concerns systematically summarized. The outcomes of these discussions are analyzed to improve preventive measures, mitigate potential impacts, and serve as a key input for the annual human rights risk assessment.

Engagement with Internal Stakeholders

1. Employees - There were 0 cases of conscripted labor, forced labor, or child labor below the legal working age. - The Company has established a Welfare Committee, which serves as a representative body for employees in exercising their rights to collective bargaining and in discussing agreements that affect employees well-being. The Committee provides a platform to receive suggestions and continuously improve

employee welfare. Human Resources Department acts as the coordinator with the management to drive these suggestions into concrete actions. Meetings to follow up on progress are scheduled every three months, with four meetings held in 2025. - The Company has also established an Occupational Health and Safety Committee, consisting of employees who serve as Safety Officers, acting as representatives of employees in monitoring and proposing risk management approaches in the workplace. The Committee follows up on the progress of occupational health and safety measures for employees and integrates employees feedback into the Company's safety policies to ensure continuous alignment with the ISO 45001 international standard. Progress review meetings are held once a month, with 12 meetings conducted in 2025. - In 2025, the Company strengthened its good corporate governance and human rights management by establishing a Human Rights Working Group under the supervision of the Sustainability Development Committee and the Risk Management Committee, with Human Resources Department serving as the core unit responsible for driving the initiative. The Working Group is responsible for monitoring, tracking, and assessing human rights risks comprehensively, while integrating employees suggestions into the Company's policies. The initiative focuses on protecting employees rights and well-being in alignment with international standards, such as the United Nations Guiding Principles (UNGP) and the International Labour Organization (ILO) standards. Follow-up meetings are scheduled every four months, and in 2025 the first meeting was held to establish a systematic operational foundation. - The Company is committed to promoting equality and reducing social inequality through a non-discriminatory employment policy. In 2025, the Company implemented concrete initiatives to promote employment opportunities for individuals who require additional support in accessing employment opportunities, as follows: - Employment Opportunity Creation : The Company recruited a total of 105 new employees (98 general employees and 7 elderly employees), including the employment of 198 disadvantaged individuals with limitations in economic status and educational/ professional qualifications. - Promotion of the Quality of Life for Persons with Disabilities in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), totaling 12 persons, representing 1.02% of the total workforce of 1,175 employees, as follows: 1) Direct employment (Section 33) : 2 persons 2) Contribution to the Empowerment of Persons with Disabilities Fund (Section 34): 2 persons 3) Sustainable livelihood creation (Section 35): Financial support of more than Baht 984,040 (Baht 123,005 per person) provided to 8 persons with disabilities in Songkhla Province (the location of the Company's Songkhla Provincial Administrative Organization community waste power plant) and nearby provinces to create sustainable careers through agricultural projects, such as cattle raising, integrated farming, and oil palm cultivation. - Continuously manage and develop the potential and skills of personnel, covering safety, specialized job skills, enhancement of management capabilities, and career development. In 2025, the Company provided a total of 28,183 training hours. The average number of training days per employee was 4 days, and the average training hours per employee were 23.99 hours per employee per year, which exceeded the target of no less than 20 hours per employee per year. - In 2025, the measure of employee satisfaction and engagement revealed an average total score of 83.70%, surpassing the Company's target of 75%. Leveraging the results from the employee opinion survey, the Company has consistently crafted activities aimed at fostering positive relationships with employees to maximize their satisfaction levels. - Concerning the occupational health and safety of employees, the Company observed zero work-related fatalities, zero injuries stemming from high-impact work, and zero illnesses due to occupational diseases, all aligning with the Company's established goal of occupational health and safety. - The Company has established channels for employees to submit complaints, suggestions, and whistleblowing reports, encouraging them to express their opinions or raise concerns about working conditions. These channels are clearly defined and publicly communicated as part of the Company's policy, ensuring that all employees can participate in open and safe communication with management. - The Company adjusts its base wage rate in accordance with changes to the legally mandated minimum wage, ensuring compliance with relevant standards and regulations. - The Company provides competitive, above-market compensation along with additional benefits, such as accommodation and travel allowances for employees working in other provinces, to enhance motivation and promote long-term commitment to the organization. Engagement with External Stakeholders 1. Suppliers - Suppliers, amounting to 99.11% of a total of 565 suppliers, have signed to acknowledge the Supplier Code of Conduct concerning human rights practices, which the Company emphasizes for strict compliance by suppliers. - The economic risk arising from the Company's suppliers and

the ESG Risk (environmental, social, and corporate governance) were assessed with 31 suppliers in Critical Tier 1, accounting for 5.49% of a total of 565 suppliers. The assessment concluded that they met reliable criteria, indicating no economic risk from suppliers and no ESG risk across all assessment topics. - The Company enhances the human rights risk management process by focusing on reducing the risk of human rights violations and improving the quality of life in the working environment, which covers labor, health, safety, and well-being. Additionally, it provides knowledge to foster understanding and awareness about the importance of respecting human rights, and conducts random inspections through actual field visits. As a result of these efforts, it was found that suppliers had no cases of human rights violations.

2. Customers - Continuously generating and delivering stable electricity and safe in supplying electricity - The overall satisfaction assessment from power plant customers, including EGAT and TPI Polene Public Company Limited, averaged 100%. The Company has established a yearly satisfaction goal for these customers of no less than 80%. - The overall satisfaction assessment from customers of the waste-fueled power plant and TPI Polene Public Company Limited averaged 91.75%. The Company has established a yearly satisfaction goal for these customers of no less than 80%. - The Company utilizes customer satisfaction assessment results to enhance business operations through research and development, technology, innovation, and service improvements. This includes increasing the efficiency, and reliability of electricity production, as well as raising the quality standards of waste fuel production. - The Company consistently delivers electricity to all customers while ensuring safety, which is a basic right and promotes a good quality of life for the customers of the Company and its affiliates. - Protection of Customer Data Confidentiality

3. Local Communities and Children - The Company produces high-quality and efficient electricity using modern, environmentally friendly technology that minimizes impacts on the community and society. This aligns with the policy of reducing coal fuel usage, which generates high pollution, by transitioning to renewable energy sources. - A survey is conducted to assess community conditions and concerns of communities and society that may be affected by the Company's operations. The following reports have been prepared for 2025: A report on compliance with measures to prevent and mitigate environmental impacts, as well as monitoring and inspection of environmental impacts; A report on the economic and social impact assessment of the Company's power plant projects; A summary report on community satisfaction with the Company's power plant projects; A report on operations in accordance with the CSR-DIW continuous social responsibility standards for entrepreneurs. The survey results and collected data on community and societal impacts (if any topics are identified) are analyzed, and appropriate improvements are implemented to mitigate these impacts effectively. - The Company supports the local economy by promoting employment in the communities where its factories are located. A total of 1,078 employees are employed at Saraburi plant and the Songkhla Provincial Administrative Organization community waste power plant, representing 91.74% of the total workforce of 1,175 employees. In 2025, the Company also recruited 74 new employees from the local areas where the operations are located, accounting for 70.47% of the total 105 new employees. This reflects the Company's commitment to strengthening economic stability and promoting sustainable local employment. - Throughout 2025, companies under TPI Polene Group have continuously supported natural resource and environmental conservation by collaborating with agencies and communities in Saraburi Province to organize various activities. These efforts include Muak Lek River Conservation Day at Chet Sao Noi Waterfall National Park in partnership with Muak Lek District, tree planting projects to restore forests and expand green spaces in collaboration with the Thap Kwang Research Station, Faculty of Forestry, Kasetsart University, and tree planting activities to honor His Majesty the King's 6th cycle birthday anniversary. Reforestation efforts have taken place in many areas across community forests, national forest reserves, and educational institutions, with more than 10,667 trees planted, covering a total area of 150 rai. These activities aim to create green spaces, reduce greenhouse gases and air pollution, prevent soil erosion, and restore biodiversity. - The Company fosters participation and executes projects aimed at enhancing the quality of life for individuals in communities surrounding the power plants and society at large. These initiatives adhere to principles emphasizing respect for fundamental rights and job security. - The Company has supported various public benefit projects and activities, amounting to approximately Baht 94.36 million in total, contributed to legally registered non-profit organizations, benefiting communities, educational institutions, temples, hospitals, and various government agencies. Focusing on support through the Company's product innovations (In-kind Donations) with the goal of developing

infrastructure and sanitation, the Company donates health products and products of the TPI Polene Group, including cement, construction materials for the development of public facilities, organic bio-fertilizers to promote sustainable agriculture, drinking water, and health products to prevent pathogens, to tangibly elevate the quality of life and well-being of the people. - The Company has supported the voluntary budget to help communities and society surrounding these power plants as follows: (1) The health insurance fund for communities within a 5-kilometer radius of the power plant has been in operation since 2019 to provide relief for illnesses potentially caused by the project. As of the end of 2025, the fund has accumulated a total of Baht 4,049,639.67. (2) The fund for research projects focusing on community career development, natural resource conservation, and environment restoration has been operational since 2020. By the end of 2025, the fund has accumulated a total of Baht 3,206,800. (3) The budget supporting personnel quality, medical equipment, and public health research has been operational since 2020. By the end of 2025, this budget had accumulated a total of Baht 8,384,127.85. (4) The budget supporting occupational health and safety to be used for supporting the increase of the hospital's potential, promoting sub-district health facilities and public health personnel has been operational since 2019. By the end of 2025, this budget had accumulated a total of Baht 356,273. (5) The budget supporting biodiversity for supporting tree planting activities and increasing forest areas for communities and related agencies, has been operational since 2020. By the end of 2025, this budget had accumulated a total of Bath 1,386,000. - In 2025, companies under TPI Polene Group continuously provided 15 scholarships to children, supporting their education up to the bachelors degree level, as follows: - Kindergarten level : 3 scholarships (Baht 2,500 per scholarship) - Primary to lower secondary education: 10 scholarships (Baht 2,500 per scholarship) - Vocational Certificate level : 1 scholarship (Baht 3,500) ; and - Bachelors degree level : 1 scholarship (Baht 7,000) In addition, the Company supports knowledge exchange activities under the Rak Phong Phrai School Network, as well as recreational activities through the M4 Junior youth football team and Nikhom Sang Ton Eng Liang Kho Nom School, including organizing Christmas activities and the school sports day at Ban Sap Bon School.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

Management Guidelines

Compliance with Code of Conduct and Labor Standards: The Company prioritizes adherence to the Code of Conduct and labor laws at both national and international levels. It upholds international human rights principles, including the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Rights at Work, as well as Thai labor laws, such as the Labor Protection Act, B.E. 2560 (2017). The Company conducts annual workforce planning to ensure an appropriate number of employees to support its operations, thereby reducing the risk of excessive working hours. The Company is committed to providing attractive compensation, offering remuneration above the market average, while placing strong emphasis on equitable pay practices. Committed to responsible operations, the Company ensures fair treatment of all workers within its organization and supply chain. By complying with these standards, the Company promotes organizational sustainability and strengthens international trust. Key commitments include:

1. The Company strictly enforces a Zero Tolerance policy against child labor across all operations and throughout its supply chain, as stipulated in the Code of Conduct and the Supplier Code of Conduct for Procurement and Contracting. The Company implements rigorous identity verification and age screening measures in accordance with international standards. In addition, the Company extends its commitment to child rights protection by supporting 15 educational scholarships, ranging from kindergarten to undergraduate level, and by collaborating with school networks and community recreational activities to develop youth skills. These initiatives aim to enhance quality of life and establish a sustainable educational foundation.
2. The Company does not support or engage in any form of forced labor. Clear policies are communicated through the Code of Conduct and the Supplier Code of Conduct for Procurement and Contracting, and training programs are conducted to enhance knowledge and awareness among employees, suppliers, and contractors. These measures ensure that operations comply with laws and corporate ethics. The Company also implements practical preventive measures against forced labor throughout the employment cycle, confirming voluntary employment and extending screening processes to cover suppliers and contractors.
3. The Company is committed to managing equality and equal opportunity through a non-discrimination policy that applies across all organizational operations, with continuous and transparent public disclosure. The policy imposes no limitations based on race, religion, gender, age, sexual orientation, disability, nationality, or Indigenous Rights. The

Company maintains an open and inclusive recruitment and selection process for candidates from all target groups, without restrictions related to personal beliefs or physical characteristics. It also promotes employment opportunities for individuals of all age groups, including the elderly, in accordance with job suitability, while providing tangible career opportunities for persons with disabilities and disadvantaged groups. These practices reaffirm the Company's commitment to maintaining a workplace environment that respects human value and equality in all aspects, in alignment with international standards.

4. The Company does not use gender identity and sexual orientation as barriers to employment opportunities. Job announcements do not impose gender restrictions, and gender or sexual orientation is not used as a criterion for promotion. Instead, knowledge, competence, and job performance are used as the primary evaluation criteria. In addition, the Company's work regulations strictly prohibit sexual harassment, including any acts of indecent or inappropriate behavior toward employees.

5. The Company prioritizes labor risk management at every stage by assessing labor risks, including child labor, forced labor, and discrimination. This assessment extends to external labor partners and contractors within the supply chain.

6. Targeted and Efficient Recruitment: The Company adopts a proactive recruitment approach by leveraging online technology to reach target candidates, aligning with the new normal. Recruitment channels have been expanded, processes streamlined for faster hiring, and applications are now stored in a digital system for improved efficiency. Additionally, the Company engages with young students through various initiatives, including a job placement program for recent graduates. This program includes final orientation sessions to prepare them for the workforce, along with guidance on work-related knowledge and experience. For critical positions, candidates undergo a comprehensive selection process, including a potential assessment (Psychometric Test) and an interview conducted by a committee to ensure the selection of individuals with the appropriate knowledge, experience, and capabilities.

7. The Company has a policy to support equitable compensation and ensure compliance with laws. Employees are offered attractive remuneration packages and salary adjustments that exceed the average level in the labor market, with wages sufficient to support a decent standard of living. This approach is intended to attract high-quality personnel and enhance work performance. In addition, the Company provides additional welfare benefits, such as accommodation and travel allowances for employees who are required to work in other provinces. These benefits serve as further incentives that help the organization attract and retain capable employees, while also improving workforce effectiveness in the long term.

8. The Company establishes a systematic workforce planning framework and conducts annual reviews to ensure that the number of personnel is appropriate and sufficient for the workload across all operational stages. This approach serves as a key mechanism for managing working hours at an appropriate level, thereby reducing the risk of unnecessary excessive overtime.

9. The Company conducts annual wage surveys of competitor businesses and other organizations located in nearby areas to compare compensation levels and determine appropriate employment and salary adjustment policies. Salary adjustments are provided annually for all employees based on their performance. In cases where the government announces an increase in the minimum wage in the area, the Company adjusts wages accordingly to maintain an appropriate standard of living for employees according to their job levels, even though the wages for certain positions may already be higher than the government-announced minimum wage. In addition, when employees resign, the Company conducts exit interviews to gather feedback on various aspects, including income and welfare benefits, which are then used to review and improve the Company's compensation and benefits policies.

10. The Company conducts clear and fair performance evaluations based on each employee's position, considering factors such as work achievements, initiative, leadership, planning, problem-solving skills, and attendance. Evaluations are carried out every four months, in April, August, and December. The average evaluation results for the year are used to determine salary adjustments, annual compensation, and promotion considerations, based on employees' abilities and performance.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Child labor	Employment	2024: -	2024: The Company, labor contractors and subcontractors have not hired child labor, coerced labor and forced labor

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employment Performance Results in 2025

1. The Company supports the local economy through employment in communities where its factories are located. A total of 1,078 permanent employees are employed at Saraburi plant and Songkhla Provincial Administrative Organization Municipal Waste Power Plant, representing 91.74% of the total workforce of 1,175 employees. In 2025, the Company also recruited 74 new employees from local communities, accounting for 70.47% of the total 105 new hires. This reflects the Company's commitment to strengthening economic stability and promoting sustainable local employment.

2. Employee turnover rate was equal to 2.13%, which indicates the efficient retention of the Company's personnel.

3. 60 Employees who voluntarily resigned, accounting for 5.11% of a total of 1,175 employees.

4. The Company promotes equal employment opportunities without discrimination, covering general employees, the elderly, disadvantaged groups, and persons with disabilities, in order to enhance quality of life and reduce social inequality. The key highlights in 2025 are summarized as follows:

- Creation of Employment Opportunities

The Company hired a total of 105 new employees (98 general employees and 7 elderly employees). In addition, the Company provided employment opportunities to 198 disadvantaged individuals who face limitations related to economic status and educational/ professional qualifications.

- Promotion of Quality of Life for Persons with Disabilities: In accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), the Company employed a total of 12 persons with disabilities, representing 1.02% of the total workforce of 1,175 employees, as follows:

1) Direct employment (Section 33): The Company directly employed 2 persons with disabilities to work within the organization.

2) Contribution to the Empowerment of Persons with Disabilities Fund (Section 34): The Company contributed to the fund to support the employment of 2 persons with disabilities.

3) Area-based livelihood promotion (Section 35): The Company provided financial support of more than Baht 984,000 (Baht 123,005 per person) to 8 persons with disabilities residing in Songkhla Province (the location of the Company's

Songkhla Provincial Administrative Organization municipal waste power plant) and nearby provinces. This support aims to create sustainable careers through agricultural projects such as cattle farming, integrated farming, and oil palm cultivation.

5. . The Company prioritizes the employment of individuals with disabilities by offering wage rates based on educational qualifications, similar to those for general employees. The Company adheres to the principle of Equal Pay for Equal Work. Additionally, the Company supports adjustments to the work environment to promote equality and reduce discrimination within the organization.

6. The Company places importance on the principle of Equal Pay for Equal Work. It strictly complies with Thai labor laws and establishes its compensation structure based on job position, responsibilities, and employee competencies. For the employment of persons with disabilities, the Company applies the same wage rates based on educational qualifications as those applied to general employees. In addition, the Company provides basic skills training programs and on-the-job training, with supervisors assigned to guide and support the development of persons with disabilities and disadvantaged groups on an individual basis.

7. The Company implements initiatives to promote knowledge and skills among young people nearing the completion of their bachelor's degree. These initiatives include attending final orientation events at various universities, which help prepare students for the future and provide valuable experiences, increasing their chances of successfully entering the labor market.

8. To enhance employee data system development, a new software system has been developed to support the efficient collection and management of employee data. The Company verifies applicants age information in accordance with the chain of command within Human Resources Department, as specified in the Standard Operating Procedures (SOP) and the Human Resources Work Instructions (WI).

9. No child labor, no forced labor, and no compulsory labor are used. Supplier Code of Conduct is required for all business partners to sign with 99.11% of all suppliers (565 suppliers) having signed the agreement.

10. The Company collects data on various issues related to the employment process, including offer rejection rates, employee turnover rates, and the reasons for offer rejection and resignation. The Company also gathers information on job applicants expectations to improve the recruitment process, reduce offer rejection rates, enhance hiring quality, increase the Offer Acceptance Rate, and improve the Candidate Experience Score.

11. The Company plans to improve its recruitment management system based on the risk analysis report related to the loss of talented personnel (Talent Loss Risk) arising from the recruitment process, particularly cases where applicants withdraw before employment. This situation may occur when candidates salary expectations exceed their experience, making it difficult for the Company to attract highly qualified personnel. To address this issue, the Company has expanded communication channels with job applicants and collects data on candidates who decline offers. This information is used to improve recruitment development plans and ensure that the recruitment process is aligned with the changing labor market conditions

12. The Company conducts an annual labor risk assessment carried out by the Human Rights Working Committee, with Human Resources Department serving as the primary responsible unit (as part of its job description). This process ensures concrete and continuous monitoring. The risk assessment analyzes activities in which the Company interacts with employees, suppliers, customers, and local communities throughout the value chain

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,141	1,151	1,175
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	1141	1151	1175
Male employees (persons)	1028	1047	1063
Percentage of male employees (%)	90.10	90.96	90.47
Female employees (persons)	113	104	112
Percentage of female employees (%)	9.90	9.04	9.53

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	322	269	217
Percentage of employees under 30 years old (%)	28.22	23.37	18.47
Total number of employees 30-50 years old (Persons)	684	727	781
Percentage of employees 30-50 years old (%)	59.95	63.16	66.47
Total number of employees over 50 years old (Persons)	135	155	177
Percentage of employees over 50 years old (%)	11.83	13.47	15.06

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	308	259	203

	2023	2024	2025
Percentage of male employees under 30 years old (%)	29.96	24.74	19.10
Total number of male employees 30-50 years old (Persons)	608	657	708
Percentage of male employees 30-50 years old (%)	59.14	62.75	66.60
Total number of male employees over 50 years old (Persons)	112	131	152
Percentage of male employees over 50 years old (%)	10.89	12.51	14.30

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	14	10	14
Percentage of female employees under 30 years old (%)	12.39	9.62	12.50
Total number of female employees 30-50 years old (Persons)	76	70	73
Percentage of female employees 30-50 years old (%)	67.26	67.31	65.18
Total number of female employees over 50 years old (Persons)	23	24	25
Percentage of female employees over 50 years old (%)	20.35	23.08	22.32

Number of employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of employees in operational level (Persons)	926	948	979
Percentage of employees in operational level (%)	81.16	82.36	83.32
Total number of employees in management level (Persons)	213	199	192
Percentage of employees in management level (%)	18.67	17.29	16.34
Total number of employees in executive level (Persons)	2	4	4
Percentage of employees in executive level (%)	0.18	0.35	0.34

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	837	865	887
Percentage of male employees in operational level (%)	81.42	82.62	83.44
Total number of male employees in management level (Persons)	189	178	172
Percentage of male employees in management level (%)	18.39	17.00	16.18
Total number of male employees in executive level (Persons)	2	4	4
Percentage of male employees in executive level (%)	0.19	0.38	0.38

Number of female employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	89	83	92
Percentage of female employees in operational level (%)	78.76	79.81	82.14
Total number of female employees in management level (Persons)	24	21	20
Percentage of female employees in management level (%)	21.24	20.19	17.86
Total number of female employees in executive level (Persons)	0	0	0
Percentage of female employees in executive level (%)	0.00	0.00	0.00

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	1,047	1,019
Bangkok Metropolitan (Person)	N/A	54	42
Northern (Person)	N/A	0	0
Central (Person)	N/A	993	977
Northeastern (Person)	N/A	0	0
Southern (Person)	N/A	0	0

	2023	2024	2025
Eastern (Person)	N/A	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	104	103
Bangkok Metropolitan (Person)	N/A	43	36
Northern (Person)	N/A	0	0
Central (Person)	N/A	61	67
Northeastern (Person)	N/A	0	0
Southern (Person)	N/A	0	0
Eastern (Person)	N/A	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	0	0
Total male employees working abroad (Person)	N/A	0	0
Total female employees working abroad (Person)	N/A	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	3	2	2
Percentage of disabled workers to total employment (%)	0.26	0.17	0.17

	2023	2024	2025
Total number of employees with disabilities (Persons)	3	2	2
Percentage of disabled employees to total employees (%)	0.26	0.17	0.17
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	708,817,865.96	605,606,709.47	690,769,660.21
Average of remuneration of employees (Baht/persons)	621,225.12	526,157.00	587,889.07

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company contributes 3.0% of each employee's salary to the Provident Fund, and employees are required to contribute at least 3.0% of their salary. In May 2016, the Company started to contribute money to the Provident Fund and for the year ended December 31, 2025, the Company recognized expenses related to the Provident Fund in the amount of 11,236,631.58 baht

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1141	1151	1175
Number of employees joining in PVD (persons)	1020	1019	1031
Number of PVD members / Total employees (%)	89.40	88.53	87.74
Number of PVD members / Total eligible employees (%)	89.40	88.53	87.74

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	N/A	N/A	11,802,985.00
Total amount of provident fund contributed by employee (baht)	N/A	N/A	11,802,985.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
TPI POLENE POWER PUBLIC COMPANY LIMITED	Yes	1,175	1,175	1,031	87.74	87.74

Information on employee development

Employee training and development

	2023	2024	2025

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	33.88	23.45	23.99
Total amount spent on employee training and development (Baht)	1,592,738.81	909,825.91	432,029.50
Percentage of training and development expenses to total expenses (%) ^(*)	0.000212	0.000124	0.000066
Percentage of training and development expenses to total revenue (%) ^(*)	0.000141	0.000082	0.000046

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,287,872.00	2,458,649.00	3,035,096.00
Total number of hours worked by employees (Hours)	2,287,872.00	2,458,649.00	3,035,096.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	N/A	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	0

	2023	2024	2025
Percentage of employees that lost time injuries for 1 day or more (%)	0.09	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.44	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.09	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	75	66	60
Total number of male employee turnover leaving the company voluntarily (persons)	51	40	49
Total number of female employee turnover leaving the company voluntarily (persons)	24	26	11
Proportion of voluntary resignations (%)	6.57	5.73	5.11
Percentage of male employee turnover leaving the Company voluntarily (%)	68.00	60.61	81.67
Percentage of female employee turnover leaving the Company voluntarily (%)	32.00	39.39	18.33

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines :
Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection
- Offer electricity at fair and appropriate prices
- Stable and safe power generation and delivery with uninterrupted power supply
- Power generation with environmentally friendly technology that does not cause any impact on communities and society
- Compliance with agreements and contracts
- Give importance to listening and responding to complaints.

Respect for human rights without infringing upon the personal data of customers, prioritizing the importance of listening and responding to complaints.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Satisfaction	2025: -	2027: • Satisfaction of power plant customers (2 customers: EGAT and TPI Polene Public Company Limited) is not less than 80% per year.
• Development of customer satisfaction and customer relationship	Satisfaction	2025: -	2027: Satisfaction of solid waste fuel customer (TPI Polene Public Company Limited) is not less than 80% per year.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Operating Results

- Continuously generating and delivering stable electricity and safe in supplying electricity
- The overall satisfaction assessment from power plant customers, including EGAT and TPI Polene Public Company Limited, averaged 100%. The Company has established a yearly satisfaction goal for these customers of no less than 80%.
- The overall satisfaction assessment from customers of the waste-fueled power plant and TPI Polene Public Company Limited averaged 91.75%. The Company has established a yearly satisfaction goal for these customers of no less than 80%.
- The Company utilizes customer satisfaction assessment results to enhance business operations through research and development, technology, innovation, and service improvements. This includes increasing the efficiency, and reliability of electricity production, as well as raising the quality standards of waste fuel production.
- The Company consistently delivers electricity to all customers while ensuring safety, which is a basic right and

promotes a good quality of life for the customers of the Company and its affiliates.

- Protection of Customer Data Confidentiality

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 02-285-5090

Fax : 02-285-5918

Email : orapinr@tpipolene.co.th

Company's website : <https://tpipolenepower.co.th/index.php/th/>

Address : 26/56 Chan tad Mai Road, Thungmahamek, Sathorn,
Bangkok 10120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : <https://tpipolenepower.co.th/index.php/en/en-investment/social-responsibility>

Information on community and social management plan

Community and social management plan

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

Management guidelines

Throughout the past operations, the Company has always taken into account the impact that may occur on society and communities, covering all sources of operations of the Company (100%) ^(GRI 413-1) due to the investment in each project of the Company is a large-scale project which may have risks at any stage with the potential to create both social and environmental impacts. The Company places importance on the impact assessment process based on the ability to respond to the needs or expectations of affected communities. The Company supports the local economy by providing employment in the communities where its plants are located, demonstrating its commitment to creating economic stability and promoting sustainable employment in the area.

Methods or processes for evaluating the impacts on communities due to the organization's operations

The Company has operated in accordance with relevant regulations by providing information and details of numerous projects that have been carried out transparently in order to obtain opinions and suggestions of the communities to be taken into account before and after the operation of the projects, as well as establishing a committee representing the sectors of the communities to participate in the operation of the Company in monitoring and proposing complaints or suggestions in order to communicate and resolve arising problems.

In addition, the Company has set up funds for the community which are additional voluntary funds that are not stipulated in the law, managed by community representatives.

The Company has also organized open house activities for community representatives, educational institutes, government agencies, or related private sectors to visit the management process and factories in order to give an opportunity to see the actual conditions and have the opportunity to communicate directly.

Learn more details at Organization of CSR activities for communities in the area where the plants are located to listen to problems and solve the impacts on a regular basis

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	• The employment rate for factory-area employees	2025: -	2026: The employment rate for factory-area employees is set to exceed 50% of the Company's total new hires each year.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The Company places importance on proactive impact management, beginning with the transparent disclosure of project information and the organization of public consultation forums with all sectors. Feedback from communities is incorporated to improve operational plans both before and after project implementation to ensure alignment with the genuine needs of the area.

To ensure transparency in oversight, the Company has established a multi-stakeholder committee comprising community representatives to jointly monitor operations and provide direct recommendations for problem-solving. The Company also supports funding through a voluntary community development fund, which is managed by local community members themselves, to promote economic stability with shared ownership within the community.

In addition, the Company opens its factories for community representatives and relevant organizations to visit through Open House activities to enhance understanding of actual operational conditions and standardized environmental management practices. This direct communication helps build trust and sustainably reduce public concerns. Further details can be found in the section on the CSR activity implementation plan for communities in the factories surrounding areas.

Performance Results

1. The Company supports the local economy through employment in communities surrounding its operational sites. In 2025, the Company employed 1,078 permanent employees at Saraburi plant and Songkhla Provincial Administrative Organization Municipal Solid Waste Power Plant, representing 91.74% of the total workforce of 1,175 employees. In addition, 74 new employees were recruited from the local area, accounting for 70.47% of the total 105 new employees. This reflects the Company's commitment to strengthening economic stability and promoting sustainable local employment.

2. In 2025, there were no disputes or complaints from local communities surrounding the plant areas. As a result, the number of claims for remedies and damages was 0 cases, and the compensation value was Baht 0, reflecting the effectiveness of the Company's proactive impact management.

Establishment of a power plant fund to promote and support social responsibility activities

The Company has provided financial support by establishing funds with the objective of promoting the care of

communities in the areas surrounding the Company's power plant operations for educational institutions, research institutes, academics, and community representatives, and the Company has participated in the implementation of the projects for the following purposes:

1. Health insurance fund for communities surrounding the power plant

For the benefit of being collateral for the treatment of illnesses of people in a radius of 5 kilometers around the projects in the event that the illness is caused by the operation of the projects, 1,000,000 baht will be deposited into the fund account in the first year and 500,000 baht in subsequent years every year. From the year 2019 to the end of 2025, the fund has accumulated a total amount of 4,049,639.67 baht.

2. Fund for research projects for community career development and resource conservation and restoration of nature and environment

To support research and development related to the conservation and restoration of natural resources and the environment, as well as the promotion of occupational capacity and community development, the Company allocates a budget of Baht 200,000 per project, with no fewer than 2 projects per year from 2019 to the end of 2025. The total accumulated fund amounts to Baht 3,206,800.

3. Quality of medical equipment and personnel and public health research support budget

To support public health activities in the areas to promote and monitor health at the sub-district, district, and provincial levels, such as supporting the training of village health volunteers, supporting research budgets, monitoring health impacts, purchasing medical equipment, and supporting public health personnel, etc., with a fund of 300,000 baht each year. From the year 2020 to the end of 2025, the fund has accumulated a total amount of 8,384,127.85 baht.

4. Occupational health and safety support budget

To support the increase of the hospital's potential, promote sub-district health and public health personnel, maintain the health of people in the areas by supporting medical supplies and equipment, annual training and practice from personnel in occupational health or hygiene or occupational science, with a fund of 300,000 baht each year. From the year 2019 to the end of 2025, the fund has accumulated a total amount of 356,273 baht.

5. Biological resources support budget with operating budget of Baht 300,000 per year

Supporting forest restoration activities for communities and related agencies, with a focus on reforestation, reflects the organizations commitment to increasing green space in the area. In the future, the Company hopes that the operational area will serve as a lung to help absorb air pollution, provide a habitat for local wildlife, restore water sources, and offer a food source for communities. This initiative has been implemented through the Environmental Foundation for Life from 2019 until the end of 2025, with a total accumulated support budget of Baht 1,386,000

Social Activities (GRI 413-2)

TPI Polene Group focuses on advancing corporate social responsibility through a systematic approach to community relations strategies and corporate-level social initiatives. In 2025, the Company provided financial support and products within the Group, such as cement, construction materials, bio-organic fertilizers, and hygiene products (in-kind donations), to government agencies and non-profit organizations, with a total value of Baht 94,365,232.55. This support aims to promote public benefit development and enhance the quality of life of people in society, enabling sustainable growth alongside the business.

(4.1) Community Relations

The Company has solid waste fuel production plants located in various communities. The Company has a proactive policy for every production unit to support hygiene and reduce the impact of epidemics, without waiting for the community to request assistance. The Company provides important supports to surrounding communities and society as follows:

(1) Promoting Healthy Communities: The Company provides mobile medical services under the Annual Health Care Program, offering health check-up services for community residents, including chest X-ray examinations, complete blood count tests, and vision screening, for people in Kaeng Khoi District and Muak Lek District, Saraburi Province.

(2) Promoting and enhancing the quality of life for Thai people, the Company has partnered with the 2nd National Blood Service Sector (Lopburi Province) and the Red Cross Society of Saraburi Province to organize blood donation activities. TPI Polene Group's executives, employees, and contractors joined in donating more than 213,200 cc of blood to assist patients in Saraburi and nearby provinces.

(3) Implementing the Waste Separation for Electricity Exchange Community Development Project to provide knowledge on household waste separation and reduce the volume of waste within the community by supplying waste to the Company for use in electricity generation. The project helps reduce environmental impacts, promotes better health and hygiene in daily life, and encourages community members to form groups to drive the activities continuously. It also creates additional income opportunities for people in the community.

(4) Green Area Expansion Tree Planting Project 2025: A total of 2,000 trees were planted at the TPI Cement Plant, Saraburi Province. The objective of this initiative is to increase green areas within the plant premises, which helps improve the surrounding ecosystem and contributes to the absorption of carbon dioxide accumulating in the atmosphere. In addition, the Company donated TPI organic fertilizer and Sang-Mon bamboo seedlings to the Tha Sabok Community Forest Network in Kaeng Khoi District. The Company also donated TPI organic fertilizer to Thap Kwang Town Municipality, Wat Tao Pun School, and the Forest Tree Nursery Stations in Muak Lek District and Chaloem Phra Kiat District, Saraburi Province, for use in tree planting and seedling propagation projects, with the seedlings later distributed to the public.

(5) The Rak Pla Rak Pa Sak Project aims to restore freshwater aquatic resources in natural water sources to increase fish populations. The project also promotes collaboration between the Company and local communities, enabling residents to have aquatic resources for consumption, while also creating employment opportunities, generating income, and strengthening sustainable food security for the community. Under this initiative, 50,000 silver barb fish (Pla Ta Pian) and 50,000 Nile tilapia (Pla Nil) were released into natural water sources.

(4.2) Corporate CSR

Additionally, the Company also participates in improving the quality of life and promoting community involvement. In 2025, it engaged in various activities with the community, including the following significant activities:

Society and Community Assistance Activities

Community involvement and development

The Company provides financial support to promote and improve the quality of life of Thai people. For example, the Company donated Baht 5,000,000 to support a charity concert organized to raise funds for the renovation of operating rooms on floors 35 of Sayamindra Building. In addition, the Company contributed Baht 500,000 to support the Run and Bike for Unity project to raise funds for the construction of Royal Park of Luang Pu Mun Bhuridatta at Sampatta Wanaram Temple (Dhammayut), Mueang District, Nakhon Ratchasima Province.

Following the major flooding in Hat Yai District, Songkhla Province, executives and employees of the TPI Polene Group, in collaboration with the Environment for Better Life Foundation, donated relief supplies including 300 sacks of rice, 300 cartons of canned fish, towels, medical kits, sanitary napkins, adult diapers, water containers, toothbrushes and toothpaste, as well as TPI products such as TPI drinking water, Printemp Marie Rose liquid bath soap, dishwashing liquid, Bio-San, and 1,868 packs of TPI drinking water. Employees also contributed 15 cartons of donated clothing. In addition, Lampang Food Products Co., Ltd. donated 9,600 cans of sweet corn and 15,696 bottles of TPI drinking water to help alleviate the hardship of people affected by the flooding.

In response to the unrest along the ThaiCambodian border, and to extend support and encouragement to soldiers and civilians living in the border areas, executives and employees of the TPI Polene Group, together with the Environment for Better Life Foundation, donated 30,000 bottles of TPI drinking water to support soldiers performing duties along the border. In addition, 600 sacks of glutinous rice were donated to evacuation centers in Surin Province, Si Sa Ket Province, and Sa Kaeo Province.

The Company co-sponsored the Maha Chulakathin ceremony at Wat Sri Don Moon, Chiang Mai Province, and served as a co-host for the Kathin Samakkhi ceremony at Wat Ban Hinlab, Saraburi Province. In addition, the Company supported the production of six Dharma programs for youth (including The Miracle of Wisdom/ WISDOM, Dharmabhivan, and Contemporary Dhamma, produced by Wat Praram Kao Kanchanapisek and the Paendin Dhamma Foundation under the Patronage of the Supreme Patriarch of Thailand. The Company also donated 640 bags of TPI cement and 395.75 cubic meters of TPI ready-mixed concrete to support more than 10 schools, temples, and other institutions nationwide. These contributions included projects such as improving the multipurpose courtyard of Masjid Bahrudden, renovating housing for junior government officials and low-income households, and improving religious sites in the responsibility area of Sadao Provincial Police Station in Songkhla Province, as well as improving the artificial turf football field boundary at Ban Taling Chan School in Songkhla Province.

The activities mentioned above represent only part of the Companys efforts and commitment to improving the quality of life of people and society. The Company recognizes the importance of its Corporate Social Responsibility (CSR) and remains committed to supporting society, education, youth, religion, and the environment in order to create a supportive society, a healthy environment, and sustainable economic growth in Thailand.

The activities described above highlight the Company's key commitments to enhancing the quality of life for individuals and society. Recognizing the importance of Corporate Social Responsibility (CSR), the Company remains dedicated to supporting society, education, youth development, religious institutions, and environmental conservation. These efforts aim to create a supportive community, promote good environment, and contribute to the long-term growth of Thailand's economy.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : Yes
from social development?

	2023	2024	2025
Donations / Grants (Baht)	43,340,000.00	38,220,000.00	94,365,232.55

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

	2023	2024	2025

	2023	2024	2025
Community forest (trees)	2,000.00	10,667.00	2,000.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	94,365,232.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	N/A	N/A	1.432089
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	N/A	N/A	1.012167

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

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ESG Performance

Company Name : TPI POLENE POWER PUBLIC COMPANY LIMITED Symbol : TPIPP

Market : SET Industry Group : Resources Sector : Energy & Utilities

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Overview of Corporate Governance Policies and Guidelines

The Board of Directors places great importance on and strives to conduct business by adhering to the good corporate governance policy and the Code of Conduct of TPI Polene Group, which are constantly reviewed, improved, and delivered to the Board of Directors, executives, and all employees. This good corporate governance policy and the Code of Conduct are published on the Company's website to provide guidelines for corporate governance at all levels throughout the organization in order to create a corporate culture as well as to enable investors to understand and use as a guideline to monitor the Groups business direction.

The Group conducts its business in accordance with the ESG framework with responsibility, transparency, and fairness by adhering to the ideals that have been traditionally practiced under the framework of the Company's Code of Conduct. It aims to develop the organization to be a role model in terms of corporate governance by defining it in the Company's vision with the belief that corporate governance is a management system that creates fairness, and transparency generates returns and increases long-term value for shareholders, as well as build confidence with all stakeholders and support, promote the competitiveness of the Company to grow sustainably. The Corporate Governance Committee is responsible for overseeing the Company's corporate governance, stipulating policies and guidelines, monitoring compliance with good corporate governance principles such as Principles of Good Corporate Governance for Listed Companies (SEC) and the Stock Exchange of Thailand, including the criteria under the Corporate Governance Report of Thai Listed Companies (CGR) survey project of the Thai Institute of Directors Association (IOD).

In 2025, TPI Polene Power received the evaluation results on corporate governance as follows:

1. TPIPP achieved a Very Good CG Scoring (4-star Level) for 2 consecutive years in the Corporate Governance Report of Thai Listed Companies (CGR) scheme for the year 2025, as recognized by the Thai Institute of Directors Association (IOD).
2. In 2025, TPIPP was assessed and designated as "SET ESG Ratings : AA" from the Stock Exchange of Thailand, reflecting its commitment to be responsible for stakeholders, taking into account the Environmental, Social and Governance (ESG) for the sustainable benefit of all stakeholders.

Good Corporate Governance Policy

TPI Polene Group has reviewed and improved its corporate governance policy and CG manual to comply with the law, good practices, and business operations in line with the changing economic and social environment. The policy has been prescribed for directors, executives, and employees at all levels to acknowledge and adhere to as part of their work as a commitment and to take concrete action. The Board of Directors has established the following good corporate governance policies for TPI Polene as follows:

1. The Board of Directors, the management and employees are committed to implementing the core principles of good corporate governance in the implementation of the management structure that is related to the Board of Directors, the management and shareholders, including fair practices to the stakeholders.
2. The Board of Directors has to perform duties with dedication and responsibility, to be independent with roles and duties between the Chairman and the Managing Director and the President are clearly separated.

3. The Board of Directors plays an important role in determining the Company's vision, strategy, policies and plans by considering risk factors and laying out management guidelines, manage appropriately, and must take steps to ensure that the accounting system, financial reports and audits are reliable.
4. The Board of Directors must be a leader in ethics as an example of the implementation of regulatory guidelines under good corporate governance and monitor the management of conflict of interest and connected transactions.
5. The Board of Directors may appoint a specific committee as appropriate to help carefully verify important tasks.
6. The Board of Directors must provide an annual self-assessment as a framework for monitoring duties of the Board of Directors.
7. The Board of Directors determines the ethical standards and ethics of the Company in order to provide the Board of Directors with the Board of Directors, The Management, employees, and all employees to be used as a guideline for conduct, along with the Company's rules and regulations.
8. The Board of Directors must provide adequate disclosure of the Company's information both financially and non-financially adequate, reliable and timely to ensure that shareholders and stakeholders of the Company receive information equally, as well as to provide privatization agencies and investor relations agencies to be responsible for providing information to investors and the general public.
9. The Board of Directors Shareholders must be treated equally and have the right access to information to communicate with the Company.
10. The Board of Directors must provide a system for selecting personnel to be responsible for important administrative positions at all levels appropriately under a transparent and fair recruitment process.
11. The Board of Directors must provide a system that supports effective anti-corruption in order to confirm that the administration recognizes and focuses on the importance of as well as following an anti-corruption measurement policy.
12. The Board of Directors encourages education and training of employees on environmental issues by setting policies and disclosing their practices.

Reference link for the full version of corporate governance policy and guidelines : <https://www.tpipolenepower.co.th/index.php/th/th-aboutus/cooperate-governance-th>

Policy and guidelines related to the board of directors

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

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

Nomination of directors

Nomination of the Company's Directors

As for the nomination of the Company's directors, the Company considers their knowledge, competence, and experience related to the business, or it may consider major shareholders who have relevant business experience beneficial to the Company. However, the appointment of new directors must be approved by the Board of Directors' meeting and/or the shareholders' meeting (as the case may be). The shareholders' meeting shall elect directors according to the following guidelines and procedures:

- (1) To assume that one shareholder has the same vote as 1 share per 1 vote.

(2) Each shareholder may cast all available votes according to (1) select a single person or multiple persons as directors. In the event of an election of several individuals as directors, votes cannot be divided into anyone more or less.

(3) The person receiving the highest number of votes respectively will be elected as a director as much as the number of directors who will have or will be elected at that time. In the event that the person who is elected in the next order has the same votes and exceeds the number of directors who should have or will be elected at that time, the Chairman of the meeting will be the decisive voter.

At every annual ordinary meeting of shareholders, the directors shall be removed from their positions for one-third of the number of directors at the time. If the number of directors cannot be straightened into three parts, the number issued by the closest number to one-thirds, considering the longest-in-position director is the one who leaves the position. Thus, departing directors may be re-elected by the shareholders' meeting to become new directors.

In the event that the director's position is vacated for reasons other than the term of the issue under the term, the Board of Directors shall select a qualified person who does not have a prohibited nature under the law on public limited companies and the law on Securities and Exchange to be a replacement director at the next board meeting unless the term of the director is less than 2 months. The person who becomes the director only serves as much as the remaining term of the director he replaces. However, the resolutions of the Board, as mentioned above, must consist of at least three-fourths of the remaining number of directors.

2) Nomination of Independent Directors

The Company has a policy of nominating independent directors in accordance with Announcement No. TorJor. 39/2016 of the Capital Market Supervisory Board, titled Permission and Authorization for IPO Issuance, dated September 30, 2016 (including any amendments) as follows:

1. Hold shares not greater than 1% of the voting shares in the Company, its affiliates, associated companies, or juristic persons that may impose conflicts of interest.
2. Have no management participation in the Company and are not employees or regularly paid consultants, or persons, who have control over the Company or its associated companies, affiliates, or associated companies or subsidiaries of the same order as major shareholders, or controlling persons of the Company, unless it has been removed from such characteristics at least two years prior to the date of appointment as an Audit Committee member. Such prohibited characteristics do not include cases where independent directors were officials or advisors of government offices that are major shareholders or controlling persons of the Company.
3. Have no close relatives, or persons related in a way by legal registration in a manner that is a parent, spouse, siblings, and children, as well as spouses of children of other directors, the management, major shareholders, controlling persons, or persons who will be proposed as the directors, the management or controlling persons of the Company or its subsidiaries.
4. Have no business relationship with the Company, its affiliates, or associated companies, major shareholders, or controlling persons in a manner that may impede the use of their independent judgment, including not being or has been an implicit shareholder or controlling person of a person with a business relationship with a company, a major company, a subsidiary unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.

Such business relationships include commercial transactions that are normally conducted for business operations as well as renting or leasing a property, assets or services transaction, or providing or receiving financial assistance by receiving or lending guarantees, provision of assets as collateral for liabilities, as well as other similar circumstances, which results in the Company or its parties having to pay debts to the other party, from 3% of net tangible asset of the Company or Baht 20 million or more, whichever is lower. The calculation of such debt obligations is based on the value of connected transactions pursuant to the Notification of the Capital Market Supervisory Board on Rules for Connected Transactions *mutatis mutandis*. However, such debt obligations include those incurred during the one year prior to the date of the business relationship with the same person.

5. Not being or used to be auditors of the Company, parent company, its subsidiaries, associates, major shareholders or controlling persons and are not implicit shareholders, supervisors, or partners of the audit office, which the auditor of the Company, parent company, its subsidiaries, associates, major shareholders or controlling persons unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.
6. Not being or used to be professional service providers, including providing services as legal advisors or financial advisors, which receive service fees in excess of Baht two million per annum from the Company, parent company, its subsidiaries, associates, major shareholders, or controlling persons and are not implicit shareholders unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.
7. Not being directors appointed to represent by the Directors of the Company, major shareholders, or shareholders who are related to major shareholders.
8. Not to operate a business of the same condition and be a competition that is materially to the business of the Company or its subsidiaries, or not to be a partner that is materially in the partnership or as a director who is involved in the management, employees, consultants who receive regular salaries or hold more than 1% of the total voting shares of other companies, which operate in the same condition and are a competition that is material with the Company's business or its subsidiaries.
9. Have no other characteristics that prevent them from giving an independent opinion on the Company's operations.

3) Process and Procedures for Consideration and Nomination of Directors

Once the Nomination and Remuneration Committee has put forward nominees for the Company's Directors or sub-committee members, it will assess their qualifications in accordance with the criteria outlined by the Board of Directors, considering the following conditions:

1. To ensure the appropriateness of their knowledge, experience, and specific competencies beneficial to the Company, individuals must have experience in the primary business or industry where the Company operates. This ensures that the Board of Directors maintains the necessary composition. The establishment of the Board Skills Matrix facilitates consistent nomination of directors aligned with the Company's business direction.
2. To consider diversity in terms of gender, age, race, nationality, expertise, skills, and experience (as outlined in the Board Skills Matrix/Board Diversities), encompassing knowledge and abilities in both academic (Hard Skills and Soft Skills) and sustainability-supporting factors. This aims to secure directors capable of efficiently executing their duties and contributing to the overall composition of the Board, encompassing dimensions of knowledge, competency, experience, and diversity, thereby facilitating maximum efficiency in operations.
3. To ensure that nominees meet the qualifications stipulated by regulatory agencies, such as those outlined in the Public Company Limited Act, B.E. 2535 (1992), and the Securities and Exchange Act, B.E. 2535 (1992).
4. The time dedication of the directors will be taken into account, especially if they are former directors returning for another term, in which case their performance during their previous tenure will also be evaluated.
5. When proposing the appointment of an independent director, the individual's independence should be considered in alignment with the criteria established by the SEC Office and the Company, alongside the necessity of nominating additional independent directors. If it becomes apparent that current independent directors lack qualifications or are not fulfilling their duties, it is imperative to adjust the composition of the Company's Board in accordance with the policies set by the Board itself.
6. To determine the term of office for independent directors, if a former independent director returns for another term, he or she must have had continuous tenure from the date of their initial appointment as an independent director.
7. To approach individuals who meet the specified qualification criteria to ascertain their willingness to serve as directors of the Company if appointed.
8. To propose a list of individuals who have been screened according to the above criteria, along with their qualifications and reasons for selection, to the Board of Directors for consideration and approval, and to present it to

shareholders for approval. Alternatively, the Board of Directors can approve the appointment in the case of appointing a director to fill a vacant position or if a director resigns during the year, as specified in the Company's regulations and the Public Limited Companies Act.

9. The knowledge and competencies of members within sub-committees, like the Nomination and Remuneration Committee, along with the overall composition of the sub-committee and criteria for positions such as the Board Skills Matrix and Board Diversities, as well as the independent qualifications of directors, will be thoroughly evaluated. Subsequently, the findings will be presented to the Board of Directors for their consideration and approval.

4) General Guidelines for the Appointment of Directors on the Company's Sub-committees

The Board of Directors may appoint one or more committees to support the Board of Directors operations. Such committees shall be responsible for reviewing matters of particular importance. The Board of Directors shall approve the appointment of sub-committee members, issuance of sub-committee charters to determine the relevant regulations, the composition of the sub-committee, duties, and responsibilities, as well as other matters related to such sub-committees, as deemed appropriate by the Board of Directors. Each year, the Board of Directors will review the charter of each sub-committee.

5) General Criteria for Appointment of President and Executives and Remuneration

The Management Committee selects and appoints high-ranking executives, with members of the Management Committee preliminarily screening candidates who are fully qualified, suitable, knowledgeable, competent, skilled, and experienced that are beneficial to the Company's business operations, before proposing to the Board of Directors for consideration and approval; determines the organizational structure and policies related to the management of the Company; considers and follows up the replacement management plan and manpower plans; and determines criteria for remuneration and criteria for evaluation of executive performance.

Determination of director remuneration

Remuneration for Directors and Executives

The determination of compensation for the Board of Directors is fair and reasonable, considering its appropriateness and alignment with the Directors responsibilities and the Company's annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

The determination and payment of remuneration to directors has been approved by the shareholders meeting. The shareholders meeting approved the principles for determining the remuneration of the Company's directors, authorizing the Board of Directors to consider and set the remuneration. This process adheres to the criteria for determining remuneration in accordance with the same guidelines followed by public limited companies listed on the Stock Exchange of Thailand. It involves comparing and referencing companies in the same industry and of similar sizes, while also considering the Company's status and performance as key factors. To reward performance and create motivation for personnel with appropriate qualifications, knowledge, abilities, skills, and experience, ultimately contributing the most to the success of the Company's operations, and to comply with the principles of good corporate governance for listed companies, the Company's Board of Directors is encouraged to report the remuneration of the Board to the shareholders meeting on an annual basis.

In determining and paying the remuneration of the Board of Directors, the Company's Board of Directors shall receive remuneration for only one position as a full board. This includes the monthly directors remuneration (referred to as director remuneration), meeting allowances for additional board meetings, and the payment of annual bonuses.

In addition, regarding remuneration for executives, the Company determines appropriate compensation by considering their duties and responsibilities, individual performance, the Company's performance, and the practices of listed companies within the same industry.

Independence of the board of directors from the management

The Board of Directors has to perform duties with dedication and responsibility, to be independent with roles and duties between the Chairman and the Chief Executive Officer and the Managing Director are clearly separated.

Independence of the Board of Directors

The Board of Directors consists of 18 directors, 6 of whom are independent directors, in accordance with the Notification of the Capital Market Supervisory Board No. TorChor.39/2559 Re: Application and Approval of Offer for Sale of Newly Issued Shares. However, the Chairman of the Board is not an independent director under the Principles of Good Corporate Governance set by the Stock Exchange of Thailand, stating that the Chairman is not an independent director, the Board of Directors should consist of independent directors more than half of the total number of directors.

However, the Company views that the structure of the Board of Directors is transparent and capable of protecting the interests of shareholders and the Company because there are 6 independent directors. All independent directors and members of the Audit Committee are outsiders with knowledge, competence, and experience that are beneficial to the Company's business operations as well as being neutral and without conflicts of interest with major shareholders.

In addition, as the Company is listed on the Stock Exchange of Thailand, it must comply with the regulations of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Board of Governors of the Stock Exchange of Thailand, such as the rules for connected transactions, the rules for acquisition or disposition of assets, etc. The aforementioned rules and regulations stipulate that significant matters must be approved by the shareholders' meeting and the shareholders must be notified of the Audit Committee's opinions which are different from those of the Board of Directors, whereby the Audit Committee acts as a representative of minority shareholders. Thus, the fact that the shareholders acknowledge the opinions of the Audit Committee will allow them to receive appropriate information in order to make a decision and vote on that matter.

All directors have a duty to comply with relevant laws, including fiduciary duty according to the Securities Act, the Public Company Act, and other policies of the Company, including the Corporate Governance Policy and the Code of Conduct, which requires that the directors and those involved in the Company's business operations are required to comply with relevant laws and policies for the utmost benefit of the Company's shareholders.

Director development

The development of directors. The Company provides an orientation for new directors with director manuals, documents, and essential information for directors, and encourages them to attend relevant courses with the Thai Institute of Directors Association and other institutions throughout the year to promote knowledge and comprehension of how to conduct operations under the Principles of Good Corporate Governance of the Listed Companies in order to increase knowledge about the roles and responsibilities of directors which will lead to ongoing improvement and modernization.

Board performance evaluation

TPI Polene Power Public Company Limited provides a self-assessment of the Board of Directors. subcommittee and Chief Executive Officer (CEO)/Chairman of the Management Committee of the Company at least once a year in order to comply with the Principles of Good Corporate Governance by taking into account the elements that determine the Company's sustainability performance as part of the indicators to evaluate the performance of the Board of Directors, directors and executives and using the evaluation results for improving the performance of the Board of Directors and Chief Executive Officer (CEO)/Chairman of the Management Committee by the performance appraisal form, which consists of:

1. Performance appraisal form for the entire Board of Directors (assessment of the whole board)
2. Performance appraisal form for each committee
3. Performance appraisal form for the Board of Directors individually (for the Board/Sub-committees)
4. Performance appraisal form for Chief Executive Officer (CEO)/Chairman of the Management Committee

Assessment criteria calculated as a percentage of full scores for each topic are as follows:

More than 90% score = Excellent

Over 80% Score = Very Good

Over 70% Score = Good

More than 60% score = Fair

Below 60% score = Need improvement

1. Performance appraisal form for the entire Board of Directors (the whole Board)

This form consists of 6 topics: structure and qualifications, roles and responsibilities, meetings, the performance of duties of directors, relationship with the management, self-development of directors, and development of executives. **The average evaluation score is 94.5% (Excellent).**

2. Performance appraisal form for each committee

This form consists of 3 topics: structure and qualifications of directors, meetings of sub-committees, roles, duties, and responsibilities of sub-committees.

Audit Committee: **average score of 95% (Excellent)**

- Nomination and Remuneration Committee: **average score of 90% (Very Good)**
- Executive Management Committee : **average score of 90% (Very Good).**
- Sustainable Development Committee : **average score of 90%(Very**
- Corporate Governance Committee : **average score of 90% (Very Good).**
- Risk Management Committee : **average score of 90% (Very Good).**

3. Performance appraisal form for the Board of Directors individually (for the Board/Sub-committees)

This form consists of 3 topics: structure and qualifications of Board/Sub-committees; meetings of Board/Sub-committees; roles, duties, and responsibilities of Board/Sub-committees. **The average evaluation score is 94% (Excellent).**

4. Performance appraisal form for Chief Executive Officer (CEO)/Chairman of the Management Committee

This is an assessment taking into account the elements that the Company's Sustainability Performance as part of the Chief Executive Officer (CEO)/Chairman of the Management Committee Performance Assessment Indicators. These include financial performance (e.g. revenue, company sales, Economic Value Add (EVA), other financial performance) and environmental, social, and/or governance (ESG) performance such as satisfaction of employees/business partners/communities, occupational health and safety management in the working environment, climate change management efficiency, especially the purpose to reduce the amount of greenhouse gas emissions, reduce the use of Company's resources for cost and environmental benefits), all of which are part of the performance indicators of Chief Executive Officer (CEO or equivalent) that consists of 10 topics as follows:

- | | |
|---|---------------------------------------|
| 1. Leadership | 6. External relations |
| 2. Strategic formulation | 7. Management and personnel relations |
| 3. Strategy implementation | 8. Succession |
| 4. Planning and financial performance | 9. Knowledge of products and services |
| 5. Relationship with the Board of Directors | 10. Personal Characteristics |

The average evaluation score is 95% (Excellent).

Corporate governance of subsidiaries and associated companies

The Company has a policy of supervising the operations of its subsidiaries and associates as follows:

1. The Company sends a person on its behalf to be a director in each subsidiary and/or associate in accordance with the shareholding in each company. However, sending representatives of the Company as directors in each subsidiary and/or associates must be considered and approved by the Board of Directors' Meeting, taking into account the suitability of each company.

2. The Board of Directors and the executives of each subsidiary and/or associates have a significant scope of authority and responsibilities in accordance with applicable laws, such as disclosure of information about the financial position and performance, connected transactions of subsidiaries and/or associates, as well as the acquisition or disposition of significant assets to the Company, by applying the relevant notifications of the Capital Market Supervisory Board and the notifications of the Board of Directors mutatis mutandis, including disclosing and submitting information

on their interests and persons relating to the Board of Directors to the relationships and transactions with subsidiaries and/or associates in a manner that may cause conflicts of interest and avoid transactions that may cause conflicts of interest.

3. The Company formulates the necessary plans and actions to ensure that its subsidiary and/or associates disclose information about their operating performance and financial position and that the Company takes the necessary actions and monitor its subsidiary and/or associates with adequate and appropriate internal control systems and control systems to conduct the business.

In addition, the Company closely monitors the performance and operations of such subsidiaries and/or associates and presents the results of the analysis, including comments or recommendations, to the Board of Directors and the Board of Directors of those subsidiaries or associates for consideration, policy determination or improvement, to encourage the business of its subsidiaries and/or associates to develop and grow continuously.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

Shareholders: The Company focuses on being the shareholders representative in conducting business with transparency, having reliable accounting and financial systems, as well as creating maximum satisfaction for shareholders in consideration of The Company's long-term growth and consistently appropriating returns along with a continuous dividend policy for shareholders.

Employee

Employees: The Company values human resources in the organization, no matter where they work, without discrimination, and encourages personnel to be unified by creating a good and safe working environment. It also has a policy to constantly develop the potential of executives and employees by providing both internal and external training. In addition, the Company has an efficient recruitment and hiring process, including consideration of equal and appropriate compensation and welfare, which is comparable to other companies in the same industry. It also places importance on the health and safety of its employees as operators as can be seen from the Company's power plants having been certified for occupational health and safety management standards, which focus on reducing risks, dangers, and accidents of employees and related parties.

Customer

Customers: The Company has the policy to create maximum satisfaction for its customers in terms of product quality and service at reasonable prices and in accordance with international standards. This can be seen from the Company's power plants that have been certified for quality management system standards ISO 9001:2015.

In addition, it has been building good relationships with customers by organizing seminars to educate customers about the Company's products. The Company welcomes suggestions from customers about its products and services to lead to further improvements and to gain brand loyalty.

Business competitor

Competitors: The Company adheres to fair trade practices to its competitors and non-violation of competitors confidential information by fraudulent means, conducts according to the rules of good competition, adheres to the rules of fair competition, does not destroy the reputation of commercial competitors by making defamatory accusations without truth, and does not commit violations of intellectual property and copyright works of its competitors.

Business partner

Suppliers: The Company established a strategy for conducting business with ethics and building relationships with its suppliers by adhering to the policy to treat all partners with transparency and fairness, taking into account mutual benefits with its suppliers and equality in business operations, including strict compliance with the conditions and agreements with its suppliers without any business commitment beneficial to either party.

Creditor

Creditors / Debenture Holders: The Company takes into account the equality of all parties involved, integrity in business operations and adherence to building trust and treating creditors fairly; conducts business with transparency and verifiability under the Principle of Good Corporate Governance, complies with all loan conditions, provides complete finance information, performs business efficiently, and provides confidence and highest returns. The Company has a policy of strict compliance with the terms and conditions of agreements and financial obligations, including the repayment of principal, interest, and collateral maintenance under the relevant agreements, and prohibits dishonest concealment of information or facts that may cause damage to creditors. In the event of failure to comply with one of the conditions, creditors must be notified in advance in order to jointly consider a solution.

Government agencies

Government Agencies: Due to its consideration of the good environment, TPI Polene Group arranges to use waste into substitute fuels for coal in the cement production process to reduce greenhouse gases according to the government's environmental policy, conducts business with transparency, complies with regulations, and cooperates with and supports the governments projects to live with communities sustainably.

Community and society

Community and Society: The Company, as a Thai company, has always been aware of and given importance to being responsible for the country, society, and communities. It adheres to the policy to constantly promote and support public activities in terms of society, religion, education, and youth, both directly and indirectly, through the Life Environment Foundation. The details are shown in Article 3 Driving Business for Sustainability, 3.4.1 Sustainability Management in Social Dimension, and 3.4.2 Social Performance.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Code of Conduct and Ethics in Business Operations

TPI Polene Power Public Company Limited aims to conduct business under the Companys Corporate Governance Policy and Code of Conduct and is committed to promoting the Company to be an efficient organization by adhering to operating with transparency, integrity, and responsibility to shareholders and related stakeholders.

The Board of Directors is committed to conducting business under corporate governance, emphasizing the rule of law, transparency, fairness, social, cultural, and environmental responsibility along with enhancing the sustainable development of personnel, customers, communities, and all stakeholders under management consistent with good governance and ideology.

Clean and Bright Thailand, citizens live happily

The Board of Directors sets out key principles for good corporate governance for all directors, executives, and employees of the Company to comply with as a guideline for their performance as follows:

(1) The Board of Directors adheres to international guidelines for corporate governance and strives to develop good corporate governance in line with international standards. These include taking into account the rights of shareholders, the equitable treatment of shareholders, emphasizing the roles of stakeholders, disclosure and transparency, and accountability of the Board of Directors.

(2) The Board of Directors, executives, and all employees, are committed to applying the principles of good operation, including the Creation of Shared Value, Responsibility, Equitable treatment, Accountability, Transparency, and Ethics (CREATE), as a guideline for conducting business as well as strictly performing duties under relevant laws and regulations in every country where the Company invests.

(3) The Board of Directors shall provide a management structure with a fair relationship among the Board of Directors, executives, and shareholders as well as play an important role in formulating visions, strategies, policies, and important plans, establishing a system for monitoring/measuring performance and effective risk management, being independent and accountable for the results of performing their duties according to the principles of good operating practices. The Board of Directors and executives shall be ethical leaders and role models in compliance with the Company's Corporate Governance Policy and Code of Conduct, as well as promoting a culture based on the Principles of Good Corporate Governance, taking care of stakeholders involved, and promoting practices and business operations based on human rights, consumer rights, and fair labor practices. They shall also establish a monitoring, evaluation, and review system for all employees to adhere to and comply with the Principles of Good Corporate Governance in a complete and proper manner.

In addition, the Company announced written guidelines for the treatment of each group of stakeholders based on the principles of creating mutual value between the Company and its stakeholders. The top management is responsible for the participation of all groups of stakeholders as well as the improvement of channels for expressing opinions in order to share the opinions of the stakeholders with the responsible agencies. Stakeholders who are directly affected by the Company's business operations include employees, shareholders, suppliers, customers, competitors and surrounding communities to use as a guideline for all executives and employees to ensure their performance related to stakeholders is in line with clear principles of practice, such as treatments for shareholders, suppliers, and customers.

Principles of Conducting Business with Ethics

With the intention of TPI Polene Power Public Company Limited to make its business progress with ethics and morality, along with a responsibility to all stakeholders, the Company prepared the Code of Conduct as a collection of policies on accountability and treatment of stakeholders, as well as the Company's business principles that are of international standard and disseminated to directors, executives, and employees to acknowledge the guidelines set forth in this Code of Conduct in order for the Company's operations to achieve its business goals and reflect the values and culture of the organization. The Company also hopes that its suppliers and all related stakeholders are informed and adhere to the same principles for further sustainable growth.

The Code of Conduct consists of the following topics:

1. Respect and Compliance with Relevant Laws, Rules, and Regulations
2. Anti-Fraud and Corruption Guidelines
3. Conflict of Interest
4. Use of Inside Information and Confidentiality
5. Internal Control / Internal Audit / Risk Management and Accounting/Financial Reports
6. Receiving and Giving Gifts, Assets, or Other Benefits
7. Procurement and Treatment of Suppliers
8. Intellectual Property, Use of Information Technology and Communication
9. Rights and Political Neutrality
10. Employee Code of Conduct
11. Reports/Complaints/Suggestions/Whistleblowing Channels Causing Damage to the Company, and Whistleblower Protection

12. Responsibility to Stakeholders

12.1 Treatment of Shareholders

12.2 Customer Treatment

12.3 Treatment of Suppliers

12.4 Treatment of Business Competitors

12.5 Treatment of Creditors

12.6 Treatment of the Government

12.7 Treatment of Employees

12.8 Treatment of Community, Society, and Environment

12.9 Prioritization of Quality

13. Guidelines on Compensation For Stakeholders Damaged From Infringement

Compliance with the Code of Conduct

In case of inquiries or problems in making decisions or for the action that is not specified in the Code of Conduct, they shall exercise preliminary discretion by reviewing that action before ceasing it as follows:

1. Is the action against the law?
2. Is that action against the organization's policy and culture?
3. Is the action acceptable and disclosable to society?
4. Does the action cause damage to the reputation and image of the Company?
5. Does the action cause serious damage to the Company's stakeholders?

** or inquire about the hierarchical supervisors responsible for giving advice in the initial stage or inquire directly to the agency responsible for that issue.

Reference link for the full version of business code of conduct : <https://www.tpipolenepower.co.th/index.php/en/en-aboutus/code-of-conduct>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Protection of Conflict of Interest

The Board has a clear policy to execute transactions, which have potential conflicts of interest in a manner that is in the best interests of the Company and its shareholders. In case of transactions between the Company and anyone, with which a possible conflict of interest might occur, the Company will act in accordance with the rules and regulations imposed by the SEC and the SET on Disclosure and Actions of Listed Companies in Connected Transactions. Directors and executives who have interests in transactions with the Company may not participate in the decision-making of the transactions.

Disclosure of transactions that may have conflicts of interest or connected transactions shall be in accordance with the rules set by the Capital Market Supervisory Board, the SEC, and the SET and shall be disclosed in the

Company's Annual Registration Statement/Annual Report (Form 56-1 One Report) or other reports as the case may be, as well as in accordance with generally accepted accounting standards.

In 2025, the Company developed a plan and reported operational results regarding the prevention of conflicts of interest. No wrongdoing was identified, nor did the Company receive any whistleblowing reports or complaints related to the interest and conflicts of interest that violated the governance principles of the Company Group.

Anti-corruption

Anti-Fraud and Corruption Policy

The Company is committed to pursuing its business operations, with an emphasis on transparency with ethics, and responsibility to its shareholders, customers, employees, society, and other stakeholders. The Company has a policy requiring that the directors, the executives, and all levels of employees are prohibited from operating or accepting, soliciting, demanding, or accepting assets or other benefits to other persons in business dealings with the Company, whether directly or indirectly, as a motive for them to do or refrain from doing any act to acquire or keep benefits that are unsuitable to the business to perform in compliance with the Principles of Good Corporate Governance, the Code of Conduct and/or related to the terms and regulations or any legal issues to create sustainable value to the organization at all times.

Objective

1. All employees must not induce to act or refrain from acting that may lead to malfeasance and corruption, and not get involved in corruption, whether directly or indirectly.
2. To support all employees roles and responsibilities to take part in the activities of the Anti-Fraud and Corruption Policy.
3. To be confidence among stakeholders in conducting business together with honesty.

Scope of Anti-Fraud and Corruption Policy

Stakeholders of the Company who are involved in the Anti-Fraud and Corruption Policy are classified into 2 major groups as follows:

- 1. Internal:** Director, Management Team, and all levels of staff/employees
- 2. External:** Customer or suppliers, contractors, sub-contractors, business partners, creditors, governmental authorities, and private officers.

Definition

Corruption means any type of bribery; an offering, agreement to give, giving, promising to give, soliciting, asking for or receiving of money, assets, or other inappropriate benefits from government officers, government sectors, private sectors, or responsible persons either in direct or indirect action so that such persons could proceed or disregard his/her function in order to acquire, retain the business, recommend a specific company to the entity, or achieve any improper benefits in business transactions. Exceptions shall be applied in the case of laws, regulations, statements, standards, customs, or business traditions that are enabled to do so.

Roles and Responsibilities

The Board of Directors is responsible for determining the policy, monitoring, and forming an effective system supporting the Anti-Fraud and Corruption act in order to affirm that the Management Team is intensively concerned with, emphasizes, and cultivates an Anti-Fraud and Corruption mindset as the Company's culture.

The Presidents and the Management Committee are responsible for establishing a system to promote and support Anti-Fraud and Corruption Policy to be communicated to employees and related parties. This also includes reconsideration of systems or regulations in order to best adjust to business changes, regulations, standards, and laws.

The Audit Committee is responsible for the revision of financial and accounting reports, internal controls, internal audit functions, and risk management so that such operations are concise, appropriate, effective, and conform to global standards.

The Internal Audit Director is responsible for auditing, assessing, and evaluating whether business transactions are accurate and comply with guidelines, approval authorities, standards, laws, and policies in such monitored departments in order to assure that the Company's internal controls are sufficient and suitable for potential risk in corruption. This shall be directly reported to the Audit Committee.

Anti-Fraud and Corruption Guidelines

1. Employees must not be negligent in any corruption conditions involved directly with the Company and must notify such acts to supervisors or the responsible person provided in particular channels, including cooperating with any fact-finding investigation.
2. Those who commit corruption and those involved in it will be subject to disciplinary action in accordance with the Company's rules and may be subject to legal penalties.
3. The Company shall be fair and provide safeguards for staff members who report corruption cases relating to Anti-Fraud and Corruption.
4. The Company understands the importance of dissemination, knowledge and seminars regarding the Anti-Fraud and Corruption Policy to employees constantly.
5. The Internal Audit Department of the Company is responsible for reviewing policies and guidelines in this regard to ensure that the control system is appropriate and adequate to the risk of corruption that may occur and reporting to the Audit Committee.

Practical Measures

Anti-Fraud and Corruption (Business dealings with partners and third parties)

Employees must comply with the following Anti-Fraud and Corruption Policy in all business dealings with customers, vendors, or other business-related third parties (hereinafter collectively referred to as **Business-Related Third Parties**)

1. Employees must comply with laws, regulations, business customs, and business etiquette when dealing with business-related third parties.
2. Employees must not accept or solicit money, vouchers, checks, shares, gifts, or any other bribes, gratuities, or incentives of value from business-related third parties, directly or indirectly.
3. Employees may accept non-cash gifts or anything of value from business-related third parties, subject to the prior approval of their direct supervisor. However, accepting such gifts must be in accordance with rules, business practices, or business etiquette and must not influence the employee's business decisions.
4. Employees must not take advantage of their position within the Company to obtain or solicit business-related third parties or related persons of such third parties, including not providing any services not related to the Company's business.
5. When employees introduce a person to the Company, such action must not be contrary to the interests or recruitment procedures of the Company, nor must it be made for unlawful personal gain.
6. Employees who are supervisors and subordinates in the same department must not have a relationship as a spouse or parent/child.
7. Employees must not bribe officials or government officials by offering money, vouchers, checks, shares, gifts, or any other bribes, gratuities, or incentives of any value.
8. Employees who violate the provisions of the preceding paragraph shall be punished in accordance with the relevant regulations of the Company and may be prosecuted according to the law.
9. Employees must obtain approval from their supervisor before offering a gift (such as Company products) or giving a dinner of welcome to business-related third parties with customs or business etiquette, local laws, and applicable regulations. If an employee does not obtain prior approval from his/her supervisor due to an urgent matter, the employee must still obtain approval from his/her supervisor after giving a gift or a dinner of welcome to business-related third parties.
10. Employees must not take any advantage of their position in the Company to engage in unlawful relations, sexual harassment, any form of discrimination (including discrimination based on race, sex, disability, or religion), theft, coercion, or other unlawful conduct.

11. If employees have questions regarding anti-fraud and corruption, they must seek opinions from their supervisors to avoid controversy.

Whistleblowing and Protection of Whistleblowers

Whistleblowing

Information on Whistleblowing or Complaints

1. Complaints or recommendations

- 1.1 A complaint if encountering any acts that are considered corruption, either directly or indirectly.
- 1.2 Any act that is considered corruption and/or has a direct effect on the internal controls of the Company, to cooperate in the fact-finding investigation stipulated by the Company's regulations.
- 1.3 Any act that has a direct impact on the Company's reputation and benefits.
- 1.4 Any misconduct that goes against the law, morals, or business ethics.

2. Whistleblowing or complaint channels

All employees are obliged to report to the following persons and/or agencies when they see fraud or corruption related to the Company's activities that violate this policy by using one of the channels.

3. Internal feedback mechanism (internal informant)

- (1) Head of Audit Head of Human Resources or Head of Legal Affairs
- (2) Feedback box
- (3) Electronic mail (E-mail: orapinr@tpipolene.co.th)

4. External feedback mechanism (external informant)

- (1) Letter : Mrs. Orapin Leophairatana
Vice Chairman
TPI Polene Power Public Company Limited
26/56 Chan tad Mai Road, Thungmahamek, Sathorn, Bangkok 10120
- (2) Electronic mailbox (E-mail: orapinr@tpipolene.co.th)
- (3) Letter: Audit Committee
TPI Polene Power Public Company Limited
26/56 Chan tad Mai Road, Thungmahamek, Sathorn, Bangkok 10120
- (4) Tel. 02-285-5090 or 02-213-1039 Internal Audit Department

Prevention of Misuse of Inside Information

Monitoring of internal information usage

The Company maintains the use of internal information in accordance with the laws and in accordance with the Principles of Good Corporate Governance. It is set out in writing in the Code of Conduct of the Board of Directors, the executives, and employees, which will be given to the directors, the management, and employees when start working on the first day in the workforce. The key policies can be summarized as follows:

1. The Company has designated the directors, the executives, and employees to sign the acknowledgement of the relevant notices of the SEC to designate directors and the executives to be responsible for reporting changes in securities holdings to the SEC under Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within three working days from the date of the change of securities holdings and shall notify the Company Secretary to provide a record of the change and summary of the number of securities of directors and the executives individually to present to the Board of Directors at the following meeting. In addition, penalties have been imposed if they have violated or not met such requirements.

2. In the event that a director or executive (meaning the Manager or the first four executive positions below the Manager, including all positions equivalent to the fourth level, as well as positions in the accounting or finance line at the level of department manager or equivalent and above), including their spouses and minor children, intends to buy or sell the Company's shares, they must notify the Company Secretary of their intention at least one day prior to the transaction.

3. The Company has a requirement not to use financial statements or other insider information that affects the price of the Company's securities to disclose to third parties or non-affiliated parties and not trade securities for a month before financial statements or other information affecting the price of securities of companies/group companies in public. The Company must not trade securities until after 24 hours since all such information has been disclosed in public. Failure to act in accordance with such requirements constitutes disciplinary action against the Company. If any director, executive, or, employee who has learned of important internal information commits a disciplinary offense, such person shall be punished with a warning, payment cuts, and unpaid suspensions, until dismissal.

However, the guidelines above have been resolved and approved by the Board of Directors.

In 2025, it was not found that directors and executives traded securities during the period specified by the Company's term of refraining from trading. In addition, the Company has started to use electronic systems to increase reporting efficiency to its directors, executives, and employees.

The Company prioritizes achieving equality and fairness for all shareholders. Internal information or material information regarding changes in the price of unsealed securities is considered to be internal information used in the business operations and is classified information of the Company, which, if disclosed, will affect the Company, especially affecting the value of the shares of the Company that is traded on the SET. Therefore, the Management and employees at all levels of the Company must keep the internal information confidential. Thus, guidelines and practices are established as follows:

1. The Company's employees must maintain and keep customers information and commercial information confidential, which must be maintained in respect of their responsibilities unless required by law to disclose for litigation purposes or the Board of Directors approves the disclosure.

2. Disclosure of information that may affect the Company must be undergone by the person who has the decision to act on such matters unless assigned by the disclosure authority.

3. Internal information is information on business operations and management of the confidential business. If disclosed in public, it will affect the Company.

4. Employees and related persons must not disclose information that has not been disclosed in public and do not trade securities of the Company or the companies they are involved in when they know information that has not been disclosed in public.

5. Important documents and confidential information must be maintained in specific ways defined at each level and each type or category of data must be carefully stored, and easy to use. After the period of time, the data or documents or stored in the electronic system, the employees involved must ensure that the destruction is made in an appropriate way, valid for each type of information or document. Some documents must be preserved as required by legal regulations imposed and should be studied on a case-by-case basis.

The Company has policies and procedures to ensure that its directors and executives do not provide the Company's internal information that has not been made public to exploit themselves, including securities trading as follows:

1. The Company educates the directors, and the executives, including executive positions in accounting or finance or equivalent, regarding the duties that must be prepared and submitted to their securities holding reports of their offspring under the SEC under Section 59 and penalties under Section 275 of the Securities Act, including reporting the acquisition or distribution of their own securities, spouses and their offsprings to the SEC under Section 246 and penalty imposed under Section 298 of the Securities Act.

2. The Company requires the Directors, the management, including executive positions in accounting or finance or equivalent, to prepare and submit reports of the holding of their securities, of married couples and their offsprings to the Corporate Secretary before sending them to the SEC, the reports of which shall be prepared and delivered within 30 days from the date of appointment to the position of director and/or executive, or report the change in securities holdings within three business days from the date of the purchase, sale or transfer of such securities.

3. The Board of Directors and employees in particular business units of the related information (including spouses and offsprings of such persons) are prohibited to trade the Company's securities at least one month prior to the

disclosure of quarterly and annual financial statements and within 24 hours after the disclosure of such financial statements.

In addition, in the event of the Board of Directors and employees in the particular business units concerned with the information (including spouses and offsprings of such person) are aware of undisclosed information that may affect the Company's securities prices, such persons must not trade the Company's securities until after 24 hours since all such information has been disclosed in public.

4. The Company imposes disciplinary penalties if there is a breach of internal information to exploit themselves, disciplinary action starts with a written warning, wages cut, suspend unpaid work, or dismissal. The punishment will be determined by the intent of the offense and the seriousness of the offense.

In 2025, the Company had no cases of directors, executives, employees, or related persons violating laws related to the use of inside information.

Gift giving or receiving, entertainment, or business hospitality

Accepting and Giving Gifts

- (1) Company directors, executives, and employees are allowed to accept and give gifts, assets, or any other benefits for the benefit of the Company's business, and should avoid accepting gifts in any unreasonable manners or beyond normal relations from other persons associated with the Company or prospective suppliers, and such acceptance or giving must be done in an open and transparent manner.
- (2) They should avoid accepting gifts in a monetary or non-monetary form from business partners or those involved in the Company's business, except for special festivals or traditions.
- (3) The Company never has the policy to offer money, incentives, gifts, or preferential benefits of any kind to customers, partners, third parties, or any other person in order to obtain business, except for traditional business receptions, discounts, and company promotional programs.
- (4) Company directors, executives, and employees are obligated to report accepting gifts, assets, or any other benefits from partners, contractors, customers, or those involved in the Company's business in any case that may affect the decision to perform duties with bias, or discomfort, or as a result, conflicting benefits.
- (5) Company directors, executives, and employees are obligated to report accepting gifts, assets, or any other benefits. The Company will regularly publicize the policy of accepting gifts, assets, or other benefits to partners, contractors, customers, or those involved in the Company's business.
- (6) Any gifts, assets, or other benefits given or given must not be illegal.
- (7) The Company does not prohibit making gifts bearing the Company's logo as long as it is reasonable and consistent with the conduct of the business (see more details on the Company's website <http://www.tpiolenepower.co.th/index.php/th/th-aboutus/code-of-conduct-th> or Scan QR Code

Practical Measures

Anti-Fraud and Corruption (Business dealings with partners and third parties)

Employees must comply with the following Anti-Fraud and Corruption Policy in all business dealings with customers, vendors, or other business-related third parties (hereinafter collectively referred to as Business-Related Third Parties)

1. Employees must comply with laws, regulations, business customs, and business courtesy when dealing with business-related third parties.
2. Employees must not accept or solicit money, vouchers, checks, shares, gifts, or any other bribes, gratuities, or incentives of value from business-related third parties, directly or indirectly.
3. Employees may accept non-cash gifts or anything of value from business-related third parties, subject to the approval of their direct supervisor first. However, accepting such gifts must be in accordance with rules, business practices, or business courtesy and must not influence the employee's business decisions.
4. Employees must not take advantage of their position within the Company to obtain or solicit business-related third parties or related persons of such third parties, including not providing any services not related to the Company's business.

5. When employees introduce a person to the Company, such action must not be contrary to the interests or recruitment procedures of the Company, nor must it be made for unlawful personal gain.
6. Employees who are supervisors and subordinates in the same department must not have a relationship as a spouse or parent/child.
7. Employees must not bribe officials or government officials by offering money, vouchers, checks, shares, gifts, or any other bribes, gratuities, or incentives of any value.
8. Employees who violate the provisions of the preceding paragraph shall be punished in accordance with the relevant regulations of the Company and may be prosecuted according to the law.
9. Employees must obtain approval from their supervisor before offering a gift (such as Company products) or giving a dinner of welcome to business-related third parties with customs or business courtesy, local laws, and applicable regulations relating to the Company. If an employee does not obtain prior approval from his/her supervisor due to an urgent matter, the employee must still obtain approval from his/her supervisor after giving a gift or a dinner of welcome to business-related third parties.
10. Employees must not take any advantage from their position in the Company to engage in unlawful relations, sexual harassment, any form of discrimination (including discrimination based on race, sex, disability or religion), theft, coercion, or other unlawful conduct.
11. If employees have questions regarding anti-fraud and corruption, they must seek opinions from their supervisors to avoid controversy.

Compliance with laws, regulations, and rules

The Company has implemented systematic operational processes in accordance with ISO 9000/9001 quality management standards, ISO 14000/14001 environmental management standards, and ISO 50001 energy management standards to ensure that its business operations are conducted safely and in an environmentally friendly manner. In addition, the Company conducts operational audits, risk assessments, and various action plans, which provide assurance that the Company fully complies with all relevant laws and regulations. These measures help reduce the risk of business disruption and reinforce the Company's position as an organization that conducts its business responsibly toward society and the environment.

As legal provisions, regulations, and government policies are very important to the Group's business strategy and expenditure

Information and assets usage and protection

The Company prioritizes achieving equality and fairness for all shareholders. Internal information or material information regarding changes in the price of unsealed securities is considered to be internal information used in the business operations and is classified information of the Company, which, if disclosed, will affect the Company, especially affecting the value of the shares of the Company that is traded on the SET. Therefore, the Management and employees at all levels of the Company must keep the internal information confidential

Reference link for Information and assets usage and protection : <http://tpipolenepower.co.th/index.php/th/th-aboutus/code-of-conduct-th?download=327:2021-07-21-07-14-51>

Page number of the reference link : 6

Anti-unfair competitiveness

- Conduct business in accordance with the Code of Conduct, within the framework of free and fair competition.

Reference link for Anti-unfair competitiveness : <http://tpipolenepower.co.th/index.php/en/en-aboutus/code-of-conduct?download=940:code-of-conduct>

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Information and IT system security

The Company remains fully aware of the importance of maintaining the security of internal information and preventing any leakage that may lead to significant damage. Therefore, the Company emphasizes strict adherence to internal information security measures by all directors, executives, and employees at every level. In addition, in 2021, the Company established the Personal Data Protection Policy as a guideline for employees at all levels to safeguard the personal data of customers, business partners, employees, and related parties. The data must be used strictly in compliance with the Personal Data Protection Act, covering the processes of storing, compiling, and securely disclosing data. Additionally, data subjects have the right to access, review, and withdraw their consent to such data at any time. If there is any violation of the Company's policies and guidelines, the Company will consider disciplinary action to the fullest extent, including legal action and full compensation for any damages incurred, as stipulated by applicable laws.

Reference link for Information and IT system security : <http://tpipolenepower.co.th/index.php/en/en-aboutus/personal-data-protection-policy-en>

Environmental management

Environmental Management

The Company conducts its business with an awareness of the value of natural resources and the need to adapt to the climate change crisis. It integrates the Circular Economy principles and the Bio-Circular-Green Economy (BCG Model) as the core framework of its management approach, aiming to achieve Carbon Neutrality by 2037 and Net Zero greenhouse gas emissions by 2050. The Company is also driving concrete progress toward RE100, the use of 100% renewable energy. This is implemented through a strategy to phase out coal usage and transition to refuse-derived fuel (RDF) together with clean energy across all stages of the value chain. Such an approach not only contributes to reducing the Company's greenhouse gas emissions, but also ensures the efficient utilization of limited resources under the Zero Waste concept. This supports the creation of a balance between economic growth and sustainable responsibility toward the ecosystem.

The Company's environmental governance is systematically managed under a robust governance structure, with the Board of Directors, the Sustainability Committee, and the Risk Management Committee jointly determining strategic directions, monitoring performance, and regularly assessing environmental-related risks. This ensures that policies are effectively translated into operational practices through internationally recognized mechanisms, particularly the ISO 14001:2015 international standard. This framework enables the Company to comprehensively identify and assess environmental impacts across all dimensions while managing risks in compliance with legal requirements and international standards. The Company also adheres to the principle of continuous improvement by analyzing annual performance data to significantly enhance energy efficiency, sustainable water resource management, and pollution control.

As a result of this commitment, the Company has obtained ISO 14001:2015 certification covering all factories and power plants, representing 100% of the Company's operational sites, certified by SOCOTEC Certification International Thailand. This achievement reinforces confidence among all stakeholder groups through the provision of green products and services that respond to the evolving dynamics of the global market focused on sustainability.

Reference link for Environmental management : <http://tpipolenepower.co.th/index.php/en/sustainability-en/environmental-en/environmental-management-en>

Human rights

Human Rights Policy and Governance

The Company conducts its business by uphold the foundations of human rights and corporate governance under a framework of good corporate governance, with a focus on managing stakeholders throughout the value chain in a transparent, fair, and non-discriminatory manner. This approach aims to create shared economic and social value while driving the Company's BCG Model policy toward sustainable growth.

Commitment to International Standards

As a member of the United Nations Global Compact (UNGC), the Company is committed to conducting its business in

accordance with the Ten Universal Principles, covering human rights, labor standards, environment, and anti-corruption, to support growth aligned with the United Nations Sustainable Development Targets (SDGs). The Company has integrated the UNGC principles into its ESG sustainability policies, risk management framework, Code of Conduct, and Supplier Code of Conduct for procurement and contracting in a comprehensive manner. In addition, the Company adheres to internationally recognized frameworks such as the UNGP, OECD and ILO standards as benchmarks for governing its value chain, including employees, suppliers, customers, and local communities, with strict compliance.

Diversity & Inclusion

The Company emphasizes practices that uphold human dignity, covering issues related to race, religion, gender, age, sexual orientation, disability, and nationality. Employee welfare programs are designed with consideration for diversity, such as promoting the role of women in management positions, as well as employing elderly persons, persons with disabilities, and disadvantaged individuals with limitations in economic status and educational/ professional qualifications. This approach ensures that all employees are treated fairly and without discrimination.

Governance Structure and Roles and Responsibilities

The Company has established a Human Rights Working Group to oversee compliance with standards, manage risks, and provide accessible grievance mechanisms, under the supervision of the Sustainability Development Committee and the Risk Management Committee. Human Resources Department serves as the central unit responsible for management.

The roles and responsibilities are as follows:

1. Compliance with Standards: Conduct business in alignment with the Company's policies, labor laws, and the UNGC principles.
2. Risk Management: Conduct Human Rights Risk Assessments covering stakeholders throughout the value chain, and establish proactive mitigation measures to address potential impacts.
3. Governance and Coordination: Monitor and support both internal and external stakeholders to ensure strict compliance with the Company's policies.
4. Grievance and Remedy Mechanism: Provide accessible grievance channels, verify facts, and ensure fair remediation.
5. Organizational Culture Development: Provide training to raise awareness among employees, suppliers, and contractors throughout the supply chain.
6. Monitoring and Reporting: Report performance results to senior management and relevant committees to support continuous improvement.
7. Transparency and Disclosure: Prepare and disclose the Communication on Progress (CoP) on sustainability performance in accordance with UNGC guidelines on an annual basis.

Management Approach

The Company places importance on protecting and respecting employees rights.

The Company recruits employees with equality and fairness, emphasizing equitable and non-discriminatory recruitment processes, without discrimination based on race, religion, gender, age, sexual orientation, disability, or nationality. Equal opportunities are provided for all, with no use of child labor, conscripted labor, or forced labor. The Company also respects Indigenous Rights and ensures that everyone, including persons with disabilities and disadvantaged groups, has equal access to employment opportunities through its Code of Conduct. In addition, the Company continuously reports information related to equality and human rights.

The Company adheres to human resource management based on respect for human rights and international labor standards, aiming to create a safe, equitable working environment and promote sustainable career advancement, under three key strategies as follows:

1. Protection of Labour Rights and Equal Opportunities

The Company places importance on Diversity & Inclusion, covering race, religion, gender, age, sexual orientation, disability, and nationality. Clear implementation measures include:

- Equal Treatment: The Company emphasizes non-discriminatory recruitment and promotion processes, while strictly implementing measures to protect employees personal data in compliance with laws.

- Labor Relations: The Company upholds Freedom of Association and the right to Collective Bargaining, providing employees with opportunities to participate through the Welfare Committee and employee representatives.
- Prohibition of Illegal Labor: The Company strictly adheres to practices that prohibit the use of child labor, forced labor, and compulsory labor.

2. Capability Development and Fair Remuneration

The Company continuously enhances employees capabilities and motivation through the following measures:

- Fair Performance Evaluation System: Apply clear performance indicators (KPIs) as benchmarks for determining appropriate compensation and employee benefits based on actual performance.
- Promotion of Continuous Learning: Support training and capacity-building programs aligned with job responsibilities to prepare employees and create career advancement opportunities (Career Path) for employees at all levels.

3. Well-being & Safety

The Company focuses on creating a happy workplace under the Happy Workplace concept and in accordance with international safety standards, including:

- Occupational Health and Environment: Manage the working environment to ensure safety and provide adequate necessary facilities in accordance with occupational health standards.
- Employee Voice: Conduct Employee Engagement Surveys annually to gather feedback from employees. The results are analyzed and used to develop policies aimed at enhancing employee care and well-being with maximum effectiveness.

The Company places importance on protecting and respecting the rights of suppliers

The Company is committed to treating suppliers equally and fairly, with a focus on building a sustainable supply chain through transparent governance processes and comprehensive risk management, as follows:

1. Supplier Code of Conduct and Respect for Human Rights

- Require suppliers to strictly comply with the Supplier Code of Conduct for procurement and contracting.
- Labor Protection: Establish policies prohibiting the use of child labor, conscripted labor, and forced labor throughout the supply chain.
- Occupational Health and Safety: Support and oversee suppliers and contractors to ensure safe working systems and appropriate working environments in accordance with international standards.

2. Transparent and Fair Procurement Process

The Company focuses on establishing a sustainable business partnership system, as follows:

- Equality and Transparency: Ensure fair competition without discrimination, emphasizing transparency at every stage of the procurement process.
- Data Protection: Implement strict measures to protect the personal and business information of suppliers.

3. ESG Risk Assessment

The Company integrates social and environmental considerations into its procurement procedures by conducting an Environmental, Social, and Governance (ESG) Risk Assessment of suppliers on an annual basis. This assessment aims to identify issues that may affect human rights and the stability of the supply chain, and the results are used to enhance the capacity of suppliers to conduct business responsibly alongside the Company.

The Company places importance on protecting and respecting customer rights

The Company is committed to treating customers fairly and responsibly, focusing on delivering products and services that meet international standards, while strictly safeguarding the fundamental rights of customers under the following key principles:

1. Reliable and Safe Service Delivery (Product Responsibility & Safety)

The Company places importance on the production and delivery of stable electricity supply to support energy security and the continuous operations of customers businesses. Safety standards in electricity distribution are regarded as a core priority to prevent potential impacts on the lives and property of customers and other stakeholders.

2. Data Privacy & Security

The Company implements strict measures to safeguard customers personal data and confidential business information to prevent unauthorized access and misuse of data. These practices are aligned with the Companys human rights policy and relevant personal data protection laws.

3. Customer Engagement for Continuous Improvement (Customer Engagement & Improvement)

The Company has established systematic communication and feedback mechanisms to enhance customer satisfaction and operational standards, including:

- Proactive Assessment: Conduct customer satisfaction surveys and evaluations for both power plant customers and Refuse-Derived Fuel (RDF) plant customers on a semi-annual basis.
- Product and Service Development: Analyze evaluation results and customer feedback to improve production quality and refine business processes, enabling the Company to effectively and sustainably respond to evolving customer needs.

The Company places importance on protecting and respecting the rights of local communities

The Company adheres to the principle of Creating Shared Value (CSV) to enhance the well-being of communities surrounding the Companys power plant areas, which are 100% Green Energy power plants, including the power plants and solar power plants in Saraburi Province, as well as the municipal waste power plant of the Songkhla Provincial Administrative Organization, which is a new project, as follows:

1. Community Investment and Development Areas

The Company defines investment areas that cover economic, social, and environmental dimensions to address the actual needs of local communities, including:

- Job Creation and Income Generation: Promote the local grassroots economy through the employment of local workers, with special emphasis on elderly individuals and disadvantaged groups with limited educational qualifications, as well as employing community labor in reforestation and ecological restoration activities.
- Social Participation: Build positive relationships and community engagement by continuously supporting temple and school activities, thereby strengthening the social foundation of the community.

2. Proactive Impact Management

The Company implements systematic monitoring and evaluation processes to reduce concerns and prevent potential impacts from its operations, including:

- Environmental Monitoring: Prepare reports on the implementation of environmental impact prevention and mitigation measures, as well as environmental monitoring measures for power plant projects, including environmental quality monitoring reports (aquatic biological resources) on a semi-annual basis.
- Social Assessment: Prepare economic and social monitoring survey reports, community satisfaction survey summary reports, and reports on the implementation of the Corporate Social Responsibility for Industrial Operators (CSR-DIW) standards on an annual basis, with the results used to continuously improve business operations.

3. Strategic Business Link

The Company integrates community engagement into its business operations to build trust and mutual acceptance from communities in its areas of operation, as follows:

- Risk Reduction: Building relationships with communities and listening to community feedback help reduce the risk of project disruptions and enhance the resilience of value chain
- Socially Responsible Growth: Addressing community concerns and developing proactive mitigation and damage prevention measures help transform communities into strong partners, enabling the Company to grow alongside improvements in the quality of life of people in the area in a stable and sustainable manner.

An example of Concrete Project Implementation

In 2025, the Company continued the Waste Sorting for Electricity Exchange Community Development Project for the fifth consecutive year (budget: Baht 50,000 per year) at Ban Sub Bon Community (within a 800-meter radius from the power plant). The project addresses concerns regarding waste management by implementing proactive waste management at the source, converting household waste into Refuse-Derived Fuel (RDF), and returning organic fertilizer

(a product of TPI Polene Group) to the community to help reduce household expenses and promote safe household agriculture. This initiative represents a Strategic Business Link and integrates community engagement into the Company's value chain (Value Chain Integration), strengthening mutual trust and shared growth. The project is directly connected to the Company's core business, as the waste sorted by the community is fed back into the green electricity generation process, helping to reduce the risk of fuel shortages.

The project recorded a Social Return on Investment (SROI) of 1.34 times (equivalent to a net social gain of Baht 0.34 for every Baht 1 invested). This reflects the effectiveness of transforming the CSR budget into tangible value for communities surrounding the power plant. The project creates added value across economic dimensions (additional income from the sale of waste and agricultural products), social dimensions (knowledge and hygiene), and environmental dimensions (reduction of landfill waste) in a sustainable manner. In addition, the community reported 100% satisfaction with the activities, reflecting that the management approach effectively addressed community needs and successfully reduced concerns among local residents.

Protection and Respect for Children's Rights

The Company places importance on respecting children's rights beyond merely prohibiting child labor. The Company provides child support allowances for employees with children studying at the kindergarten to upper secondary level (Grade 12) or diploma level. The objective is to reduce employees' child-rearing expenses, promote the stability and quality of life of employees' families, enhance employee motivation, and promote an organizational culture that values the family institution. In addition, the Company offers academic excellence scholarships to support the education of employees' children who are studying at the bachelors degree level and consistently achieving strong academic performance. The objective is to promote and support access to quality educational opportunities, while encouraging employees' children to maintain strong academic performance. These initiatives are implemented in accordance with the Children's Rights and Business Principles.

The Company places importance on protecting the fundamental rights of children and implements business practices aligned with the Children's Rights and Business Principles (CRBP) of UNICEF as a framework throughout its value chain, ranging from power plant safety management and community care to supplier governance. The approach is divided into four key areas, as follows:

1. Right to Survival

- The Company requires female employees who become aware that they are pregnant to inform the Company. Failure to disclose such information will be considered a violation of the Company's work regulations.
- The Company will reassign work for pregnant employees to ensure that their duties do not affect the health of the employee or the unborn child, such as changing shift work to daytime work or reassigning tasks that involve heavy lifting to lighter duties, etc.
- The Company allows female employees to take maternity leave without any deduction in ATTENDANCE scores.
- The Company allows male employees to take personal leave to assist their spouse during childbirth, with paid leave of 6 days per year, and from 7 December 2025 onward, the leave entitlement will be extended to 15 days in accordance with the Labour Protection Act (No. 9) B.E. 2568 (2025).
- The Company provides outpatient medical benefits for employees, which also cover their children and spouses.

2. Right to Protection

- The Company does not employ individuals under 18 years of age.
- The Company does not allow contractors to bring workers under 18 years of age to work at the Company.

3. Right to Development

The Company provides child education support scholarships, allowing employees to apply for educational assistance for their children in accordance with the Company's regulations. In addition, the Company promotes an environment that supports the development of youth in communities surrounding the power plants, including support for education and youth health through allocated budgets in various areas, as follows:

- Promotion of Education and Youth Skills: Companies within TPI Polene Group provide 15 continuing education scholarships up to the bachelors degree level, consisting of:

- Kindergarten level: 3 scholarships (Baht 2,500 per scholarship)
- Primary to lower secondary level: 10 scholarships (Baht 2,500 per scholarship)
- Vocational Certificate level: 1 scholarship (Baht 3,500)
- Bachelors degree level: 1 scholarship (Baht 7,000)

In addition, the Company supports knowledge exchange activities through the Rak Phong Phrai School Network, as well as recreational activities through the M4 Junior youth football team and Nikhom Sang Ton Eng Liang Kho Nom School, including organizing Christmas celebrations and school sports day activities at Ban Sub Bon School.

- Hygiene and Safety in Educational Institutions: The Company places importance on basic quality of life by supporting the chemical-free agriculture project for the school lunch program at Ban Sub Bon School, and by renovating the cafeteria at Ban Khao Mai Kwian School. Furthermore, the Company allocates budget to enhance transportation safety through a student bus maintenance program, and supports Nano Tech paint products and TPI paint to improve the landscape and buildings of the Saraburi Children and Family Home, as well as Saraburi Kindergarten, ensuring that children can learn and live in a clean and safe environment in a sustainable manner.

4. Right to Participation

- The Company provides opportunities for students to visit, study, and observe the Company's production processes, and to share their views on the Company's operations.

Human Rights Performance Targets

The Company acknowledges the importance of respecting human rights in its business operations, as evidenced by its commitment reflected in the Company's human rights policy. It has initiated a comprehensive human rights inspection process aimed at assessing risks arising from potential opportunities and impacts related to human rights topics. This process aids the Company in understanding the potential human rights impacts on both internal and external stakeholders, while also facilitating the identification and prioritization of human rights risks at the enterprise level. Such an approach enables the Company to effectively plan and manage the impacts of high-risk human rights topics through additional impact assessments.

The Company is committed to conducting business that respects human rights in accordance with international standards. Strategic targets have been established to create a safe and fair working environment throughout the value chain, as follows:

1. Policy Integration & Human Rights Due Diligence (HRDD)

The Company implements its human rights policy in practice, with the primary objective of conducting comprehensive Human Rights Due Diligence (HRDD) covering stakeholders across the value chain. This process aims to identify and analyze Salient Human Rights Issues arising from both internal and external organizational factors on a continuous annual basis.

2. Risk Mitigation & Impact Management

The Company aims to prioritize risks by applying assessment criteria based on the likelihood of occurrence and the severity of impacts on stakeholders. This approach enables the Company to establish effective preventive measures and impact management plans for high-risk issues. In addition, the Company emphasizes in-depth impact assessments in sensitive operational areas, using the findings to develop remedial measures and improve operational processes in line with international societal expectations.

Reference link for Human rights : <http://tpipolenepower.co.th/index.php/en/sustainability-en/social-en/human-rights-en>

Safety and occupational health at work

A good occupational health and safety management system is a fundamental responsibility related to operations in the Company's area and all related work areas. The Company is committed and adheres to and strictly complies with the requirements for safety and occupational health in the workplace, including assessing risks from work in all business processes, as well as instilling and building awareness of safety in the work of employees and those involved to create

a culture of safety in the workplace in order to prevent and reduce the loss that may occur to life, property, including the impact that may occur on surrounding communities and the environment. The Company aims to be an organization with zero accidents.

The Company has set a policy and guidelines related to occupational health, safety, and good working environment, covering employees, operators, contractors, and subcontractors, including communities and stakeholders with the Company's operational activities so that everyone will have a good and safe quality of life, no accidents causing serious injury to death or illness morbidity work, with operations under the policy on occupational health, safety, and environment, including requirements for operating guidelines that comply with the ISO45001 occupational health and safety management system with the following guidelines:

- Assess risks and risk management guidelines for occupational health, safety, and working environment covering all work processes that may affect communities, society, and the environment, including meetings to discuss, supervise and monitor the operations regularly.
- Prepare a safety manual for operations and supervise the operation in accordance with the manual and operating procedures to ensure safety.
- Report and investigate accidents, and incidents including the determination of solutions and being careful to prevent repeated accidents.
- Supervise operations according to the laws on safety, occupational health, and working environment and other related regulations as well as supervising operators, third parties, and those involved in the work area to strictly comply with the rules and regulations.
- Supervise the working environment and provide personal protective equipment for employees who use it in performing duties in accordance with the laws.
- Be prepared to respond to emergencies, including business continuity management.
- Communicate policies, instill consciousness, create a work culture, develop skills and knowledge, and organize activities to promote safety, occupational health, and a good working environment.

Promotion of compliance with the business code of conduct

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

1. Promotion of the Board of Directors Performance and Development of Corporate Ethics: The Corporate Governance Committee has focused on overseeing the Board of Directors to ensure that their duties are performed in accordance with the principles of good corporate governance and the Code of Conduct. The Committee has reviewed and updated the Code of Conduct to ensure it remains current and appropriate to present circumstances, thereby strengthening stakeholders confidence in the Company's transparent management system and corruption-free operations. At the same time, the Company promotes the capability development of directors by supporting their participation in training and seminars in key programs organized by the Thai Institute of Directors (IOD) to enhance their perspectives and effectiveness in performing their duties. Examples include the Subsidiary Governance Program (SGP), the Role of the Chairman Program (RCP), the Advanced Audit Committee Program (AACP), etc.

2. Promoting Awareness and Compliance with Corporate Governance and Business Ethics: The Company promotes awareness and compliance with corporate governance principles and business ethics among directors, executives, and employees across all operational areas. This is achieved through E-Learning training programs that provide knowledge reviews for directors, executives, and employees at all levels on topics such as prevention of the use of insider information, prevention of conflicts of interest, anti-corruption practices, and adherence to the Company's Code of Conduct. The Company has prepared and distributed the Code of Conduct manual to directors, executives, and employees at all levels to enhance awareness and provide guidelines for proper conduct. In 2025, the Company

required newly appointed directors, executives, and employees at all levels to complete a Code of Conduct assessment to measure their understanding. In addition, the Company promoted the establishment of processes and mechanisms for managing complaints and whistleblowing cases, particularly in situations involving violations of ethics, the Code of Conduct, and corruption. These efforts aim to strengthen an organizational culture aligned with the Company's business ethics, supporting sustainable growth. During 2025, there were no violations of the Code of Conduct, including no cases of corruption. Furthermore, no misconduct, whistleblowing reports, or complaints related to the use of insider information or conflicts of interest that would violate the Group's good corporate governance principles were identified.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : United Nations Global Compact (UNGC) Certification document of UNGC membership status : TPIPP UNGC.pdf

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

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

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

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

1. Enhancing Board Performance and Corporate Ethics

The Corporate Governance Committee remains committed to ensuring that the Board of Directors operates in strict alignment with Good Corporate Governance principles and the Code of Conduct. The Code of Conduct is regularly reviewed and updated to remain contemporary and relevant to the current business landscape. These efforts aim to instill stakeholder confidence in a transparent, corruption-free management system. Simultaneously, the company enhances director capabilities by supporting participation in key training programs and seminars organized by the **Thai Institute of Directors (IOD)**. Notable programs include the **Subsidiary Governance Program (SGP)**, the **Role of the Chairman Program (RCP)**, and the **Advanced Audit Committee Program (AAP)**.

2. Promoting Awareness and Compliance

The company actively promotes awareness of corporate governance and business ethics among directors, executives, and employees across all operational sites. In 2025, the company implemented E-Learning refresher courses covering the prevention of insider trading, conflicts of interest, and anti-corruption. All new personnel are required to complete

a Business Ethics Test to measure their understanding. Furthermore, the company has established robust grievance and whistleblowing mechanisms for reporting ethical breaches or corruption.

Performance Note: In 2025, there were zero reported incidents of ethical breaches, corruption, insider trading, or conflicts of interest, reflecting a strong organizational culture of integrity and sustainable growth.

3. Review of Sub-Committee Structures and Roles

To ensure administrative clarity and up-to-date governance, the Corporate Governance Committee reviewed the charters and scopes of authority for all sub-committees, including the **Corporate Governance, Audit, Nomination, Remuneration, and Risk Management Committees**. These reviews ensure full compliance with the **2017 Corporate Governance Code (CG Code)** for listed companies, as prescribed by the **Securities and Exchange Commission (SEC)**, meeting international standards and relevant regulations.

4. Performance Evaluation of the Board and Senior Management

The company conducts an annual performance evaluation process as a tool for continuous improvement. The assessment criteria now incorporate **Environmental, Social, and Governance (ESG)** performance indicators. This comprehensive evaluation includes:

- The Board of Directors (as a whole)
 - Sub-committees (as a group)
 - Individual assessments (for both Board and Sub-committee members)
 - Chief Executive Officer (CEO) / Chairman of the Management Committee
- These evaluations ensure that the organization is driven effectively toward its strategic goals.

5. Enhancing Disclosure Standards and Transparency

The company prioritizes the disclosure of material information with accuracy, completeness, and timeliness. Key financial and operational data are released through the **Annual Registration Statement (Form 56-1 One Report)** and quarterly performance reports via the Stock Exchange of Thailand (SET) portal and the corporate website. To ensure equitable information access, the company participates in the **Quarterly Opportunity Day** hosted by the SET and engages in the **SET AWARDS** to demonstrate its commitment to public communication.

6. ESG Disclosure and Sustainability

To meet investor expectations regarding sustainability, the company consistently discloses its performance across the three pillars of **ESG (Environmental, Social, and Governance)** on a quarterly basis. This information is communicated through the 56-1 One Report (Sustainability section), the Sustainability Report, and the corporate website, showcasing a dedicated responsibility toward social welfare and environmental stewardship alongside business growth.

Conclusion and Achievements

As a result of our unwavering commitment to Good Corporate Governance, the company received a **4-star rating** or **"Very Good" CG Scoring** in the **2025 Corporate Governance Report of Thai Listed Companies (CGR)**, conducted by the Thai Institute of Directors (IOD).

Implementation of the CG Code for listed companies

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

Other corporate governance performance and outcomes

- TPIPP achieved a Very Good CG Scoring (4-star Level) for 2 consecutive years in the Corporate Governance Report of Thai Listed Companies (CGR) scheme for the year 2025, as recognized by the Thai Institute of Directors Association (IOD).
- In 2025, TPIPP was assessed and designated as "SET ESG Ratings : AA" from the Stock Exchange of Thailand, reflecting its commitment to be responsible for stakeholders, taking into account the Environmental, Social and Governance (ESG) for the sustainable benefit of all stakeholders.
- Membership in the United Nations Global Compact (UNGC):

In terms of corporate governance and international cooperation, the Company has enhanced its credibility by becoming a member of the United Nations Global Compact (UNGC), the worlds largest sustainability network under the United Nations. This membership reflects the Companys commitment to conducting business in a manner that respects human rights, labor standards, environmental protection, and anti-corruption principles in a concrete manner.

The Company is committed to responsible business practices by adopting the Ten Principles of the UNGC, which cover human rights, labor, environment, and anti-corruption, as part of its corporate governance framework and business operations.

The Company has integrated the UNGC principles into its ESG policies, risk management system, corporate governance framework, and business practices, while also promoting compliance with relevant laws, international standards, and appropriate stakeholder engagement.

In addition, the Company will continuously disclose progress on its sustainability and ESG performance through its corporate reports, which serve as the Communication on Progress (CoP) in accordance with the UNGC guidelines, reflecting the Companys commitment to creating sustainable long-term value for all stakeholder groups.

Corporate Governance Structure

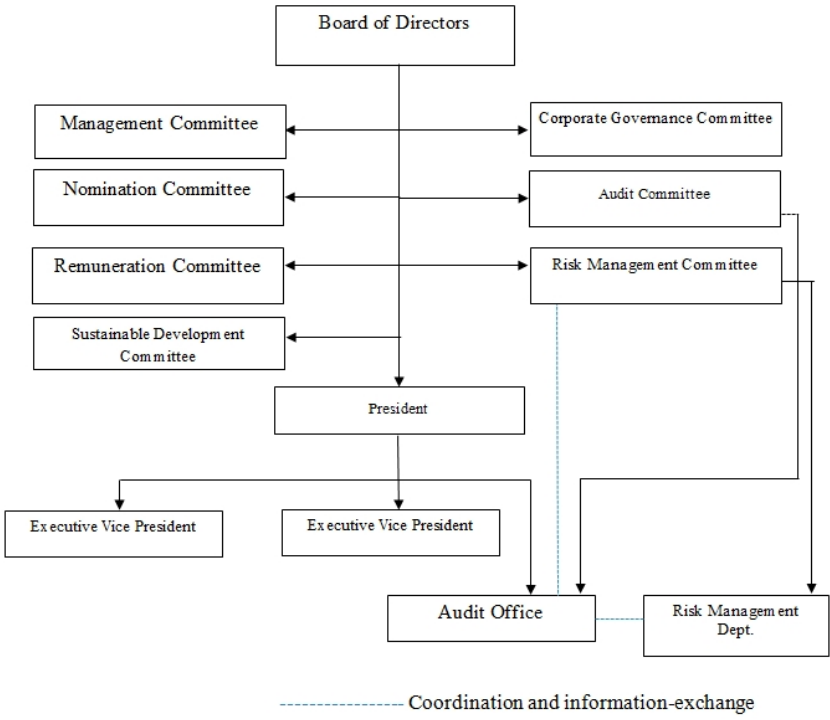
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	16		18		18	
	12	4	14	4	14	4
Executive directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors	13		15		15	
	9	4	11	4	11	4
Independent directors	5		6		6	
	5	0	6	0	6	0
Non-executive directors who have no position in independent directors	8		9		9	
	4	4	5	4	5	4

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	75.00	25.00	77.78	22.22	77.78	22.22
Executive directors	18.75		16.67		16.67	
	18.75	0.00	16.67	0.00	16.67	0.00
Non-executive directors	81.25		83.33		83.33	
	56.25	25.00	61.11	22.22	61.11	22.22
Independent directors	31.25		33.33		33.33	
	31.25	0.00	33.33	0.00	33.33	0.00
Non-executive directors who have no position in independent directors	50.00		50.00		50.00	
	25.00	25.00	27.78	22.22	27.78	22.22

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	65		65		66	
	66	61	66	62	67	63

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PRACHAI LEOPHAIRATANA Gender: Male Age : 81 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 717 Shares 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>11 Nov 1991</p>	<p>Petrochemicals & Chemicals, Leadership, Construction Materials, Industrial Materials & Machinery, Mining</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,993,408 Shares 	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Jan 2016	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offences in the past 5 years^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 6,019,189 Shares 	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>8 Jan 2016</p>	<p>Finance & Securities, Finance, Corporate Social Responsibility, Accounting, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 79 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 282,075 Shares 	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	20 Apr 2023	Industrial Materials & Machinery, Construction Materials, Energy & Utilities, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,352,708 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	11 Nov 1991	Packaging, Industrial Materials & Machinery, Engineering, Mining

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. PATTRAPAN LEOPAIRUT Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,853,192 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>30 Apr 2007</p>	<p>Marketing, Construction Materials</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. NITAWAN LEOPHAIRATANA Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 250,571 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Jul 2015	Law, Marketing, Petrochemicals & Chemicals

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Ms. MALINEE LEOPAIRAT Gender: Female Age : 83 years Highest level of education : Master's degree Study field of the highest level of education : Actuarial Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,050,265 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>8 Jan 2016</p>	<p>Data Analysis, Insurance, Statistics</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. MANU LEOPAIROTE Gender: Male Age : 82 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 300,000 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>8 Jan 2016</p>	<p>Finance, Economics, Accounting, Petrochemicals & Chemicals</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. THIRAPHONG VIKITSET Gender: Male Age : 80 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 179 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	8 Jan 2016	Economics, Engineering, Energy & Utilities, Project Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. KHANTACHAI VICHAKKHANA Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 171 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Jan 2016	Law, Property Development

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mr. PAKORN LEOPAIRUT Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Master of Arts Program in Public and Private Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,325,591 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>16 Feb 2016</p>	<p>Energy & Utilities, Fund Management, Petrochemicals & Chemicals, Construction Materials</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. PAKKAPOL LEOPAIRUT Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,870,399 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	16 Feb 2016	Finance, Accounting, Energy & Utilities, Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Mr. VANCHAI MANOSUTHI Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 500,000 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	29 Apr 2016	Accounting, Banking, Finance & Securities

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mr. PORAKRIT LEOPHAIRATANA Gender: Male Age : 35 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 537,314 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	31 Jan 2020	Engineering, Petrochemicals & Chemicals, Energy & Utilities, Industrial Materials & Machinery

List of directors	Position	First appointment date of director	Skills and expertise
<p>16. Mr. ARAM SENAMONTRI Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	31 Aug 2023	Law
<p>17. Mr. THANAKORN LIEWPHAIRATANA Gender: Male Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Jul 2024	Finance, Construction Materials, Project Management

List of directors	Position	First appointment date of director	Skills and expertise
18. Mr. PAISAN KATCHASUWANMANEE Gender: Male Age : 70 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	26 Jul 2024	Accounting, Engineering, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors

Name	Position
1. Mr. Prachai Leophairatana	Chairman
2. Mr. Prateep Leopairut	Vice Chairman
3. Dr. Pramuan Leophairatana	Vice Chairman
4. Mrs. Orapin Leophairatana	Vice Chairman
5. Mr. Prayad Liewphairatana	Director
6. Miss Pattrapran Leopairut	Director
7. Mr. Pakorn Leopairut	Director
8. Mr. Pakkapol Leopairut	Director
9. Ms. Nitawan Leophairatana	Director
10. Ms. Malinee Leopairut	Director
11. Dr. Porakrit Leophairatana	Director
12. Mr. Thanakorn Liewphairatana	Director
13. Mr. Manu Leopairote	Independent Director; Chairman of the Audit Committee
14. Mr. Thiraphong Vikitset	Independent Director; Member of the Audit Committee
15. Mr. Aram Senamontri	Independent Director; Member of the Audit Committee
16. Mr. Paisan Katchasuwanmanee	Independent Director; Member of the Audit Committee
17. Mr. Khantachai Vichakkhana	Independent Director
18. Mr. Wanchai Manosooti	Independent Director

Board of Directors

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PRACHAI LEOPHAIRATANA	Chairman of the board of directors		✓		✓	✓
2. Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the board of directors		✓		✓	✓
3. Mrs. ORAPIN LEOPHAIRATANA	Vice-chairman of the board of directors		✓		✓	✓
4. Mr. PRATEEP LEOPAIRUT	Vice-chairman of the board of directors		✓		✓	✓
5. Mr. PRAYAD LIEWPHAIRATANA	Director		✓		✓	✓
6. Ms. PATTRAPAN LEOPAIRUT	Director		✓		✓	✓
7. Mrs. NITAWAN LEOPHAIRATANA	Director		✓		✓	✓
8. Ms. MALINEE LEOPAIRAT	Director		✓		✓	
9. Mr. MANU LEOPAIROTE	Director		✓	✓		
10. Mr. THIRAPHONG VIKITSET	Director		✓	✓		
Total (persons)		3	15	6	9	10

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
11. Mr. KHANTACHAI VICHAKKHANA	Director		✓	✓		
12. Mr. PAKORN LEOPAIRUT	Director	✓				✓
13. Mr. PAKKAPOL LEOPAIRUT	Director	✓				✓
14. Mr. VANCHAI MANOSUTHI	Director		✓	✓		
15. Mr. PORAKRIT LEOPHAIRATANA	Director	✓				✓
16. Mr. ARAM SENAMONTRI	Director		✓	✓		
17. Mr. THANAKORN LIEWPHAIRATANA	Director		✓		✓	
18. Mr. PAISAN KATCHASUWANMANEE	Director		✓	✓		
Total (persons)		3	15	6	9	10

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	16.67
2. Banking	1	5.56

Skills and expertise	Number (persons)	Percent (%)
3. Finance & Securities	2	11.11
4. Insurance	1	5.56
5. Industrial Materials & Machinery	5	27.78
6. Petrochemicals & Chemicals	6	33.33
7. Packaging	2	11.11
8. Construction Materials	5	27.78
9. Property Development	1	5.56
10. Energy & Utilities	5	27.78
11. Mining	2	11.11
12. Law	3	16.67
13. Marketing	2	11.11
14. Accounting	5	27.78
15. Finance	4	22.22
16. Corporate Social Responsibility	1	5.56
17. Fund Management	1	5.56
18. Data Analysis	1	5.56
19. Statistics	1	5.56
20. Project Management	2	11.11
21. Engineering	6	33.33
22. Leadership	2	11.11
23. Business Administration	1	5.56

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

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

Additional explanation :

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

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

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

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

Information on the roles and duties of the board of directors

Board charter : Doesnt Have

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Authority of the Board of Directors

To supervise the business of the Company, in addition to any other actions to comply with the laws, objectives, regulations, and resolutions of the shareholders' meeting of the Company, the Board of Directors has assigned the following matters to be the authority and responsibility of the Board of Directors to consider and approve.

1. To carry out activities prudently and in compliance with related governing laws, the objectives of the Company, and the Articles of Association, in order to protect the Company's interests and for the benefit of shareholders.
2. To consider policies, visions, plans, and important strategies regarding the direction and policies of the Company, including business ethics, and to efficiently supervise the implementation of the specified work plans.
3. To monitor the operational results of the Company and any other key progress criteria.
4. To determine interim dividends to shareholders.
5. To ensure that the accounting system and financial reports are accurate, transparency, timely, and are prepared in compliance with generally accepted accounting principles.
6. To monitor the implementation of internal control and internal and external audit systems effectively; and ensure appropriate risk management.
7. To arrange good corporate governance, including developing a risk management system, taking care of fair interests for all groups of shareholders, and supervising appropriate communications with the Company's stakeholders and the public.
8. To supervise and solve conflicts of interest and connected transactions that might happen to be in compliance with related rules and regulations.
9. To consider and nominate qualified persons to perform the duties of directors.
10. To consider the necessity and appropriateness to determine the remuneration to the Company's directors.
11. Consider climate change strategies, annual operations plan and goals and Key Performance Indicator (KPI) in climate change

Reference link for the charter

-

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee is responsible for reviewing the Company's financial reports, adequacy of the internal control system, risk management systems, compliance with laws, relevant rules and regulations; and preparing reports or giving opinions to the Board of Directors for approval or for proposal to the shareholders' meeting, as the case may be, as follows:

1. Review and ensure the Company's financial reporting is accurate and adequate.
2. Review and ensure the Company's Internal Control and Internal Audit are appropriate and effective, and consider the independence of the internal audit department, as well as approve the appointment, transfer, dismissal of the head of the internal audit unit and/or the hiring of an internal audit company or any other unit responsible for internal auditing.
3. Review and ensure the Company's compliance with the law on securities and stock exchange, regulations of the Stock Exchange of Thailand, and laws related to the business of the Company.
4. Consider, select, and nominate an independent person to be the Company's auditor and propose such person's remuneration to the Board of Directors for approval at the shareholders' meeting, including attending a meeting

with the auditor without the presence of the management at least once a year.

5. Review connected transactions or transactions that may have conflicts of interest in accordance with the law, notifications of the Capital Market Supervisory Board, and the regulations of the Stock Exchange of Thailand to ensure that the transactions are reasonable and for the utmost benefit of the Company.

6. Prepare a report of the Audit Committee to be disclosed in the Company's annual report. Such report must be signed by the Chairman of the Audit Committee and must contain at least the following details:

- Opinions on the accuracy, completeness, and credibility of the Company's financial reports.
- Opinions on the sufficiency of the Company's internal control system.
- Opinions on the compliance with the law on securities and exchange SET's requirements or laws related to the Company's business operations
- Opinions on the suitability of an auditor
- Opinions on transactions that may have conflicts of interest.
- Number of the Audit Committees meetings and the attendance of each member of the Audit Committee
- Opinions or overall remarks received by the Audit Committee from performing their duties in accordance with the Charter
- Other items that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors

7. In performing duties of the Audit Committee, if found or suspected of any of the following transactions or actions which may have a significant impact on the Company's financial position and performance, the Audit Committee shall report to the Board of Directors for improvements within the period that the Audit Committee deems appropriate.

(1) Transactions that cause conflicts of interest

(2) Fraud or abnormality or material defect in the internal control system

(3) Violation of securities and exchange laws, regulations of the Stock Exchange of Thailand, or laws related to the Company's business.

If the Board of Directors or executives fail to make improvements within the aforementioned period, any member of the Audit Committee may report the transactions or actions to the SEC or the SET.

8. Perform any other actions as assigned by the Board of Directors with the approval of the Audit Committee.

9. Review the regulations and performance of the previous year at least once (1) a year.

Reference link for the charter

-

Executive Committee

Role

- Others
- Govern and formulate the Company's operational strategy of business
- Consider selecting and appointing top executives

Scope of authorities, role, and duties

Management Committee is appointed by the Board of Directors or the shareholders' meeting to perform the following functions:

1. Govern and formulate the Company's operational strategy of business, goals and operational plans, financial goals, and budgets, taking into account appropriate business factors to present and seek approval to the Board of Directors in case the circumstances change, the Board of Directors shall review the use of approved budgets to suit the situation, as well as implement business strategies in accordance with the policies of the Board of Directors.
2. Monitor the performance of departments in accordance with the Company's policy, business strategy, goals and

operational plans, financial goals, and budgets approved by the Board of Directors to be effective in favor of business conditions and provide advice, advice, and management to top executives.

3. Consider selecting and appointing top executives, the Board of Directors will be the preliminary consideration of the nomination of qualified persons who have knowledge, skills, and experience that are beneficial to the Company's operations before proposing to the Board of Directors for consideration and approval; determines the organizational structure and policies related to the management of the Company; considers and follows up the replacement management plan and manpower plans; and determines criteria for remuneration and criteria for evaluation of executive performance.

4. Appoint and remove employees, and assign rewards to employees.

5. Consider and provide feedback or opinions to the Board of Directors regarding any projects, proposals, or transactions related to the Company's business operations, as well as to consider fundraising options when necessary and exceeding the setting limits and/or to applicable laws and regulations or in the Articles of Association of the Company to be approved by the shareholders' meeting and/or the Board of Directors.

6. Conduct business related to the general administration of the Company, including any authority and responsibilities as assigned or in accordance with the policies assigned by the Board of Directors.

7. Appoint and/or assign to member of the Management Committee or any person or persons to act within the jurisdiction of the Management Committee deemed appropriate by the Board of Directors, as well as the Table of Authority specified by the Board of Directors, where the Management Committee may withdraw or amend such powers within the scope of the Management Committee.

Reference link for the charter

-

Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

Functions and Responsibilities of the Nomination Committee

1. Determine methods and criteria for nominating company directors to ensure transparency.

2. Select persons who deserve to be nominated as new directors when there is a vacancy (from resignation or a full term) to propose to the Board of Directors or the shareholders' meeting to proceed with the appointment, taking into account the composition of the Committee, knowledge, competence, and experience that is beneficial to the Company according to the composition of the Thai Institute of Directors Association (IOD) and has no conflict of interest with the Company. The qualifications of directors who will be nominated must be in accordance with the Company's business strategy.

3. Consider the nomination of directors to act as a specific director based on the composition of the Board of Specific Directors, qualification, knowledge, and competence of directors deemed appropriate to perform the duties of the specific directors and presented to the Board of Directors for the consideration and appointment.

4. The Nomination Committee should attend meetings at least twice a year.

5. The Company Secretary performs the duties of the secretary of the Nomination Committee.

Reference link for the charter

-

Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

Authority, duties, and responsibilities

1. Determine the objectives and core goals of the business for good governance and sustainable business growth.
2. Provide opinions and suggestions; review the Company's Good Corporate Governance Policy, Code of Conduct, Sustainable Development Policy, Anti-Fraud and Corruption Policy, including any other policies and guidelines related to corporate governance that will support the Company's operations on corporate governance for sustainable development; and take care of all stakeholders, society, community, environment and any other policies or guidelines that will support the Company's operations according to good governance to suit the Company's business and subsidiaries.
3. Supervise the management to implement policies and guidelines to continually develop the Company by promoting innovation and responsible business practices. Such guidelines must be in line with and suitable for the Company's business, the recommendations of regulatory agencies, or relevant and comparable to international standards.
4. Follow up and review guidelines and systems within the organization to be in line with the Good Corporate Governance Policies, the Code of Conduct, and good practices as defined and ensure that there are tangible results in practice.
5. Follow up and direct in case the operations of the management and employees have issues regarding non-compliance with the established policies and guidelines.
6. Follow up and evaluate the performance of the Board of Directors and the management including subsidiaries according to the Good Corporate Governance Policy, the Code of Conduct, and the Sustainable Development Policy of the Company and its subsidiaries, and process the annual corporate governance assessment to present to the Board of Directors of the following year, as well as present necessary opinions and recommendations.
7. Report the performance of the organization, encourage participation, and encourage communication with directors, executives, and employees at all levels, and all stakeholders, including shareholders, customers, partners, society, and environment in order to adequately and continuously realize and understand the Good Corporate Governance, the Code of Conduct, the Anti-Fraud and Corruption Policy, and related practices.
8. Seek professional opinions from individuals or external organizations to provide advice or independent advice on good corporate governance to the Corporate Governance Committee and related parties, including hiring a third party on a temporary basis, to ensure that the Corporate Governance Committee performs its duties in order to achieve its objectives within the specified period and such employment will be beneficial to the Company.
9. Report the performance of duties to the Board of Directors and/or the shareholders' meeting.
10. Assess the performance of the Corporate Governance Committee annually and report the results to the Board of Directors.
11. Perform any other duties or actions as assigned by the Board of Directors and perform any acts as required by laws or regulations of government agencies.

Reference link for the charter

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Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

Functions and Responsibilities of the Nomination Committee

1. Determine methods and criteria for nominating company directors to ensure transparency.
2. Select persons who deserve to be nominated as new directors when there is a vacancy (from resignation or a full term) to propose to the Board of Directors or the shareholders' meeting to proceed with the appointment, taking into account the composition of the Committee, knowledge, competence, and experience that is beneficial to the Company according to the composition of the Thai Institute of Directors Association (IOD) and has no conflict of interest with the Company. The qualifications of directors who will be nominated must be in accordance with the Company's business strategy.
3. Consider the nomination of directors to act as a specific director based on the composition of the Board of Specific Directors, qualification, knowledge, and competence of directors deemed appropriate to perform the duties of the specific directors and presented to the Board of Directors for the consideration and appointment.
4. The Nomination Committee should attend meetings at least twice a year.
5. The Company Secretary performs the duties of the secretary of the Nomination Committee.

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

Authority, duties, and responsibilities

1. Review and propose policies and risk management framework to the Board of Directors for approval.
2. Review and approve the risk appetite and present it to the Board of Directors for acknowledgment.
3. Supervise the development and implementation of an ongoing risk management policy and framework for the Group to have an effective risk management system throughout the organization and continuous compliance.
4. Review the risk management report to monitor material risks and take action to ensure that the organization conducts adequate and appropriate risk management.
5. Coordinate with the Audit Committee on significant risks and have the internal audit department as reviewer to ensure that the Company has an internal control system suitable for risk management, including the appropriate implementation of the risk management system and compliance throughout the organization.
6. Regularly report to the Board of Directors on major risks and risk management.
7. Provide advice and consultation to the Sub Risk-Management Committee (SRM) and/or other departments and/or working groups related to risk management, and consider appropriate methods to correct information related to the development of risk management systems.
8. Consider the appointment of sub-committees and/or additional or replacement personnel in the Sub Risk-Management Committee (SRM) and/or department and/or working groups related to risk management as appropriate as well as defining roles and responsibilities for the benefit of achieving the objectives.
9. Conduct any other operations related to risk management assigned by the Board of Directors.
10. Assess organizational risk, including climate change risks and opportunities.
11. Oversee and monitor the implementation of occupational health and safety practices.
12. Oversee and monitor the implementation of the human rights policy.

The Company has assigned the following directors:

1. Dr. Porakrit Leophairatana a member of the Board of Directors, has been assigned to directly oversee the

Occupational Health and Safety Working Committee to ensure that the Company's occupational health and safety management system operates properly and effectively.

2. Mr. Pakkapol Leopairut, a member of the Board of Directors, has been assigned to directly oversee matters related to climate change.

Reference link for the charter

-

Sustainable Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

Authority, duties, and responsibilities of the Sustainable Development Committee

1. Determine policies, strategies, operational frameworks, strategic approaches, and consider and select issues that promote sustainable development of the organization, including setting sustainable development goals in line with business operations in economic, social, and environmental aspects to the Chief Executive Officer for approval.
2. Supervise, review, monitor the progress of the implementation, and evaluate compliance with the Sustainable Development Policy.
3. Encourage them to lead to practice and create participation in the implementation of various projects under the framework of sustainable development with relevant agencies both inside and outside the organization.
4. Consult, promote, and support the appropriate resources and personnel to ensure that the sustainability strategy is implemented throughout the organization and aligned in the same direction.
5. The Chairman of the Committee has the power to appoint sub-committees or working groups to be responsible for each aspect of sustainable development operations to cover and correspond to the organization's key issues.
6. Report the organization's ESG sustainability performance to the Board of Directors and/or senior management.
7. Oversee and monitor the implementation of climate change initiatives.
8. Oversee and monitor the implementation of occupational health and safety practices.
9. Oversee and monitor the implementation of the human rights policy.

The Company has assigned the following directors:

1. Dr. Porakrit Leophairatana a member of the Board of Directors, has been assigned to directly oversee the Occupational Health and Safety Working Committee to ensure that the Company's occupational health and safety management system operates properly and effectively.
2. Mr. Pakkapol Leopairut, a member of the Board of Directors, has been assigned to directly oversee matters related to climate change.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. MANU LEOPAIROTE (*)</p> <p>Gender: Male Age : 82 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	8 Jan 2016	Finance, Economics, Accounting, Petrochemicals & Chemicals
<p>2. Mr. THIRAPHONG VIKITSET (*)</p> <p>Gender: Male Age : 80 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	8 Jan 2016	Economics, Engineering, Energy & Utilities, Project Management
<p>3. Mr. ARAM SENAMONTRI</p> <p>Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	31 Aug 2023	Law

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. PAISAN KATCHASUWANMANEE Gender: Male Age : 70 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director not being replaced the ex-director	26 Jul 2024	Accounting, Engineering, Leadership

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PRACHAI LEOPHAIRATANA Gender: Male Age : 81 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	8 Jan 2016

List of committee members	Position	Appointment date of executive committee member
<p>2. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>8 Jan 2016</p>
<p>3. Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>8 Jan 2016</p>
<p>4. Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>8 Jan 2016</p>
<p>5. Ms. PATTRAPAN LEOPAIRUT Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>8 Jan 2016</p>

List of committee members	Position	Appointment date of executive committee member
<p>6. Mr. PAKORN LEOPAIRUT Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Master of Arts Program in Public and Private Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>8 Jan 2016</p>
<p>7. Mr. PAKKAPOL LEOPAIRUT Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>8 Jan 2016</p>
<p>8. Mrs. NITAWAN LEOPHAIRATANA Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>8 Jan 2016</p>
<p>9. Mr. PORAKRIT LEOPHAIRATANA Gender: Male Age : 35 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>31 Jan 2020</p>

List of committee members	Position	Appointment date of executive committee member
10. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 79 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	20 Apr 2023

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

Other Subcommittees

Subcommittee name	Name list	Position
Remuneration Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Vice-chairman of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Ms. PATTRAPAN LEOPAIRUT	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PAKKAPOL LEOPAIRUT	Member of the subcommittee
	Mrs. NITAWAN LEOPHAIRATANA	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. PORAKRIT LEOPHAIRATANA	Member of the subcommittee
	Mr. MANU LEOPAIROTE	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. THIRAPHONG VIKITSET	Member of the subcommittee (Independent director)
	Mr. ARAM SENAMONTRI	Member of the subcommittee (Independent director)
	Mr. KHANTACHAI VICHAKKHANA	Member of the subcommittee (Independent director)
	Mr. VANCHAI MANOSUTHI	Member of the subcommittee (Independent director)
	Mr. THANAKORN LIEWPHAIRATANA	Member of the subcommittee
	Mr. PAISAN KATCHASUWANMANEE	Member of the subcommittee (Independent director)
Corporate Governance Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Vice-chairman of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Ms. PATTRAPAN LEOPAIRUT	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PAKKAPOL LEOPAIRUT	Member of the subcommittee
	Mrs. NITAWAN LEOPHAIRATANA	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. PORAKRIT LEOPHAIRATANA	Member of the subcommittee
	Mr. MANU LEOPAIROTE	Member of the subcommittee (Independent director)
	Mr. THIRAPHONG VIKITSET	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. ARAM SENAMONTRI	Member of the subcommittee (Independent director)
	Mr. KHANTACHAI VICHAKKHANA	Member of the subcommittee (Independent director)
	Mr. VANCHAI MANOSUTHI	Member of the subcommittee (Independent director)
	Mr. THANAKORN LIEWPHAIRATANA	Member of the subcommittee
	Mr. PAISAN KATCHASUWANMANEE	Member of the subcommittee (Independent director)
Nomination Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Vice-chairman of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Ms. PATTRAPAN LEOPAIRUT	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PAKKAPOL LEOPAIRUT	Member of the subcommittee
	Mrs. NITAWAN LEOPHAIRATANA	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. PORAKRIT LEOPHAIRATANA	Member of the subcommittee
	Mr. MANU LEOPAIROTE	Member of the subcommittee (Independent director)
	Mr. THIRAPHONG VIKITSET	Member of the subcommittee (Independent director)
	Mr. ARAM SENAMONTRI	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. KHANTACHAI VICHAKKHANA	Member of the subcommittee (Independent director)
	Mr. VANCHAI MANOSUTHI	Member of the subcommittee (Independent director)
	Mr. THANAKORN LIEWPHAIRATANA	Member of the subcommittee
	Mr. PAISAN KATCHASUWANMANEE	Member of the subcommittee (Independent director)
Risk Management Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Vice-chairman of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Vice-chairman of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Ms. PATTRAPAN LEOPAIRUT	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PAKKAPOL LEOPAIRUT	Member of the subcommittee
	Mrs. NITAWAN LEOPHAIRATANA	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. PORAKRIT LEOPHAIRATANA	Member of the subcommittee
	Mr. MANU LEOPAIROTE	Member of the subcommittee (Independent director)
	Mr. THIRAPHONG VIKITSET	Member of the subcommittee (Independent director)
	Mr. ARAM SENAMONTRI	Member of the subcommittee (Independent director)
Mr. KHANTACHAI VICHAKKHANA	Member of the subcommittee (Independent director)	

Subcommittee name	Name list	Position
	Mr. VANCHAI MANOSUTHI	Member of the subcommittee (Independent director)
	Mr. THANAKORN LIEWPHAIRATANA	Member of the subcommittee
	Mr. PAISAN KATCHASUWANMANEE	Member of the subcommittee (Independent director)
Sustainable Development Committee	Mr. PAKKAPOL LEOPAIRUT	The chairman of the subcommittee
	Mrs. Chularat Danwattanachai	Member of the subcommittee
	Mr. Worawit Lerdbussarakam	Member of the subcommittee
	Mr. Chanon Khongkhachuichai	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. Virat Chatdarong	Member of the subcommittee
	Mr. PORAKRIT LEOPHAIRATANA	Member of the subcommittee
	Mrs. Thanyathida Sriraksa	Member of the subcommittee
	Mrs. Malee Podprichakul	Member of the subcommittee
	Mrs. Oratai Jiaranai	Member of the subcommittee
	Mr. Kerkrit Wongnarat	Member of the subcommittee
	Mr. Nitisit Jongpitakrat	Member of the subcommittee
	Mr. Seaksan SinPrakong	Member of the subcommittee
	Mr. Hanchai Ekkritharodom	Member of the subcommittee
	Ms. Juthamas Surojrat	Member of the subcommittee
Mr. Nawi Tangmanowiriyakul	Member of the subcommittee	

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. PAKORN LEOPAIRUT Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Master of Arts Program in Public and Private Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>President (The highest-ranking executive)</p>	<p>16 Feb 2016</p>	<p>Energy & Utilities, Fund Management, Petrochemicals & Chemicals, Construction Materials</p>
<p>2. Mr. PAKKAPOL LEOPAIRUT^(*) Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Executive Vice President - Accounting and Finance</p>	<p>16 Feb 2016</p>	<p>Finance, Accounting, Energy & Utilities, Economics</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Worawit Lerdussarakam</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President - Production	1 Apr 2018	Construction Materials, Energy & Utilities, Engineering
<p>4. Mr. PORAKRIT LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 35 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President - Production	31 Jan 2020	Engineering, Petrochemicals & Chemicals, Energy & Utilities, Industrial Materials & Machinery

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Somkiat Teeratakulpisal Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - Production	1 Jul 2021	Energy & Utilities

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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

7.4.1 Executive Management List as of December 31, 2025

Name	Position
1. Mr. Pakorn Leopairut	President
2. Mr. Pakkapol Leopairut	Executive Vice President - Accounting and Finance
3. Dr. Porakrit Leophairatana	Executive Vice President - Production
4. Mr. Worawit Lerdbussarakam	Senior Vice President - Production
5. Mr. Somkiat Teeratakulpisal	Vice President - Production

Remuneration policy for executive directors and executives

Remuneration for Directors and Executives

The determination of compensation for the Board of Directors is fair and reasonable, considering its appropriateness and alignment with the Directors responsibilities and the Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

The determination and payment of remuneration to directors has been approved by the shareholders meeting. The shareholders meeting approved the principles for determining the remuneration of the Companys directors, authorizing the Board of Directors to consider and set the remuneration. This process adheres to the criteria for determining remuneration in accordance with the same guidelines followed by public limited companies listed on the Stock Exchange of Thailand. It involves comparing and referencing companies in the same industry and of similar sizes,

while also considering the Company's status and performance as key factors. To reward performance and create motivation for personnel with appropriate qualifications, knowledge, abilities, skills, and experience, ultimately contributing the most to the success of the Company's operations, and to comply with the principles of good corporate governance for listed companies, the Company's Board of Directors is encouraged to report the remuneration of the Board to the shareholders meeting on an annual basis.

In determining and paying the remuneration of the Board of Directors, the Company's Board of Directors shall receive remuneration for only one position as a full board. This includes the monthly directors remuneration (referred to as director remuneration), meeting allowances for additional board meetings, and the payment of annual bonuses.

In addition, regarding remuneration for executives, the Company determines appropriate compensation by considering their duties and responsibilities, individual performance, the Company's performance, and the practices of listed companies within the same industry.

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

Consider and propose guidelines for the evaluation and remuneration of executives and the President, linking them with the organization's strategy in both the short term and long term, and aligning them with sustainable growth. This includes long-term incentives to align executives interests with those of the Company over the long term, and incorporates ESG performance as part of the evaluation for consideration and approval

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	24,925,470.00	29,330,150.00	25,798,565.00

Remuneration for Directors and Executives

The determination of compensation for the Board of Directors is fair and reasonable, considering its appropriateness and alignment with the Directors responsibilities and the Company's annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

The determination and payment of remuneration to directors has been approved by the shareholders meeting. The shareholders meeting approved the principles for determining the remuneration of the Company's directors, authorizing the Board of Directors to consider and set the remuneration. This process adheres to the criteria for determining remuneration in accordance with the same guidelines followed by public limited companies listed on the Stock Exchange of Thailand. It involves comparing and referencing companies in the same industry and of similar sizes, while also considering the Company's status and performance as key factors. To reward performance and create motivation for personnel with appropriate qualifications, knowledge, abilities, skills, and experience, ultimately contributing the most to the success of the Company's operations, and to comply with the principles of good corporate governance for listed companies, the Company's Board of Directors is encouraged to report the remuneration of the Board to the shareholders meeting on an annual basis.

In determining and paying the remuneration of the Board of Directors, the Company's Board of Directors shall receive remuneration for only one position as a full board. This includes the monthly directors remuneration (referred to as director remuneration), meeting allowances for additional board meetings, and the payment of annual bonuses.

In addition, regarding remuneration for executives, the Company determines appropriate compensation by considering their duties and responsibilities, individual performance, the Company's performance, including ESG performance relative to the targets set by the Company, and the practices of listed companies within the same industry.

Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

The Company provides personal cars to the executives.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. CHALOTORN JATANATHUMJIT	chalotorn.ja@tpipolenepower.co.th	02-213-1039

List of the company secretary

General information	Email	Telephone number
1. Mr. Kunchit Yimgrim	kanchit.yi@tpipolene.co.th	02-213-1039 ต่อ 12217

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Nitipong Sucharitphong	nitiphongs@gmail.com	02-213-1039 ต่อ 12968

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Kanchit Yimgrim	kanchit.yi@tpipolene.co.th	-
2. Mr. Naradol Tanjaruphan	Naradol_t@tpipolene.co.th	-
3. Mr. Gan Suppanirun	gan.su@tpipolene.co.th	-
4. Ms. Kusuma Chantarothorn	kusuma@tpipolene.co.th	-
5. Mr. Somkiet Teeratakulpisal	somkiet.te@tpipolenepower.co.th	-
6. Mr. Soontorn Ditsanan	Soontorn@tpipolene.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Thanate Singmethakul	thanade@tpipolene.co.th	02-213-1039 ต่อ 12985
2. Ms. MARIA BRENDA SANCHEZ LAPIZ	maria.la@tpipolenepower.co.th	02-213-1039 ต่อ 12164

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	2,500,000.00	Types of non-audit service : review the report Details of non-audit service : review the report on the exercise of the rights and benefits of the corporate income tax exemption of the BOI promotional certificates in 2025 Total non-audit fee 240,000.00 baht	1. Ms. THANYALUX KEADKAEW Email: thanyalux@kpmg.co.th License number: 8179 2. Mr. EKKASIT CHUTHAMSATID Email: info@kpmg.co.th License number: 4195 3. Ms. DUSSANEE YIMSUWAN Email: dussanee@kpmg.co.th License number: 10235

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors consists of directors with various qualifications in terms of skills and experience, each of whom has morality, ethics, independence, and specialized skills that are beneficial to the Company and capable of taking care of the overall shareholders' interests. In addition, all company directors understand their duties and responsibilities and the nature of the Company's business operations by performing duties with honesty and prudence, improving their knowledge, and devoting sufficient time to fully perform responsibilities.

The Company arranges regular meetings of the Board of Directors on average at least once a month and may hold additional meetings as appropriate for the Board of Directors to supervise the management's performance. At every meeting, appropriate and sufficient time must be allocated for the directors to be able to consider the agenda of the meeting. The Chairman of the Board of Directors and the Chief Executive Officer jointly set the meeting agenda and consider the agenda for the Board of Directors' meeting to ensure that all major issues in business operations are fully considered by the Board of Directors. Each director is free to submit matters for consideration at the meeting and expresses opinions openly and freely and encourages careful discretion on all issues brought to the meeting. In 2025, a total of 12 Board of Directors meetings were held.

Performance appraisal form for the entire Board of Directors (the whole Board)

This form consists of 6 topics: structure and qualifications, roles and responsibilities, meetings, the performance of duties of directors, relationship with the management, self-development of directors, and development of executives. The average evaluation score is 94.5% (Excellent).

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PRAMUAN LEOPHAIRATANA	Vice-chairman of the board of directors	8 Jan 2016	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery

List of directors	Position	First appointment date of director	Skills and expertise
Mr. KHANTACHAI VICHAKKHANA	Director	8 Jan 2016	Law, Property Development
Mr. PAKORN LEOPAIRUT	Director	16 Feb 2016	Energy & Utilities, Fund Management, Petrochemicals & Chemicals, Construction Materials
Mr. VANCHAI MANOSUTHI	Director	29 Apr 2016	Accounting, Banking, Finance & Securities
Mr. ARAM SENAMONTRI	Director	31 Aug 2023	Law

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Nomination of Independent Directors

The Company has a policy of nominating independent directors in accordance with Announcement No. TorJor. 39/2016 of the Capital Market Supervisory Board, titled Permission and Authorization for IPO Issuance, dated September 30, 2016 (including any amendments) as follows:

1. Hold shares not greater than 1% of the voting shares in the Company, its affiliates, associated companies, or juristic persons that may impose conflicts of interest.
2. Have no management participation in the Company and are not employees or regularly paid consultants, or persons, who have control over the Company or its associated companies, affiliates, or associated companies or subsidiaries of the same order as major shareholders, or controlling persons of the Company, unless it has been removed from such characteristics at least two years prior to the date of appointment as an Audit Committee member. Such prohibited characteristics do not include cases where independent directors were officials or advisors of government offices that are major shareholders or controlling persons of the Company.
3. Have no close relatives, or persons related in a way by legal registration in a manner that is a parent, spouse, siblings, and children, as well as spouses of children of other directors, the management, major shareholders, controlling persons, or persons who will be proposed as the directors, the management or controlling persons of the Company or its subsidiaries.
4. Have no business relationship with the Company, its affiliates, or associated companies, major shareholders, or controlling persons in a manner that may impede the use of their independent judgment, including not being or has

been an implicit shareholder or controlling person of a person with a business relationship with a company, a major company, a subsidiary unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.

Such business relationships include commercial transactions that are normally conducted for business operations as well as renting or leasing a property, assets or services transaction, or providing or receiving financial assistance by receiving or lending guarantees, provision of assets as collateral for liabilities, as well as other similar circumstances, which results in the Company or its parties having to pay debts to the other party, from 3% of net tangible asset of the Company or Baht 20 million or more, whichever is lower. The calculation of such debt obligations is based on the value of connected transactions pursuant to the Notification of the Capital Market Supervisory Board on Rules for Connected Transactions *mutatis mutandis*. However, such debt obligations include those incurred during the one year prior to the date of the business relationship with the same person.

5. Not being or used to be auditors of the Company, parent company, its subsidiaries, associates, major shareholders or controlling persons and are not implicit shareholders, supervisors, or partners of the audit office, which the auditor of the Company, parent company, its subsidiaries, associates, major shareholders or controlling persons unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.

6. Not being or used to be professional service providers, including providing services as legal advisors or financial advisors, which receive service fees in excess of Baht two million per annum from the Company, parent company, its subsidiaries, associates, major shareholders, or controlling persons and are not implicit shareholders unless it has been removed from such characteristics at least two years prior to the date of filing an application for permission to the SEC.

7. Not being directors appointed to represent by the Directors of the Company, major shareholders, or shareholders who are related to major shareholders.

8. Not to operate a business of the same condition and be a competition that is materially to the business of the Company or its subsidiaries, or not to be a partner that is materially in the partnership or as a director who is involved in the management, employees, consultants who receive regular salaries or hold more than 1% of the total voting shares of other companies, which operate in the same condition and are a competition that is material with the Company's business or its subsidiaries.

9. Have no other characteristics that prevent them from giving an independent opinion on the Company's operations.

3) Process and Procedures for Consideration and Nomination of Directors

Once the Nomination and Remuneration Committee has put forward nominees for the Company's Directors or sub-committee members, it will assess their qualifications in accordance with the criteria outlined by the Board of Directors, considering the following conditions:

1. To ensure the appropriateness of their knowledge, experience, and specific competencies beneficial to the Company, individuals must have experience in the primary business or industry where the Company operates. This ensures that the Board of Directors maintains the necessary composition. The establishment of the Board Skills Matrix facilitates consistent nomination of directors aligned with the Company's business direction.

2. To consider diversity in terms of gender, age, race, nationality, expertise, skills, and experience (as outlined in the Board Skills Matrix/Board Diversities), encompassing knowledge and abilities in both academic (Hard Skills and Soft Skills) and sustainability-supporting factors. This aims to secure directors capable of efficiently executing their duties and contributing to the overall composition of the Board, encompassing dimensions of knowledge, competency, experience, and diversity, thereby facilitating maximum efficiency in operations.

3. To ensure that nominees meet the qualifications stipulated by regulatory agencies, such as those outlined in the Public Company Limited Act, B.E. 2535 (1992), and the Securities and Exchange Act, B.E. 2535 (1992).

4. The time dedication of the directors will be taken into account, especially if they are former directors returning for another term, in which case their performance during their previous tenure will also be evaluated.

5. When proposing the appointment of an independent director, the individual's independence should be considered in alignment with the criteria established by the SEC Office and the Company, alongside the necessity of nominating additional independent directors. If it becomes apparent that current independent directors lack qualifications or are not fulfilling their duties, it is imperative to adjust the composition of the Company's Board in accordance with the policies set by the Board itself.
6. To determine the term of office for independent directors, if a former independent director returns for another term, he or she must have had continuous tenure from the date of their initial appointment as an independent director.
7. To approach individuals who meet the specified qualification criteria to ascertain their willingness to serve as directors of the Company if appointed.
8. To propose a list of individuals who have been screened according to the above criteria, along with their qualifications and reasons for selection, to the Board of Directors for consideration and approval, and to present it to shareholders for approval. Alternatively, the Board of Directors can approve the appointment in the case of appointing a director to fill a vacant position or if a director resigns during the year, as specified in the Company's regulations and the Public Limited Companies Act.
9. The knowledge and competencies of members within sub-committees, like the Nomination and Remuneration Committee, along with the overall composition of the sub-committee and criteria for positions such as the Board Skills Matrix and Board Diversities, as well as the independent qualifications of directors, will be thoroughly evaluated. Subsequently, the findings will be presented to the Board of Directors for their consideration and approval.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : No

Number of directors from major shareholders

Rights of minority shareholders on director appointment

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>The Board of Directors consists of members who possess all required qualifications and do not have any prohibited characteristics as prescribed by law and the Companys Articles of Association. The Board comprises 18 members, including 6 independent directors and four women directors, reflecting diversity in gender, age, race, nationality, expertise, skills, and professional experience (Board Diversity). The directors possess competencies in both academic knowledge (Hard Skills and Soft Skills) and sustainability-related factors, with skills aligned with the Companys business strategy, as demonstrated through the Board Skills Matrix. In addition, the Board demonstrates diversity in educational background and professional experience ,without limitations.</p>	<p>Economics, Finance & Securities, Energy & Utilities, Engineering, Business Administration</p>

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PRACHAI LEOPHAIRATANA (Chairman of the board of directors)	Non-participating	Other • 2023: Methodology for Preparing Environmental, Social, and Governance (ESG) Sustainability Reports
2. Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the board of directors)	Non-participating	-
3. Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the board of directors)	Non-participating	Other • 2023: Methodology for Preparing Environmental, Social, and Governance (ESG) Sustainability Reports
4. Mr. PRATEEP LEOPAIRUT (Vice-chairman of the board of directors)	Non-participating	-
5. Mr. PRAYAD LIEWPHAIRATANA (Director)	Non-participating	-
6. Ms. PATTRAPAN LEOPAIRUT (Director)	Participating	Other • 2025: Enterprise Risk management
7. Mrs. NITAWAN LEOPHAIRATANA (Director)	Non-participating	-
8. Ms. MALINEE LEOPAIRAT (Director)	Non-participating	-
9. Mr. MANU LEOPAIROTE (Director, Independent director)	Non-participating	-
10. Mr. THIRAPHONG VIKITSET (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. KHANTACHAI VICHAKKHANA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Role of the Chairman Program (RCP)
12. Mr. PAKORN LEOPAIRUT (Director)	Participating	Other • 2025: Anti-Corruption Risk Assessment • 2025: Enterprise Risk management • 2025: Human Rights Due Diligence • 2025: Nexus AI (Network for Executive Xceleration&Unbounded Scale)
13. Mr. PAKKAPOL LEOPAIRUT (Director)	Participating	Other • 2025: Anti-Corruption Risk Assessment • 2025: Human Rights Due Diligence • 2025: Intermediate Certificate Course in Good Governance for High Level Executives and Industrial Sector • 2025: Preparation of the 2024 Sustainability Report in accordance with GRI standards
14. Mr. VANCHAI MANOSUTHI (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
15. Mr. PORAKRIT LEOPHAIRATANA (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Nexus AI (Network for Executive Xceleration&Unbounded Scale) • 2024: Anti-Corruption Risk Assessment • 2024: Comprehensive human rights assessment • 2024: Preparation of the 2024 Sustainability Report in accordance with GRI standards
16. Mr. ARAM SENAMONTRI (Director, Independent director)	Non-participating	-
17. Mr. THANAKORN LIEWPHAIRATANA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP)
18. Mr. PAISAN KATCHASUWANMANEE (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AACP) • 2012: Director Certification Program (DCP) • 2012: Financial Statements for Directors (FSD)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

TPI Polene Power Public Company Limited provides a self-assessment of the Board of Directors, subcommittee and Chief Executive Officer (CEO)/Chairman of the Management Committee of the Company at least once a year in order to comply with the Principles of Good Corporate Governance by taking into account the elements that determine the Company's sustainability performance as part of the indicators to evaluate the performance of the Board of Directors, directors and executives and using the evaluation results for improving the performance of the Board of Directors and Chief Executive Officer (CEO)/Chairman of the Management Committee by the performance appraisal form, which consists of:

1. Performance appraisal form for the entire Board of Directors (assessment of the whole board)
2. Performance appraisal form for each committee

3. Performance appraisal form for the Board of Directors individually (for the Board/Sub-committees)
4. Performance appraisal form for Chief Executive Officer (CEO)/Chairman of the Management Committee

Assessment criteria calculated as a percentage of full scores for each topic are as follows:

- More than 90% score = Excellent
- Over 80% Score = Very Good
- Over 70% Score = Good
- More than 60% score = Fair
- Below 60% score = Need improvement

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

1. Performance appraisal form for the entire Board of Directors (the whole Board)

This form consists of 6 topics: structure and qualifications, roles and responsibilities, meetings, the performance of duties of directors, relationship with the management, self-development of directors, and development of executives. The average evaluation score is 94.5% (Excellent).

2. Performance appraisal form for each committee

This form consists of 3 topics: structure and qualifications of directors, meetings of sub-committees, roles, duties, and responsibilities of sub-committees.

- Audit Committee: average score of 95% (Excellent)
- Nomination and Remuneration Committee: average score of 90% (Very Good)
- Executive Management Committee : average score of 90% (Very Good).
- Sustainable Development Committee : average score of 90% (Very Good).
- Corporate Governance Committee : average score of 90% (Very Good).
- Risk Management Committee : average score of 90% (Very Good).

3. Performance appraisal form for the Board of Directors individually (for the Board/Sub-committees)

This form consists of 3 topics: structure and qualifications of Board/Sub-committees; meetings of Board/Sub-committees; roles, duties, and responsibilities of Board/Sub-committees. The average evaluation score is 94% (Excellent).

4. Performance appraisal form for Chief Executive Officer (CEO)/Chairman of the Management Committee

This appraisal is conducted by considering the specified components, whereby the Company's sustainability performance forms part of the performance indicators for the evaluation of top executives (CEO or equivalent) / the Chairman of Management Committee, consisting of the following results: (1) Financial Performance, considering business performance across various dimensions (such as revenue, net profit, company sales, Economic Value Added (EVA), EBITDA, and other financial performance indicators); (2) Innovation: Development of new products to enhance product value and to drive the introduction of new products to the market; and (3) Environmental, Social, and Governance Performance (ESG): Implementation in accordance with the Company's policy on the development of environmentally friendly products (Green Choice) and the reduction of greenhouse gas emissions from production processes (such as employee/customer/supplier/community satisfaction, occupational health and safety management in the working environment, effectiveness of climate change management, particularly targets for reducing greenhouse gas emissions, and reduction of the Company's resource consumption, among others.) These results form part of the performance indicators for the assessment of senior executives (CEO or equivalent), which consist of 10 assessment topics, namely:

- | | |
|---------------------------------------|---------------------------------------|
| 1. Leadership | 6. External relations |
| 2. Strategic formulation | 7. Management and personnel relations |
| 3. Strategy implementation | 8. Succession |
| 4. Planning and financial performance | 9. Knowledge of products and services |

5. Relationship with the Board of Directors 10. Personal Characteristics

The average evaluation score is 95% (Excellent).

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	95	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	95	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Nomination Committee	Group assessment	90	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Remuneration Committee	Group assessment	90	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	90	100
	Self-assessment	94	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
Corporate Governance Committee	Group assessment	90	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	90	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
Sustainable Development Committee	Group assessment	90	100
	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Performance appraisal form for Chief Executive Officer (CEO)/Chairman of the Management Committee

This is an assessment taking into account the elements that the Company's Sustainability Performance as part of the Chief Executive Officer (CEO)/Chairman of the Management Committee Performance Assessment Indicators. These include financial performance (e.g. revenue, company sales, Economic Value Add (EVA), other financial performance) and environmental, social, and/or governance (ESG) performance such as satisfaction of employees/business partners/communities, occupational health and safety management in the working environment, climate change management efficiency, especially the purpose to reduce the amount of greenhouse gas emissions, reduce the use of Company's resources for cost and environmental benefits), all of which are part of the performance indicators of Chief Executive Officer (CEO or equivalent) that consists of 10 topics as follows:

1. Leadership
2. Strategic formulation
3. Strategy implementation
4. Planning and financial performance
5. Relationship with the Board of Directors
6. External relations
7. Management and personnel relations
8. Succession
9. Knowledge of products and services
10. Personal Characteristics

The average evaluation score is 95% (Excellent).

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 12
 past year (times)
 Date of AGM meeting : 18 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PRACHAI LEOPHAIRATANA (Chairman of the board of directors)	12	/	12	1	/	1		/	
2. Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the board of directors)	12	/	12	1	/	1		/	
3. Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the board of directors)	12	/	12	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
4. Mr. PRATEEP LEOPAIRUT (Vice-chairman of the board of directors)	11	/	12	0	/	1		/	
5. Mr. PRAYAD LIEWPHAIRATANA (Director)	12	/	12	1	/	1		/	
6. Ms. PATTRAPAN LEOPAIRUT (Director)	12	/	12	1	/	1		/	
7. Mrs. NITAWAN LEOPHAIRATANA (Director)	10	/	12	1	/	1		/	
8. Ms. MALINEE LEOPAIRAT (Director)	11	/	12	1	/	1		/	
9. Mr. MANU LEOPAIROTE (Director, Independent director)	11	/	12	1	/	1		/	
10. Mr. THIRAPHONG VIKITSET (Director, Independent director)	12	/	12	1	/	1		/	
11. Mr. KHANTACHAI VICHAKKHANA (Director, Independent director)	12	/	12	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
12. Mr. PAKORN LEOPAIRUT (Director)	10	/	12	1	/	1		/	
13. Mr. PAKKAPOL LEOPAIRUT (Director)	12	/	12	1	/	1		/	
14. Mr. VANCHAI MANOSUTHI (Director, Independent director)	12	/	12	1	/	1		/	
15. Mr. PORAKRIT LEOPHAIRATANA (Director)	11	/	12	1	/	1		/	
16. Mr. ARAM SENAMONTRI (Director, Independent director)	12	/	12	1	/	1		/	
17. Mr. THANAKORN LIEWPHAIRATANA (Director)	10	/	12	1	/	1		/	
18. Mr. PAISAN KATCHASUWANMANEE (Director, Independent director)	12	/	12	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PRACHAI LEOPHAIRATANA (Chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PRATEEP LEOPAIRUT (Vice-chairman of the board of directors)	11/12 (91.67%)	0/1 (0.00%)	N/A
5. Mr. PRAYAD LIEWPHAIRATANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
6. Ms. PATTRAPAN LEOPAIRUT (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. NITAWAN LEOPHAIRATANA (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
8. Ms. MALINEE LEOPAIRAT (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
9. Mr. MANU LEOPAIROTE (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
10. Mr. THIRAPHONG VIKITSET (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
11. Mr. KHANTACHAI VICHAKKHANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
12. Mr. PAKORN LEOPAIRUT (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
13. Mr. PAKKAPOL LEOPAIRUT (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
14. Mr. VANCHAI MANOSUTHI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
15. Mr. PORAKRIT LEOPHAIRATANA (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
16. Mr. ARAM SENAMONTRI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
17. Mr. THANAKORN LIEWPHAIRATANA (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
18. Mr. PAISAN KATCHASUWANMANEE (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	95.37%	94.44%	N/A

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

It is necessary to accommodate urgent needs or halt urgent activities.

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration for Directors and Executives

The determination of compensation for the Board of Directors is fair and reasonable, considering its appropriateness and alignment with the Directors responsibilities and the Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

The determination and payment of remuneration to directors has been approved by the shareholders meeting. The shareholders meeting approved the principles for determining the remuneration of the Companys directors, authorizing the Board of Directors to consider and set the remuneration. This process adheres to the criteria for determining remuneration in accordance with the same guidelines followed by public limited companies listed on the Stock Exchange of Thailand. It involves comparing and referencing companies in the same industry and of similar sizes, while also considering the Companys status and performance as key factors. To reward performance and create motivation for personnel with appropriate qualifications, knowledge, abilities, skills, and experience, ultimately contributing the most to the success of the Companys operations, and to comply with the principles of good corporate governance for listed companies, the Companys Board of Directors is encouraged to report the remuneration of the Board to the shareholders meeting on an annual basis.

In determining and paying the remuneration of the Board of Directors, the Company's Board of Directors shall receive remuneration for only one position as a full board. This includes the monthly directors remuneration (referred to as director remuneration), meeting allowances for additional board meetings, and the payment of annual bonuses.

In addition, regarding remuneration for executives, the Company determines appropriate compensation by considering their duties and responsibilities, individual performance, the Company's performance, and the practices of listed companies within the same industry.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PRACHAI LEOPHAIRATANA (Chairman of the board of directors)			1,919,193.00		N/A
Board of Directors (Chairman of the board of directors)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
2. Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the board of directors)			1,919,193.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Vice-chairman of the board of directors)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (Vice-chairman of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
3. Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the board of directors)			1,919,193.00		N/A
Board of Directors (Vice-chairman of the board of directors)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (Vice-chairman of the executive committee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Remuneration Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
4. Mr. PRATEEP LEOPAIRUT (Vice-chairman of the board of directors)			1,919,193.00		N/A
Board of Directors (Vice-chairman of the board of directors)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (Vice-chairman of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
5. Mr. PRAYAD LIEWPHAIRATANA (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Ms. PATTRAPAN LEOPAIRUT (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
7. Mrs. NITAWAN LEOPHAIRATANA (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
8. Ms. MALINEE LEOPAIRAT (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
9. Mr. MANU LEOPAIROTE (Director, Independent director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Audit Committee (Chairman of the audit committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
10. Mr. THIRAPHONG VIKITSET (Director, Independent director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
11. Mr. KHANTACHAI VICHAKKHANA (Director, Independent director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
12. Mr. PAKORN LEOPAIRUT (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	Yes	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
13. Mr. PAKKAPOL LEOPAIRUT (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	Yes	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainable Development Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
14. Mr. VANCHAI MANOSUTHI (Director, Independent director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
15. Mr. PORAKRIT LEOPHAIRATANA (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	Yes	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
16. Mr. ARAM SENAMONTRI (Director, Independent director)			1,919,193.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
17. Mr. THANAKORN LIEWPHAIRATANA (Director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
18. Mr. PAISAN KATCHASUWANMANEE (Director, Independent director)			1,919,193.00		N/A
Board of Directors (Director)	1,778,076.00	141,117.00	1,919,193.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
19. Mrs. Chularat Danwattanachai (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
20. Mr. Worawit Lerdussarakam (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
21. Mr. Chanon Khongkhachuichai (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
22. Mr. Virat Chatdarong (Member of the subcommittee)			N/A		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
23. Mrs. Thanyathida Sriraksa (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
24. Mrs. Malee Podprichakul (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
25. Mrs. Oratai Jiaranai (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
26. Mr. Kerkrit Wongnarat (Member of the subcommittee)			N/A		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
27. Mr. Nitisit Jongpitakrat (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
28. Mr. Seaksan SinPrakong (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
29. Mr. Hanchai Ekkritwarodom (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
30. Ms. Juthamas Surojrat (Member of the subcommittee)			N/A		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
31. Mr. Nawi Tangmanowiriyakul (Member of the subcommittee)			N/A		N/A
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	32,005,368.00	2,540,106.00	34,545,474.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Remuneration Committee	0.00	0.00	0.00
5. Corporate Governance Committee	0.00	0.00	0.00
6. Nomination Committee	0.00	0.00	0.00
7. Risk Management Committee	0.00	0.00	0.00

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

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	24,863,445.00	28,505,634.00	32,005,368.00
Other monetary remuneration (Baht)	3,876,840.00	6,451,056.00	2,540,106.00
Total (Baht)	28,740,285.00	34,956,690.00	34,545,474.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company
representatives in establishing important policies,
Disclosure of financial condition and operating results

The Company has a policy of supervising the operations of its subsidiaries and associates as follows:

1. The Company sends a person on its behalf to be a director in each subsidiary and/or associate in accordance with the shareholding in each company. However, sending representatives of the Company as directors in each subsidiary and/or associates must be considered and approved by the Board of Directors' Meeting, taking into account the suitability of each company.

2. The Board of Directors and the executives of each subsidiary and/or associates have a significant scope of authority and responsibilities in accordance with applicable laws, such as disclosure of information about the financial position and performance, connected transactions of subsidiaries and/or associates, as well as the acquisition or disposition of significant assets to the Company, by applying the relevant notifications of the Capital Market Supervisory

Board and the notifications of the Board of Directors mutatis mutandis, including disclosing and submitting information on their interests and persons relating to the Board of Directors to the relationships and transactions with subsidiaries and/or associates in a manner that may cause conflicts of interest and avoid transactions that may cause conflicts of interest.

3. The Company formulates the necessary plans and actions to ensure that its subsidiary and/or associates disclose information about their operating performance and financial position and that the Company takes the necessary actions and monitor its subsidiary and/or associates with adequate and appropriate internal control systems and control systems to conduct the business.

In addition, the Company closely monitors the performance and operations of such subsidiaries and/or associates and presents the results of the analysis, including comments or recommendations, to the Board of Directors and the Board of Directors of those subsidiaries or associates for consideration, policy determination or improvement, to encourage the business of its subsidiaries and/or associates to develop and grow continuously.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Board has a clear policy to execute transactions, which have potential conflicts of interest in a manner that is in the best interests of the Company and its shareholders. In case of transactions between the Company and anyone, with which a possible conflict of interest might occur, the Company will act in accordance with the rules and regulations imposed by the SEC and the SET on Disclosure and Actions of Listed Companies in Connected Transactions. Directors and executives who have interests in transactions with the Company may not participate in the decision-making of the transactions.

Disclosure of transactions that may have conflicts of interest or connected transactions shall be in accordance with the rules set by the Capital Market Supervisory Board, the SEC, and the SET and shall be disclosed in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report) or other reports as the case may be, as well as in accordance with generally accepted accounting standards.

In 2025, the Company developed a plan and reported operational results regarding the prevention of conflicts of interest. No wrongdoing was identified, nor did the Company receive any whistleblowing reports or complaints related to the interest and conflicts of interest that violated the governance principles of the Company Group. The Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company maintains the use of internal information in accordance with the laws and in accordance with the Principles of Good Corporate Governance. It is set out in writing in the Code of Conduct of the Board of Directors, the executives, and employees, which will be given to the directors, the management, and employees when start working on the first day in the workforce. The key policies can be summarized as follows:

1. 1. The Company has designated the directors, the executives, and employees to sign the acknowledgement of the relevant notices of the SEC to designate directors and the executives to be responsible for reporting changes in securities holdings to the SEC under Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within three working days from the date of the change of securities holdings and shall notify the Company Secretary to provide a record of the change and summary of the number of securities of directors and the executives individually to present to the Board of Directors at the following meeting. In addition, penalties have been imposed if they have violated or not met such requirements.
2. 2. In the event that a director or executive (meaning the Manager or the first four executive positions below the Manager, including all positions equivalent to the fourth level, as well as positions in the accounting or finance line at the level of department manager or equivalent and above), including their spouses and minor children, intends to buy or sell the Companys shares, they must notify the Company Secretary of their intention at least one day prior to the transaction.
1. 3. The Company has a requirement not to use financial statements or other insider information that affects the price of the Company's securities to disclose to third parties or non-affiliated parties and not trade securities for a month before financial statements or other information affecting the price of securities of companies/group companies in public. The Company must not trade securities until after 24 hours since all such information has been disclosed in public. Failure to act in accordance with such requirements constitutes disciplinary action against the Company. If any director, executive, or, employee who has learned of important internal information commits a disciplinary offense, such person shall be punished with a warning, payment cuts, and unpaid suspensions, until dismissal.

However, the guidelines above have been resolved and approved by the Board of Directors.

In 2025, it was not found that directors and executives traded securities during the period specified by the Company s term of refraining from trading. In addition, the Company has started to use electronic systems to increase reporting efficiency to its directors, executives, and employees.

The Company prioritizes achieving equality and fairness for all shareholders. Internal information or material information regarding changes in the price of unsealed securities is considered to be internal information used in the business operations and is classified information of the Company, which, if disclosed, will affect the Company,

especially affecting the value of the shares of the Company that is traded on the SET. Therefore, the Management and employees at all levels of the Company must keep the internal information confidential. Thus, guidelines and practices are established as follows:

1. The Company's employees must maintain and keep customers information and commercial information confidential, which must be maintained in respect of their responsibilities unless required by law to disclose for litigation purposes or the Board of Directors approves the disclosure.
2. Disclosure of information that may affect the Company must be undergone by the person who has the decision to act on such matters unless assigned by the disclosure authority.
3. Internal information is information on business operations and management of the confidential business. If disclosed in public, it will affect the Company.
4. Employees and related persons must not disclose information that has not been disclosed in public and do not trade securities of the Company or the companies they are involved in when they know information that has not been disclosed in public.
5. Important documents and confidential information must be maintained in specific ways defined at each level and each type or category of data must be carefully stored, and easy to use. After the period of time, the data or documents or stored in the electronic system, the employees involved must ensure that the destruction is made in an appropriate way, valid for each type of information or document. Some documents must be preserved as required by legal regulations imposed and should be studied on a case-by-case basis.

The Company has policies and procedures to ensure that its directors and executives do not provide the Company's internal information that has not been made public to exploit themselves, including securities trading as follows:

1. The Company educates the directors, and the executives, including executive positions in accounting or finance or equivalent, regarding the duties that must be prepared and submitted to their securities holding reports of their offspring under the SEC under Section 59 and penalties under Section 275 of the Securities Act, including reporting the acquisition or distribution of their own securities, spouses and their offsprings to the SEC under Section 246 and penalty imposed under Section 298 of the Securities Act.
2. The Company requires the Directors, the management, including executive positions in accounting or finance or equivalent, to prepare and submit reports of the holding of their securities, of married couples and their offsprings to the Corporate Secretary before sending them to the SEC, the reports of which shall be prepared and delivered within 30 days from the date of appointment to the position of director and/or executive, or report the change in securities holdings within three business days from the date of the purchase, sale or transfer of such securities.
3. The Board of Directors and employees in particular business units of the related information (including spouses and offsprings of such persons) are prohibited to trade the Company's securities at least one month prior to the disclosure of quarterly and annual financial statements and within 24 hours after the disclosure of such financial statements.

In addition, in the event of the Board of Directors and employees in the particular business units concerned with the information (including spouses and offsprings of such person) are aware of undisclosed information that may affect the Company's securities prices, such persons must not trade the Company's securities until after 24 hours since all such information has been disclosed in public.

4. The Company imposes disciplinary penalties if there is a breach of internal information to exploit themselves, disciplinary action starts with a written warning, wages cut, suspend unpaid work, or dismissal. The punishment will be determined by the intent of the offense and the seriousness of the offense.

In 2025, the Company had no cases of directors, executives, employees, or related persons violating laws related to the use of inside information.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

Monitoring Compliance with the Anti-Fraud and Corruption Policy

The Company has set goals as follows.

- Employees are required to undergo training courses on Anti-Fraud and Corruption periodically every year.
- Business partners are provided with the organization's Anti-Fraud and Corruption Policy every year.

The Company has the policy to prohibit its directors, executives, and employees at all levels from accepting or being involved in corruption in any form, whether directly or indirectly, by requiring its personnel to comply with the Anti-Fraud and Corruption Policy which is consistent with the Principles of Good Corporate Governance, the Code of Conduct, as well as regulations, requirements, and relevant laws.

The Company has defined the scope of stakeholders involved in the Anti-Fraud and Corruption Policy into 2 groups as follows: 1) within the organization, consisting of directors, executives, and employees of the Company at all levels; and 2) outside the organization, consisting of customers or suppliers of goods or service, contractors, sub-contractors, business partners, creditors, government agencies, private agencies, along with specifying the main roles and responsibilities of the committees and agencies involved in Anti-Fraud and Corruption operations as follows:

Board of Directors	Chairman of the Management and Management Committee	Audit Committee	Internal Audit Supervisor
<ul style="list-style-type: none"> ● Set a policy and supervise to have a system that supports effective anti - corruption. 	<ul style="list-style-type: none"> ● Set the system to promote and support the Anti-Fraud and Corruption policy to communicate to employees and relevant parties. ● Review the operations and policies in accordance with situations that have changed, such as business conditions, regulations, regulations and requirements of various laws 	<ul style="list-style-type: none"> ● Review financial and accounting systems Internal control system Internal audit systems and risk management systems to be strict, suitable, up-to-date and effective 	<ul style="list-style-type: none"> ● Check and ensure that the work is correct in accordance with the policy of the operational practice, operations and laws, regulations of the supervision agencies ● Report to the Audit Committee

In addition, the Company has set guidelines for Anti-Fraud and Corruption as a framework for employees at all levels with the expectation that they will be the eyes and ears of not neglecting or ignoring when witnessing actions that fall within the scope of corruption. The Company aims to provide fairness and protection measures for whistleblowers or those who cooperate in reporting corruption and to raise awareness among employees. The Company, therefore, regularly disseminates, communicates, and trains to provide knowledge about the Anti-Fraud and Corruption Policy to employees, including expanding the scope of the Anti-Fraud and Corruption Policy to business partners of the Company through campaigns to encourage its stakeholders to understand the behavior of performing their duties or to refrain from conduct that is considered corrupt.

In 2025, the Company's operating results can be summarized as follows:

1. Require all departments, especially those dealing with external parties, to assess risks linked to fraud and/or corruption, with 18 units that were evaluated for risks linked to fraud accounting for 100%.
2. 4.51% of the total of 1,175 employees underwent the Anti-Fraud and Corruption training courses and 100% of the employees acknowledged the Anti-Fraud and Corruption Policy
3. 99.11% of the total 560 suppliers were aware of the organization's Anti-Fraud and Corruption Policy.
4. There were no lawsuits in which the organization has been sued for fraud and there were no corruption incidents with suppliers, or cooperation partners, including corruption incidents that occur within the organization.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : No / In progress
procedures over the past year

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. MANU LEOPAIROTE (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mr. THIRAPHONG VIKITSET (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. ARAM SENAMONTRI (Member of the audit committee)	5	/	5	5/5 (100.00%)
4 Mr. PAISAN KATCHASUWANMANEE (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Audit Committee of TPI Polene Power Public Company Limited for the year 2025 has been appointed and consists of 4 independent directors: Mr. Manu Leopairote as the Chairman of the Audit Committee, Dr. Thiraphong Vikiset, Mr. Aram Senamontri, and Mr. Paisan Katchasuwananee, who are members of the Audit Committee. has been considered and proposed by the Board of Directors for appointment in accordance with legal procedures. All three individuals are qualified and experienced in finance, accounting, law, economics, and management, and have experience in performing duties independently within the scope of authority and responsibility specified by the regulatory agency for the Audit Committee, with Mr. Kanchit Yimkrim serving as the secretary of the Audit Committee.

In 2025, the Audit Committee conducted a total of 5 meetings with the following details of the meeting:

No.	Name	Position	Number of Meeting Attendance
1.	Mr. Manu Leopairote	Chairman of the Audit Committee	5/5
2.	Dr. Thiraphong Vikitset	Member of the Audit Committee	5/5
3.	Mr. Aram Senamontri	Member of the Audit Committee	5/5
4.	Mr. Paisan Katchasuwananee	Member of the Audit Committee	5/5

In 2025, the Audit Committee to review, consider, and evaluate the internal control system, review financial statements and disclose information to investors, review compliance with relevant legal requirements, review risk management, review connected transactions or conflicts of interest, and consider, select, nominate, and determine the auditor's remuneration. The performance of duties can be summarized as follows:

1. To review and evaluate internal control systems.

The Company operates its business based on morality, ethics, transparency, and sustainable business operations and gives importance to the economy, environment, society, and good corporate governance according to the concept and philosophy of the Board of Directors and top executives. The Company has set policies and established operational guidelines that recognize the appropriate internal control system and adopted Four Iddhippada to success and commitment to creating balanced happiness with a better quality of life. Sustainably according to the 4 Brahma Vihara principles, including the 4 Noble Truths, which lead to the End of Suffering according to the teachings of the Lord Buddha, and applied TPI Polene Power's Code of Conduct as guidelines for the performance of executives and employees, taking into account the benefits and fairness to all relevant stakeholders, from government agencies, shareholders, suppliers, contract parties. Employees are developed and promote learning in a way that contributes to the long-term sustainable development of the Company. According to the review of the Audit Committee in the past year, the Company had an effective internal control system, efficient and effective operations under the internal control system that is sufficient and appropriate, which prevented damage that may occur within a reasonable period of time, reduce operational risks, help financial statements and reports of the Company to be accurate, reliable, as well as protect company assets and shareholders' investments, and The Chairman of the Audit Committee has approved the audit plan for the year 2024, with the internal audit unit performing the audit in accordance with the said plan.

2. To review the disclosure of all relevant information for investors.

Financial statements are financial reports that show the performance and financial position of an entity that must be disclosed to stakeholders. The Audit Committee reviewed significant items in the Company's consolidated financial statements, both the quarterly financial statements and the financial statements for the fiscal year 2024, as well as having a meeting with the auditor of the Company to independently exchange opinions on the financial statements without the management on issues that are material to the financial statements and revealing information in the notes to the financial statements, it was found that the Company's financial reports were prepared in accordance with generally accepted accounting standards, with sufficient information disclosed in the notes to the financial statements

and within an appropriate timeframe according to the requirements of the law and financial reporting standards set by the Federation of Accounting Professions, which are beneficial to the decision of investors and all stakeholders.

3. To review and ensure that the Company performs in compliance with all regulations and related governing laws.

The Audit Committee has reviewed compliance with rules, orders, and regulations of the law and of regulatory agencies related to the business of the Company. The Company has a system to prevent the use of internal information in securities trading, prohibitions, and penalties are imposed in the Employee Regulations, with a penalty of termination of employment; to supervise the executives to prepare a report on the holding of the Company's securities in accordance with legal requirements. In addition, it also places importance on the legal duty to disclose the Company's information in financial reports, related transactions, and other reports to be accurate, complete, reliable, and timely.

4. To review Risk Management

The Company has established the Risk Management Committee, chaired by the Chairman of the Board of Directors, with the Board of Directors serving as members of this committee. The committee is responsible for considering the structure, policies, risk management framework, and risk management plans, as well as reviewing risk and monitoring risk management. The Risk Management Department is tasked with preparing risk management reports and implementing support for risk management activities throughout the organization. The Company prioritizes environmental risks related to greenhouse gas emissions and their impact on climate change, as well as risks arising from economic crimes, modern technology (cybercrime), and other crises, etc. The Company, through its Risk Management Committee and all departments, continuously monitors the changing environment and assesses significant risks that may impact its operations. Risk response measures are determined at an acceptable level during weekly executive meetings and are incorporated into the annual work plan.

5. To review fraud detection or corruption

The Audit Committee has emphasized that the Company operates in accordance with good corporate governance, providing a complaint-handling system, including providing channels for employees, shareholders, and those involved to be able to directly contact the Audit Committee to notify information to the Internal Audit Committee regarding complaints, illegal acts or non-compliance with the Code of Conduct, or inquiries about financial reports or internal control systems conveniently via email, website, mail, and the complaint box, as well as having measures to protect the informant from disclosing and keeping it confidential. The Audit Committee has reviewed the risk assessment, the likelihood of fraud, and the impact to determine guidelines to prevent fraud that may occur in work systems and reviewing measures and investigation regulations to be up-to-date and consistent with business conditions.

6. To review connected transactions or conflicts of interest

The Company has prepared the Code of Conduct for company directors, executives, and employees at all levels to acknowledge and strengthen it as a corporate culture that values operations that do not contradict with stakes and conflicts of interest with the Company. The organization will get the most benefit from transparent and verifiable business operations. The Audit Committee has reviewed connected transactions and transactions that may have conflicts of interest from the relevant directors' reports and found that the transactions were reasonable, did not cause the Company to lose benefits and were properly disclosed to regulators in a timely manner.

7. Consideration, selection, nomination, and determination of the auditor's remuneration for the year 2025

The Audit Committee has considered the independence, performance, and experience of the person who proposes to be the Company's auditor, and the appropriateness of the remuneration as well as considering the rotation of auditors. It proposed to the Board of Directors for approval from the shareholders' meeting in considering the

appointment of Ms. Thanyalak. Keadkeaw holding Registration No. 8179, or Mr. Ekkasit Chuthamsathit holding Registration No. 4195, or Ms. Dussanee Yimsuwan holding Registration No. 10235 of KPMG Phoomchai Audit Company Limited to be the Company's auditor for the year 2026.

The Audit Committee has considered that in the past year, the Board of Directors and the executives give importance to management according to the principles of sustainable business operations with good corporate governance, business ethics, and commitment to perform duties in order to achieve the organization's goals in a professional manner. The Company has developed a product quality system according to international standards, complies with the requirements of relevant laws, contributes to society and cares for the environment, prepares financial reports to meet generally accepted accounting standards, and discloses sufficient information. Also, transactions that may have conflicts of interest are managed properly without damage to the business with an adequate internal control system and good corporate governance system. No misstatement has been found.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 0

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the executive committee)	0	/	0	N/A
2 Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the executive committee)	0	/	0	N/A
3 Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the executive committee)	0	/	0	N/A
4 Mr. PRAYAD LIEWPHAIRATANA (Member of the executive committee)	0	/	0	N/A

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
5 Ms. PATTRAPAN LEOPAIRUT (Member of the executive committee)	0	/	0	N/A
6 Mr. PAKORN LEOPAIRUT (Member of the executive committee)	0	/	0	N/A
7 Mr. PAKKAPOL LEOPAIRUT (Member of the executive committee)	0	/	0	N/A
8 Mrs. NITAWAN LEOPHAIRATANA (Member of the executive committee)	0	/	0	N/A
9 Mr. PORAKRIT LEOPHAIRATANA (Member of the executive committee)	0	/	0	N/A
10 Mr. PRATEEP LEOPAIRUT (Vice-chairman of the executive committee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Executive Committee

- Govern and formulate the Company's operational strategy of business, goals and operational plans, financial goals, and budgets, taking into account appropriate business factors to present and seek approval to the Board of Directors in case the circumstances change, the Board of Directors shall review the use of approved budgets to suit the situation, as well as implement business strategies in accordance with the policies of the Board of Directors.
- Monitor the performance of departments in accordance with the Company's policy, business strategy, goals and operational plans, financial goals, and budgets approved by the Board of Directors to be effective in favor of business conditions and provide advice, advice, and management to top executives.
- Consider selecting and appointing top executives, the Board of Directors will be the preliminary consideration of the nomination of qualified persons who have knowledge, skills, and experience that are beneficial to the Company's operations before proposing to the Board of Directors for consideration and approval; determines the organizational structure and policies related to the management of the Company; considers and follows up the replacement management plan and manpower plans; and determines criteria for remuneration and criteria for evaluation of executive performance.
 - Appoint and remove employees, and assign rewards to employees.
- Consider and provide feedback or opinions to the Board of Directors regarding any projects, proposals, or transactions related to the Company's business operations, as well as to consider fundraising options when necessary and exceeding the setting limits and/or to applicable laws and regulations or in the Articles of Association of the Company to be approved by the shareholders' meeting and/or the Board of Directors.
- Conduct business related to the general administration of the Company, including any authority and responsibilities as assigned or in accordance with the policies assigned by the Board of Directors.

7. Appoint and/or assign to member of the Management Committee or any person or persons to act within the jurisdiction of the Management Committee deemed appropriate by the Board of Directors, as well as the Table of Authority specified by the Board of Directors, where the Management Committee may withdraw or amend such powers within the scope of the Management Committee.

Meeting attendance of Remuneration Committee

Meeting Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. PRATEEP LEOPAIRUT (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Ms. PATTRAPAN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
7 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
8 Mr. PAKKAPOL LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
9 Mrs. NITAWAN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
10 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
11 Mr. PORAKRIT LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
12 Mr. MANU LEOPAIROTE (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
13 Mr. THIRAPHONG VIKITSET (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
14 Mr. ARAM SENAMONTRI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
15 Mr. KHANTACHAI VICHAKKHANA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
16 Mr. VANCHAI MANOSUTHI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
17 Mr. THANAKORN LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
18 Mr. PAISAN KATCHASUWANMANEE (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Remuneration Committee

In 2025, the Nomination and Remuneration Committee held two meetings which 100% of the directors attended. The Nomination and Remuneration Committee of TPI Polene Power Public Company Limited consists of experts in several fields, with Mr. Prachai Leophairatana as the Chairman of the Nomination and Remuneration Committee and the entire Board of Directors performed their duties together as the Nomination and Remuneration Committee, with Mr. Kanchit Yimkrim, Company Secretary, as the secretary of the Nomination and Remuneration Committee.

In 2025, the Nomination and Remuneration Committee performed its duties within the scope of responsibilities specified in the Nomination and Remuneration Committee Charter as approved by the Board of Directors, with two meetings where the results of the meeting were reported to the Board of Directors. Consideration of important matters can be summarized as follows:

1. Consider nominating new directors to replace those who retire by rotation, taking into account knowledge, competence, experience, transparent work history, morality, responsibility, leadership, and professionalism, as well as board diversity. Additionally, the Board Skills Matrix is established to determine the qualifications of directors to be nominated by considering necessary skills, suitable qualifications, and consistency with the composition and structure of the Board according to the strategic business of the Company. Furthermore, the Company has applied the criteria for director nomination according to the Principles of Good Corporate Governance. These criteria serve as components for nominating new directors and providing orientation for newly appointed directors, including encouraging them to constantly develop their knowledge.
2. Consider the annual budget and determine the remuneration of the Board of Directors according to the assessment criteria and the Company's performance, including taking into account the suitability of the duties and responsibilities assigned, linked to the performance of the Company and its performance by comparable to other companies in the same industry and of similar size.
3. Review the Nomination and Remuneration Committee Charter and determine the remuneration in line with the Corporate Governance Code (CG Code).

The Nomination and Remuneration Committee has performed its duties independently in accordance with the Corporate Governance Code to ensure transparency in the recruitment and remuneration process and build confidence among shareholders and stakeholders in all sectors.

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 1
(times)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Mr. PRATEEP LEOPAIRUT (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Ms. PATTRAPAN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
8 Mr. PAKKAPOL LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Mrs. NITAWAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
10 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
11 Mr. PORAKRIT LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
12 Mr. MANU LEOPAIROTE (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
13 Mr. THIRAPHONG VIKITSET (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
14 Mr. ARAM SENAMONTRI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
15 Mr. KHANTACHAI VICHAKKHANA (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
16 Mr. VANCHAI MANOSUTHI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
17 Mr. THANAKORN LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
18 Mr. PAISAN KATCHASUWANMANEE (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance Committee

In 2025, the Corporate Governance Committee held one meeting in which 100% of the directors attended and provide useful opinions to the management in developing good corporate governance of TPI Polene Power Group. The summary of the performance of the Corporate Governance Committee in 2025 is as follows:

- Promotion of the Board of Directors Performance and Development of Corporate Ethics:** The Corporate Governance Committee has focused on overseeing the Board of Directors to ensure that their duties are performed in accordance with the principles of good corporate governance and the Code of Conduct. The Committee has reviewed and updated the Code of Conduct to ensure it remains current and appropriate to present circumstances, thereby strengthening stakeholders confidence in the Companys transparent management system and corruption-free operations. At the same time, the Company promotes the capability development of directors by supporting their participation in training and seminars in key programs organized by the Thai Institute of Directors (IOD) to enhance their perspectives and effectiveness in performing their duties. Examples include the Subsidiary Governance Program (SGP), the Role of the Chairman Program (RCP), the Advanced Audit Committee Program (AACP), etc.
- Promoting Awareness and Compliance with Corporate Governance and Business Ethics:** The Company promotes awareness and compliance with corporate governance principles and business ethics among directors, executives, and employees across all operational areas. This is achieved through E-Learning training programs that provide knowledge reviews for directors, executives, and employees at all levels on topics such as prevention of the use of insider information, prevention of conflicts of interest, anti-corruption practices, and adherence to the Companys Code of Conduct. The Company has prepared and distributed the Code of Conduct manual to directors, executives, and employees at all levels to enhance awareness and provide guidelines for proper conduct. In 2025, the Company required newly appointed directors, executives, and employees at all levels to complete a Code of Conduct assessment to measure their understanding. In addition, the Company promoted the establishment of processes and mechanisms for managing complaints and whistleblowing cases, particularly in situations involving violations of ethics, the Code of Conduct, and corruption. These efforts aim to strengthen an organizational culture aligned with the Companys business ethics, supporting sustainable growth. During 2025,

there were no violations of the Code of Conduct, including no cases of corruption. Furthermore, no misconduct, whistleblowing reports, or complaints related to the use of insider information or conflicts of interest that would violate the Groups good corporate governance principles were identified.

3. **Review of the Structure and Roles of Sub-Committees:** To ensure that the management structure remains clear and up to date, the Corporate Governance Committee has reviewed the charters and scopes of authority of the various sub-committees, including the Corporate Governance Committee, Audit Committee, Nomination Committee, Remuneration Committee, and Risk Management Committee. This review aims to ensure alignment with the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission (SEC), thereby ensuring that the duties and responsibilities of all committees are carried out in accordance with international standards and relevant regulations.
4. **Performance Evaluation of the Board of Directors and Top Executives:** The Company has established an annual performance evaluation process as a tool to review and enhance operational effectiveness. The evaluation criteria include indicators covering sustainability performance (ESG). The evaluation process consists of Board-level evaluation, committee-level evaluation, and individual evaluation (for both Board members and members of sub-committees), as well as the performance evaluation of the Chief Executive Officer (CEO) / Chairman of the Management Committee. This process ensures that the organization is driven in alignment with its established goals and strategic direction.
5. **Promotion of Disclosure Standards and Transparency:** The Company places the highest importance on the complete, accurate, and timely disclosure of material information. It prepares and publishes the 56-1 ne Report and quarterly performance reports, which are disclosed through the Stock Exchange of Thailand (SET) system and the Companys website, ensuring that shareholders and investors receive information equally. In addition, the Company participates in the Opportunity Day activities organized quarterly by the Stock Exchange of Thailand, and takes part in the SET Awards ceremony, demonstrating its commitment to communication with the public.
6. **Disclosure of Sustainability Performance (ESG Disclosure):** To respond to investors expectations regarding sustainability, the Company has continuously disclosed its sustainability performance covering three key dimensions: Environmental, Social, and Governance (ESG) on a quarterly basis. The information is published through the 56-1 One Report (in the section on Driving Business for Sustainability), the Sustainability Development Report, and the Companys website, demonstrating the Companys commitment to social responsibility and to managing its business growth in parallel with environmental stewardship.

As a result of the Companys continuous commitment to adhering to good corporate governance principles, in 2025 the Company received an evaluation rating of 4 stars, or Very Good CG Scoring, from the Corporate Governance Report of Thai Listed Companies (CGR) survey conducted by the Thai Institute of Directors (IOD).

The Corporate Governance Committee is dedicated to fulfilling its duties in alignment with the organization's direction and goals. Its aim is to foster sustainable growth, creating maximum benefit for shareholders and all stakeholders, while ensuring fairness and progress for collective advancement.

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. PRATEEP LEOPAIRUT (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Ms. PATTRAPAN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
7 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
8 Mr. PAKKAPOL LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
9 Mrs. NITAWAN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
10 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
11 Mr. PORAKRIT LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
12 Mr. MANU LEOPAIROTE (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
13 Mr. THIRAPHONG VIKITSET (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
14 Mr. ARAM SENAMONTRI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
15 Mr. KHANTACHAI VICHAKKHANA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
16 Mr. VANCHAI MANOSUTHI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
17 Mr. THANAKORN LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
18 Mr. PAISAN KATCHASUWANMANEE (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination Committee

In 2025, the Nomination and Remuneration Committee held two meetings which 100% of the directors attended. The Nomination and Remuneration Committee of TPI Polene Power Public Company Limited consists of experts in several fields, with Mr. Prachai Leophairatana as the Chairman of the Nomination and Remuneration Committee and the entire Board of Directors performed their duties together as the Nomination and Remuneration Committee, with Mr. Kanchit Yimkrim, Company Secretary, as the secretary of the Nomination and Remuneration Committee.

In 2025, the Nomination and Remuneration Committee performed its duties within the scope of responsibilities specified in the Nomination and Remuneration Committee Charter as approved by the Board of Directors, with two meeting where the results of the meeting were reported to the Board of Directors. Consideration of important matters can be summarized as follows:

1. Consider nominating new directors to replace those who retire by rotation, taking into account knowledge, competence, experience, transparent work history, morality, responsibility, leadership, and professionalism, as well as board diversity. Additionally, the Board Skills Matrix is established to determine the qualifications of directors to be nominated by considering necessary skills, suitable qualifications, and consistency with the composition and structure of the Board according to the strategic business of the Company. Furthermore, the Company has applied the criteria for director nomination according to the Principles of Good Corporate Governance. These criteria serve as components for nominating new directors and providing orientation for newly appointed directors, including encouraging them to constantly develop their knowledge.

2. Consider the annual budget and determine the remuneration of the Board of Directors according to the assessment criteria and the Company's performance, including taking into account the suitability of the duties and responsibilities assigned, linked to the performance of the Company and its performance by comparable to other companies in the same industry and of similar size.
3. Review the Nomination and Remuneration Committee Charter and determine the remuneration in line with the Corporate Governance Code (CG Code).

The Nomination and Remuneration Committee has performed its duties independently in accordance with the Corporate Governance Code to ensure transparency in the recruitment and remuneration process and build confidence among shareholders and stakeholders in all sectors.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Mr. PRATEEP LEOPAIRUT (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. PRAMUAN LEOPHAIRATANA (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mrs. ORAPIN LEOPHAIRATANA (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Ms. PATTRAPAN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
7 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
8 Mr. PAKKAPOL LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Mrs. NITAWAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
10 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
11 Mr. PORAKRIT LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
12 Mr. MANU LEOPAIROTE (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
13 Mr. THIRAPHONG VIKITSET (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
14 Mr. ARAM SENAMONTRI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
15 Mr. KHANTACHAI VICHAKKHANA (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
16 Mr. VANCHAI MANOSUTHI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
17 Mr. THANAKORN LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
18 Mr. PAISAN KATCHASUWANMANEE (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee held one meeting, with 100% attendance from directors, and performed its duties during 2025 with full awareness of the volatility of the global economic situation and the rapid and severe changes in climate conditions. Accordingly, the Committee focused on reviewing the policies, outcomes, and risk management processes to ensure that they are rigorous, up to date, and comprehensive in all dimensions, in order to build resilience for the Company's business operations, enabling the Company to overcome challenges and achieve its business objectives smoothly.

The Risk Management Committee has overseen the systematic identification, monitoring, and assessment of key risks. The details and performance outcomes in various aspects can be summarized as follows:

1. Strategic Risk: The Company places the highest priority on managing strategic risks in order to maintain organizational stability and sustainable growth amid intense competition and global climate change. Strategic directions for capital allocation have been established with a focus on investing in high-potential and environmentally friendly projects (Green & Clean Energy), in order to reduce risks associated with reliance on fossil fuels and to align with international greenhouse gas reduction policies.

A significant achievement during 2025 to early 2026 was the upgrade of the 150-megawatt coal-fired power plant to fully utilize waste-derived fuel as a substitute. The project was completed in early 2026 and represents an important strategic milestone, enabling the Company's power plant portfolio to transition to entirely green and clean energy power plants (100% Green Energy) by 2025, in line with the established target.

For solar power projects, the Company has successfully commenced Commercial Operation Date (COD) of the rooftop solar power plant at the tile manufacturing factory in Saraburi Province (installed capacity of 6.012 MWdc) and the ground-mounted solar power plants in Saraburi Province, Zones 1 and 2 (installed capacity of 61.225 MWdc) within 2025. The electricity generated will be sold directly to the cement plants of TPI Polene Public Company Limited, thereby reducing customer acquisition risk and ensuring stable revenue. Additionally, the Company has established a growth continuity management plan for the future. Commercial operation of the ground-mounted solar power plant in Zone 3 (installed capacity of 11.9925 MWdc) is scheduled for early 2026, and Zone 4 (installed capacity of 12.96 MWdc with an additional 5.48 MWac) for early 2027, to supply electricity to the cement plants on a continuous basis.

For regional business expansion to diversify risks (Diversification), the Company has made tangible progress in the development of municipal waste-to-energy power plant projects. The project in Koh Tao Sub-district, Mueang Songkhla District, Songkhla Province (capacity of 9.95 megawatts) has been constructed and a Power Purchase Agreement (PPA) has been signed with the Provincial Electricity Authority. The project commenced commercial operation on December 8, 2025, in accordance with the planned schedule. Meanwhile, the project in Mukdahan Town Municipality, Mukdahan Province (capacity of 8.00 megawatts) has already signed a PPA and is currently in preparation for commercial operation in 2026. As for the project in Chiang Rai Province (capacity of 8.00 megawatts), which signed a municipal solid waste management agreement with San Sai Ngam Sub-district Municipality on October 2, 2024, it is currently in the process of preparing the Compendium of Practice (COP) report and awaiting the signing of a PPA with

the Provincial Electricity Authority. The Company has ensured that all procedures are conducted in strict compliance with applicable rules and regulations.

In addition, to establish business partnerships and expand investment opportunities, the Company has entered into a joint venture with Electricity Generating Public Company Limited (EGCO) to establish E&T Renewable Energy Co., Ltd. This strategic collaboration has resulted in the Company being selected to bid for six renewable energy power generation projects (ground-mounted solar power plants with energy storage systems), with a total proposed electricity supply of 280.5 megawatts. These projects are scheduled to gradually commence commercial operation starting from 2028 onward and will serve as a key driver for long-term revenue growth.

2. Sustainability Risk and Loss of Business Opportunities (Sustainability Risk): The Risk Management Committee recognizes that remaining stagnant amid disruptive industry changes represents the highest level of risk. Therefore, the Company closely monitors emerging risks to prevent the loss of opportunities for sustainable revenue generation. The Company has established a dedicated unit to closely monitor investment plans and the progress of various projects, with an appropriate payback period criterion set at approximately 3 to 5 years to ensure that investments are worthwhile and aligned with economic conditions. At the same time, strict financial discipline has been maintained by keeping the Net Debt / EBITDA ratio at an appropriate level in order to preserve the strong credit rating of TPI Polene Group.

3. Operational Risk: To ensure smooth operations and minimize errors, the Company has required all departments to prepare standardized operating manuals and establish a robust internal control system. This includes clear segregation of duties and responsibilities, random accounting audits, and a whistleblowing system to prevent fraud effectively. In terms of information technology, the Company has implemented a Management Information System (MIS) as a key tool to integrate data related to production, sales, inventory, and financial information. This enables management to monitor operating results against targets and address issues in a timely manner. In addition, the Company places the highest priority on cybersecurity risk by appointing specialized teams to oversee system testing and conduct preparedness exercises to respond to potential threats, thereby safeguarding the organizations critical data.

4. Financial Risk: The Company adopts a conservative approach for financial policy to mitigate the impact of uncertainties in the capital markets. Liquidity risk is managed through maintaining a balance between cash reserves for stability and the investment of surplus cash to generate returns. The Company also diversifies its funding sources through debenture issuances and borrowings from financial institutions with which it maintains long-standing relationships. In addition, information and updates are communicated through the Line group TPI Debenture Club to enhance confidence among debenture holders.

The Company has arranged weekly meetings for relevant executives to comprehensively review financial risks and monitor liquidity management. Short-term and long-term financial forecasts are prepared in advance to enable effective management of net cash flows and assessment of financial liquidity. This allows the Company to establish prudent financial plans for both short term and long term, thereby reducing financial risk.

5. Compliance Risk: The Company is committed to strictly conducting its business under the framework of laws. A dedicated compliance function has been established to monitor changes in government policies, as well as regulations and requirements of the Office of Securities and Exchange Commission and the Stock Exchange of Thailand, to ensure that the Companys operations remain accurate, transparent, and in full compliance, thereby reducing the risk of legal penalties or reputational damage.

6. Environmental, Social, and Governance Risk (ESG Risk): The Company has integrated sustainability considerations into its core strategy by managing risks across the following dimensions:

- Environmental: The Company places strong emphasis on strict control of pollution arising from its production processes, including particulate matter, chemicals, and waste, to ensure that they do not adversely affect surrounding communities and the environment. Air quality monitoring results have consistently remained within the prescribed standards. In addition, the Company is preparing to address the impacts of climate change by focusing on the generation of environmentally friendly renewable energy.
- Social: The Company places importance on and has established dedicated functions to oversee human rights,

labor practices, occupational health, and workplace safety. In 2025, no incidents of human rights violations involving employees, suppliers, customers, or communities were identified. Regarding labor risk issues, the Company does not employ child labor and forced labor. Transparent grievance channels have been established for complaints, suggestions, and whistleblowing, with clear measures in place to protect whistleblowers. In addition, with respect to occupational health and workplace safety risks, the Company's operations are aligned with international standards, resulting in zero work-related fatalities among employees and contractors (Zero Fatality).

- **Governance:** The Company has established a strong corporate governance structure through the collaborative efforts of various sub-committees, Internal Audit Department, Legal Department, and other relevant units responsible for compliance in their respective areas. These functions work in an integrated manner to ensure that the organization maintains the highest standards of corporate governance and prevents corruption within the organization. In addition, the Company regularly reviews and updates its Code of Conduct to ensure that it remains effective and aligned with current circumstances, thereby reinforcing stakeholders' confidence that the Company operates with transparency and free from corruption.

The Company has promoted a Risk Culture throughout the organization by instilling awareness among all executives and employees that they are Risk Owners responsible for jointly assessing and managing risks. Training programs have been continuously organized to enhance personnel capabilities. Risk Management Committee hereby affirms that it has performed its duties with independence, prudence, and utmost dedication in establishing a robust and effective risk management system. This system will serve as a key mechanism in driving TPI Polene Group toward stable and sustainable growth in the future.

The Risk Management Committee has diligently and independently fulfilled its duties in supervising risk management for TPI Polene Power Group, ensuring effective risk management to achieve the organization's objectives and goals, as well as to maximize benefits for TPI Polene Power, its shareholders, and all stakeholders, fairly and sustainably in the long term.

Meeting attendance of Sustainable Development Committee

Meeting Sustainable Development Committee : 1
(times)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAKKAPOL LEOPAIRUT (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mrs. Chularat Danwattanachai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. Worawit Lerdbussarakam (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mr. Chanon Khongkhachuichai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mr. Virat Chatdarong (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. PORAKRIT LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
8 Mrs. Thanyathida Sriraksa (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Mrs. Malee Podprichakul (Member of the subcommittee)	1	/	1	1/1 (100.00%)
10 Mrs. Oratai Jiaranai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
11 Mr. Kerkrit Wongnarat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
12 Mr. Nitisit Jongpitakrat (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
13 Mr. Seaksan SinPrakong (Member of the subcommittee)	1	/	1	1/1 (100.00%)
14 Mr. Hanchai Ekkritwarodom (Member of the subcommittee)	1	/	1	1/1 (100.00%)
15 Ms. Juthamas Surojrat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
16 Mr. Nawi Tangmanowiriyakul (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainable Development Committee

In 2025, the Sustainable Development Committee held one meeting, with 100% attendance from all committee members, and placed the highest priority on promoting sustainable development at all levels. The Committee reviewed the goals and operational plans for sustainable development, monitored progress, and sought to elevate the Company's sustainability performance to a leading level within the industry. The Committee also emphasized driving the organization through the ESG (Environmental, Social, and Governance) framework in all dimensions in order to enhance the Company's sustainability standards to align with international benchmarks. In this regard, the Committee supported the preparation of the Sustainability Report and the disclosure of climate-related financial information in accordance with international standards (Task Force on Climate-related Financial Disclosures TCFD / IFRS S2), alongside the careful consideration of targets and operational plans.

Sustainable Development Committee has overseen the review and determination of material business issues (Materiality) by applying the Double Materiality principle in accordance with the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS). This approach considers both the impact of external factors on the organization's financial position (Financial Materiality / Outside-in) and the impact of the Company's operations on society and the environment (Impact Materiality / Inside-out).

Based on the analysis under the aforementioned criteria, the Company identified a total of 18 highly material sustainability issues, which will serve as a framework for driving the business and will be disclosed in the 2025 Sustainability Report. The details can be categorized across the three dimensions as follows:

ESG Highly Material Sustainability Issues (18 Issues)

Environmental Dimension (5 Issues)

1. Climate Management
2. Energy Consumption
3. Water Management
4. Solid Waste and Waste Management
5. Material Usage

Social Dimension (5 Issues)

1. Occupational Health and Safety in the Working Environment
2. Community and Social Engagement and Development
3. Employment
4. Labor Management and Labor Relations
5. Training and Education

Governance Dimension (8 Issues) 1. Economic Performance

2. Indirect Economic Impacts
3. Research and Development
4. Technology, Innovation, and Services
5. Power System Efficiency
6. Power System Availability and Reliability
7. Anti-Corruption
8. Risk and Crisis Management

In terms of strategic environmental operations, the Company achieved a significant milestone in restructuring its energy production. The project to upgrade the 150-megawatt coal-fired power plant to fully utilize waste-derived fuel as a substitute (100% Substitution) was completed in early 2026. This transformation has enabled the Companys power plant portfolio to transition to entirely green and clean energy power plants (100% Green Energy), in line with the established target. In addition, the municipal waste-to-energy power plant project with an installed capacity of 9.9 megawatts, supplying 7.92 megawatts of electricity to the Provincial Electricity Authority, located in Koh Tao Sub-district, Mueang District, Songkhla Province, successfully commenced commercial operation on December 8, 2025. This achievement not only helps reduce energy costs and enhance production efficiency, but also serves as an important mechanism for reducing carbon dioxide emissions, advancing toward carbon neutrality and a low-carbon society. Furthermore, the Company has been certified under the international standard ISO 14064-1 (Carbon Footprint Verification) and remains committed to its Zero Waste policy by maximizing the utilization of by-products.

In terms of the social and human rights dimension, the Company conducts its business with responsibility. In 2025, there were no incidents of human rights violations, labor disputes, child labor, or forced labor. In addition, the Companys occupational health and safety performance achieved its highest target, with zero work-related fatalities among employees and contractors (Zero Fatality).

With respect to human capital development, the Company participated for the first time in the ESG DNA for Corporate Employees Program organized by the Stock Exchange of Thailand, with the objective of instilling a sustainability mindset among employees at all levels.

In terms of corporate governance and international collaboration, the Company has strengthened its credibility by becoming a member of the United Nations Global Compact (UNGC), the worlds largest sustainability network under the United Nations. This membership reflects the Companys commitment to conducting business in alignment with the principles of human rights, labor standards, environmental responsibility, and anti-corruption in a concrete manner. As a result of the Companys commitment to driving its business along the path of sustainability, in 2025 the Company received recognition and prestigious awards from leading organizations at both the international and national levels, as detailed below:

International Awards

1. 3G Championship Award in Environmental Responsibility 2025 from the Global Good Governance Awards (3G Awards) 2025, organized by Cambridge International Financial Advisory (IFA), United Kingdom. This award recognizes the Company for its strong commitment to leadership in renewable energy, its ability to sustainably meet growing energy demand, and its proactive strategy in supporting the Sustainable Development Goals (SDGs) and climate goals.
2. First Runner-Up Award for Outstanding Renewable Energy (ASEAN Energy Awards 2025) in the Biofuel Category for the Refuse-Derived Fuel (RDF) production project from municipal waste, Rayong Project. The award was presented on October 16, 2025, by the ASEAN Centre for Energy (ACE). A significant point of pride is that the Company was selected

by the Department of Alternative Energy Development and Energy Efficiency (DEDE), Ministry of Energy, to represent Thailand in this regional competition.

National-Level Awards

1. Plaque of Appreciation and Declaration of Commitment to Energy Conservation, awarded on April 30, 2025, by the Department of Alternative Energy Development and Energy Efficiency (DEDE), Ministry of Energy, in recognition of the Company being one of 72 leading organizations in Thailand that have declared their commitment to energy conservation and joined the Energy Beyond Standards 2025 Energy Conservation Network. This initiative serves as an important mechanism in strengthening Thailand's energy security and promoting sustainable energy conservation practices within organizations.
 2. Thailand Honor Awards 2025, presented on August 29, 2025, by the Foundation for Thai Society under the One Million Brave Deeds in Gratitude to the Nation Project 2025 Project. The Company received four awards, namely:
 - o Goodness of Repaying the Lands Grace Award in the Moral Support for Society Category
 - o Outstanding Organization of the Year Award in the Fuel and Electricity Production Category
 - o Outstanding Environmental Management Organization Award in Clean and Green Renewable Energy Category
 - o Outstanding Product of the Year Award in the Environmentally Friendly Products Category
 3. Greenhouse Gas Management Awards, presented on September 24, 2025, by the Thailand Greenhouse Gas Management Organization (TGO) at the event United for Climate Action Toward a Sustainable Future. The Company received two awards, namely:
 - o Award for the Refuse-Derived Fuel (RDF) Production Project from Municipal Solid Waste, which received carbon credit certification for the fiscal year 2025.
 - o Outstanding Carbon Credit Project Award in the Waste Management Category.
 4. Corporate Governance Report (CGR) Assessment : Very Good Level (4 Stars), announced on October 28, 2025. The Company received this rating under the 2025 Corporate Governance Report of Thai Listed Companies (CGR), conducted by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand (SET) and the Office of the Securities and Exchange Commission (SEC). This recognition reflects the strong commitment of the Company's Board of Directors, management, and employees to continuously enhancing corporate governance standards.
 5. Sustainability Disclosure Award 2025, presented on November 25, 2025, by the Thaipat Institute. The Company received this award for the fourth consecutive year in recognition of its transparency in disclosing sustainability (ESG) information to the public and stakeholders.
 6. SET ESG Rating: AA for 2025, announced on December 12, 2025. The Company was rated AA Sustainable Stock for 2025 (SET ESG Ratings: AA) by the Stock Exchange of Thailand. This recognition reflects the Company's continued progress toward sustainable business practices, with responsibility toward stakeholders while taking into account Environmental, Social, and Governance (ESG) considerations.
- The Sustainable Development Committee has consistently intended to elevate the Company to be the Sustainable Organization that will benefit all economy, society, and environment, continuously further to the future.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainable Management Policy and Goals

The Board of Directors and top executives have formulated a sustainability policy by emphasizing on being a tool to drive the organization to achieve its vision of sustainable development in line with business directions and strategies by supporting the Sustainable Development Goals (SDGs) of the United Nations in order to create a balance in terms of economy, environment, and society under good corporate governance with a policy framework and sustainability management as follows:

1. Economic and Corporate Governance dimension :

Focusing on using technology and innovation in the production of quality products and services, efficient management in every step, using technology to change work processes, applying research and development results to develop business models, continuously adding value to products and services, seeking investment opportunities with good returns, strategizing for both short-term and long-term business growth, being flexible, take into account both internal and external risk factors and having systematic readiness and production efficiency.

Conduct business based on the principles of correctness and compliance with relevant laws and regulations under the code of business ethics. Business ethics has an operational framework based on the principles of good governance, and discloses information and operating results transparently, manage risks in all aspects, be flexible in management, resist corruption, have a transparent and fair procurement system, do not use inside information for personal gain, and maintain the security of data and information systems.

2. Environmental Dimension: To focus on developing a low-carbon economy and society, aiming to achieve carbon neutrality by 2037, conducting business using circular economy policies, increasing energy efficiency, enhancing the utilization of renewable energy, appropriately addressing issues of solid waste, waste, and water consumption, paying attention to biodiversity and soil degradation, establishing an efficient transportation system, reducing the impact of operations throughout the value chain, and responding to all stakeholders in a balanced manner.

3. Social Dimension: To conduct business responsibly, prioritize all stakeholders in a balanced manner, operate with respect for and protection of human rights across the value chain, including employees, suppliers, customers, and social communities, generate returns for shareholders, ensure occupational health and safety as well as a positive working environment, continuously manage and develop the abilities and skills of personnel, attend to the health and safety of customers, evaluate suppliers based on societal criteria, provide clear product labeling information, respect personal data, support youth education, and engage in activities that contribute to creating value and enhancing the quality of life in communities and society for sustainable growth.

4. Human Rights Dimension: Adhering to the principles of accuracy and compliance with relevant laws and regulations under the Code of Conduct, Business Ethics, with a framework based on good corporate governance principles, disclose information and performance with transparency, manage all risks, have flexibility in management, act against corruption, have a transparent and fair procurement system, do not use inside information to seek interests, and have security of information and information systems.

Sustainability Management Policy (ESG)

The Company is committed to conducting business in alignment with its sustainable development policy while driving organizational growth. It has established a clear vision, mission, business model, and strategic plan in accordance with the United Nations Sustainable Development Goals (SDGs) to address key sustainability issues and meet stakeholder expectations. The Company's business strategy is built on the principles of environmental responsibility, social commitment, and strong corporate governance (Environmental, Social, and Governance: ESG) to maximize value and benefits for all stakeholders.

The Company is committed to addressing global warming and adapting to climate change by focusing on renewable energy businesses. This includes generating electricity from waste fuel processed from community waste to help reduce greenhouse gas emissions, as well as utilizing clean energy from solar and wind power.

The Company aims to achieve carbon neutrality by 2037 and transition all coal-fired power plants to waste-to-energy power plants by 2025.

The Company has set an operational direction aimed at reducing greenhouse gas emissions and achieving carbon neutrality by becoming a green power plant that generates electricity from renewable and clean energy. It follows the BCG model as a management guideline, reusing waste from the production process to maximize benefits, reduce the consumption of limited natural resources, and increase the production capacity of renewable energy for sale to affiliated companies, thereby lowering the carbon footprint of the organization. Additionally, the Company aims to become a producer of RE100 products (using 100% renewable energy) and is investing in local community waste management projects. It also actively participates in bidding for renewable energy projects that align with the energy development plan, supporting the Company's growth and increasing revenue in line with its policy.

In addition, the Company prioritizes community and social development by adhering to laws and regulations on human rights management and the fair treatment of stakeholders, including employees, business partners, customers, and communities. It integrates social and environmental responsibility into every step of the business value chain to create a balance between business growth and long-term sustainability.

Sustainability management goals

Does the company set sustainability management goals : Yes

TPI Polene Power Public Company Limited is firmly committed to conducting business in alignment with sustainable development principles, integrating ESG considerations alongside organizational growth. It has identified material business issues (Materiality) and significant impacts through key business relationships. By adopting the principle of Double Materiality, the Company assesses and reviews sustainability topics based on their impacts, risks, and/or opportunities across the entire value chain. For 2024, the Company has identified 17 key material sustainability topics that align with the United Nations Sustainable Development Goals (SDGs). This approach reflects the Company's commitment to addressing critical sustainability issues while meeting the expectations of stakeholders comprehensively. Currently, the Company contributes to 13 out of the 17 SDGs, covering environmental, social, economic, and governance dimensions. This integrated approach aims to create positive impact and long-term resilience for both the organization and broader society

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable

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

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

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

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

- TPI Polene Power Group has reviewed its Code of Conduct and Employee Handbook, clearly defining operational guidelines and employee responsibilities. The Company emphasizes employee development by integrating knowledge, morality, and ethics, guided by Buddhist principles. These principles include The Four Iddhipada, which creates workplace success; The Four Sublime States of Mind (Brahmavihara), which promotes balanced happiness and sustainable well-being; and The Four Noble Truths, which serve as a practical framework for identifying workplace issues, analyzing root causes, setting clear problem-solving goals, and providing guidelines for resolving issues within the organization. These principles are communicated through the orientation program for new employees in 2025.

- Employees are provided with knowledge of the Company's Code of Conduct and principles as guidelines for working and performing their duties with honesty, upholding the rule of law, maintaining transparency, prioritizing customers, and being socially responsible while considering all stakeholders. This ensures awareness and compliance in alignment with sustainable business operations. Employees are required to complete a test on the Company's Code of Conduct independently via mobile phones or PCs using the QR code provided in the LINE group application for all units and affiliated companies, as well as on the Company's website <http://www.tpipolene.com.th/index.php/th/th-aboutus/code-of-conduct-th>

In 2025, TPI Polene Power Group developed the Code of Conduct Knowledge Assessment for all directors, executives and employees to review, ensuring it is adhered to as a guideline for working and performing duties with honesty, upholding the rule of law, maintaining transparency, prioritizing customers, and being responsible towards society while considering all stakeholder groups. The Company promoted awareness and compliance with corporate governance and business ethics among directors, executives, and employees across all operational areas by organizing E-Learning refresher training. This training emphasized critical topics such as preventing insider trading, managing conflicts of interest, combating corruption, and adhering to the Company's Code of Conduct, as outlined in the Code of Conduct Manual provided to all directors, executives and employees. The training aimed to ensure that they are aware of these principles and have clear guidelines to follow. Additionally, in 2025, new directors, executives, and employees must complete a mandatory assessment to ensure their understanding and compliance with these guidelines. In addition, the Company promotes the establishment of processes and mechanisms for managing complaints, whistleblowing, violations of ethics and the Code of Conduct, and corruption cases to strengthen the organizational culture in alignment with the Company's business ethics for sustainable growth. In 2025, there were no violations of the Code of Conduct, including no cases of corruption. Additionally, the Company did not identify any wrongdoing or receive any whistleblowing reports or complaints regarding the misuse of inside information or conflicts of interest that would violate the principles of good corporate governance within the Company Group. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

- In terms of personnel development, in 2025 the Company participated, for the first time, in the ESG DNA for Corporate Employees Program organized by the Stock Exchange of Thailand, with the objective of instilling a sustainability mindset among employees at all levels.

The Company is committed to responsible business practices by adopting the Ten Principles of the UNGC, which cover human rights, labor, environment, and anti-corruption, as part of its corporate governance framework and business operations.

The Company has integrated the UNGC principles into its ESG policies, risk management system, corporate governance framework, and business practices, while also promoting compliance with relevant laws, international standards, and appropriate stakeholder engagement.

In addition, the Company will continuously disclose progress on its sustainability and ESG performance through its corporate reports, which serve as the Communication on Progress (CoP) in accordance with the UNGC guidelines, reflecting the Company's commitment to creating sustainable long-term value for all stakeholder groups. Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and improve operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process consists of board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.

- Considering and reviewing the duties of the Corporate Governance Committee, Audit Committee, Nomination Committee, and Remuneration Committee to ensure compliance with the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the SEC Office. •

In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Group's Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025.

Promoting the performance of duties of the Board of Directors in line with good corporate governance and TPI Polene Power Groups Code of Conduct involves providing knowledge to the directors about preventing the use of inside information and conflicts of interest. In 2025, the Corporate Governance Committee completed all operations and found no material conflicts. This included encouraging directors to attend meetings and seminars on various matters that will be useful in performing their duties. Such matters include the "Refreshment Training Program (RFD) and Subsidiary Governance Program (SGP) courses for the Company's directors and senior executives," as well as the "Role of the Chairman Program (RCP), and Advanced Audit Committee Program : AACP for the Company's directors who serve as Chairman of the Board," provided by the Thai Institute of Directors Association (IOD), among others.

- Meeting of Non-Executive Directors: The Company arranged a meeting among non-executive directors, which was held once in 2025, to discuss the oversight of management to ensure alignment with the Company's core objectives and organizational goals, as well as other related matters. The Chairman of the Board summarized the key discussion points and presented them to the Chief Executive Officer and the President for their acknowledgement.
- The security policy for the information systems of the Company and its subsidiaries (IT Security) has been reviewed to enhance cyber security.
- Reporting on the enterprise risk assessment and outlining risk mitigation measures, as well as opportunities arising from climate change, the Company sets a goal of achieving carbon neutrality by 2037 faster than Thailand's announced intention to reach its goal by 2050. • The Company has enhanced its human rights efforts to be more comprehensive for stakeholders throughout the value chain, including employees, suppliers, customers, and local communities. This commitment is reflected in the Company's policies, including the Code of Conduct and the Supplier Code of Conduct, which are developed collaboratively with suppliers. These policies ensure compliance with

international human rights principles and labor standards, such as the United Nations Universal Declaration of Human Rights and the International Labor Organization's Declaration of Fundamental Principles and Rights at Work. Furthermore, the Company adheres to the provisions outlined in the Thai Labor Protection Act B.E. 2560 (2017) and respects the International Labor Organization (ILO) standards.

- Considering and reviewing risk management information, which encompasses the Enterprise Risk Management framework accepted as a guideline for promoting risk management, and is internationally recognized as best practice.
- In 2025, 84.41% of all employees participated in the employee engagement assessment. The job satisfaction level was 81.28%, and the level of employee engagement reached 90.65%. Overall, the satisfaction and engagement level of employees was 83.70%. In addition, the Company has also utilized the results of employee satisfaction and engagement surveys to improve and create activities aimed at building positive relationships with employees during various appropriate festivals, thereby fostering greater employee engagement.

Information on impacts on stakeholder management in business value chain

Business value chain

Value Chain of TPI Polene Power Public Company Limited

Upstream operations

Investment initiation with value-driven capital from shareholders and financial institution creditors across several power plant projects entails budget allocation for investment in technology and innovation. This involves procurement of machinery/equipment from partners with assured quality. Regarding waste procurement and transportation, the Company has entered into waste procurement contracts with several domestic partners, who recognize and uphold the ethical code of conduct in procurement, supply, and contracting with the Company. This support extends to the disposal of community waste for local organizations, transforming it into fuel and energy efficiently and effectively through a transparent procurement process.

Midstream operations

Power generation by using innovative technology that will reduce production costs, control risks in safety, occupational health, and environment that may lead to loss of life, injury, illness due to the work of employees and contractors which affects the interruption and continuity of business operations and may affect the communities, society and environment, as well as strictly operating on the environment in accordance with the announcement of environmental policy regulations has resulted in the Company receiving awards and certifications for management systems according to international standards.

Downstream operations

Power generation that prioritizes transmission and distribution efficiency to 2 important customers, Electricity Generating Authority of Thailand and TPI Polene Plc. by the Company delivers electricity to customers continuously to maintain customer satisfaction.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Compensation and welfare that are consistent with the industry are appropriate and fair. • The organization is stable and progressive in work. • Potential development for stability and opportunities for career advancement • The organization has a good image. • Fair performance appraisal system • Occupational safety and quality of work life • Provide opportunities to express opinions, the right to freedom of association, and the ability to engage in collective bargaining. 	<ul style="list-style-type: none"> • Treat employees fairly in accordance with human rights principles with equality, without discrimination, child labor, forced labor and migrant workers, including protecting personal information. • Skill development and promotion of employee advancement through training courses. • Employee motivation and retention by evaluating employee performance with clear and fair criteria to determine compensation and benefits appropriate to their abilities and performance. • Employee satisfaction and engagement levels with the organization are measured, and the results are used to enhance employee care. • Provide good occupational health and safety system. • Provide a risk assessment on labor issues. • Provide employees with the right and freedom to collectively bargain to protect their rights in 	<ul style="list-style-type: none"> • Internal Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • Providing equal and fair opportunities for employment and career advancement without discrimination. • Respect for human rights and personal data. 	<p>determining fair and transparent employment conditions while promoting good relations between the Company and its employees.</p> <ul style="list-style-type: none"> • Provide channels for opinions and suggestions. 	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • Pay attention to community and social feedback. • Keep developing communities and supporting their activities. • Preserve the community environment. • Create jobs and strengthen the economy for the community. 	<ul style="list-style-type: none"> • The concerns of communities and society that may be affected by the Company's business operations are surveyed, by preparing following annual reports: a report on the results of compliance with environmental impact prevention and mitigation measures and environmental impact monitoring measures for power plant projects, a report on environmental quality monitoring (aquatic biological resources), a report on economic and social monitoring surveys, a summary report on community satisfaction surveys, and a CSR-DIW report. The survey results and data received on impacts on communities and society (if any issues are 	<ul style="list-style-type: none"> • Social Event

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>found) are analyzed and improvements are taken to alleviate the impacts appropriately.</p> <ul style="list-style-type: none"> • Care for the community and society. • Allocate budgets to support public projects and activities for the community, including the education of youth in the community. • Projects to support or participate in solving social problems, including creating jobs, creating careers, and creating sustainable income for the community. 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Compliance with rules, regulations, laws and policies of regulatory agencies • Be responsible to the community, society and environment. • Sponsorship and cooperation with public agencies • Actions to mitigate climate change problems • Payment of taxes, related fees 	<ul style="list-style-type: none"> • Comply with rules, regulations and laws. • Conduct business with responsibility to the community society and environment with sustainable good corporate governance. • Cooperate policy support and projects of public agencies appropriately. 	<ul style="list-style-type: none"> • External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Dealers • Consumers 	<ul style="list-style-type: none"> • Offer electricity at fair and appropriate prices • Stable and safe power generation and delivery with uninterrupted power supply • Power generation with environmentally friendly technology that does not cause any impact on communities and society • Compliance with agreements and contracts • Give importance to listening and responding to complaints. • Respect for human rights without infringing upon the personal data of customers, prioritizing the importance of listening and responding to complaints. 	<ul style="list-style-type: none"> • Generate and deliver stable and safe electricity for uninterrupted power supply. • Quality and efficient power generation with modern, environmentally friendly technology which does not cause any impact on the community and society. • Compliance with fair trade agreements and contracts, selling electricity at right and reasonable prices. • Strict compliance with business ethics including protection of customer information • Respond to the policy of using clean energy in electricity generation by reducing the use of coal, helping to reduce greenhouse gases. • Conduct customer satisfaction surveys twice a year and use the results of customer satisfaction assessments to continuously develop and improve the Company's products, services, or business processes. 	<ul style="list-style-type: none"> • Visit • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Good performance, stock prices and dividends are at a reasonable level and financially stable. • Operations are transparent and the business continues to expand. • Disclosure of important information of the Company with accuracy, completeness, timeliness, transparency, and reliability through channels that are easily accessible to shareholders. • Conduct business with environmental, social, governance or ESG considerations. • Provide effective risk management system • Opportunity for shareholders to attend 	<ul style="list-style-type: none"> • Manage the organization according to the vision under the BCG and ESG policies under good corporate governance. • Manage the efficiency of power generation and distribution to create long-term income stability. • Manage the innovations and technology, including research and development for business expansion. • Follow the policies to maintain liquidity and strengthen financial stability. • Conduct proper all-round risk management • All shareholders have rights and are treated equally. • Clarify sufficient details regarding the shareholders' meetings, as well as all information relating to matters requiring shareholders to make decisions at the meetings in advance. 	<ul style="list-style-type: none"> • Press Release • Online Communication • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>the annual shareholders' meeting and activities to engage and maintain good relations with shareholders.</p>		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers • Contractors 	<ul style="list-style-type: none"> • Procurement system that is transparent, fair, non-discriminatory, free from corruption • Build relationship to grow together • Comply with the agreed terms, never take advantage of customers, and make payments on time. • Respect human rights and personal data, ensuring no infringement on the privacy of partners and maintain an appropriate occupational health and safety system in the work environment. 	<ul style="list-style-type: none"> • Conduct business together according to the Supplier Code of Conduct with strict equality. • Taking into account environment social Governant and Economics (ESG) issues in procurement • Follow-up on compliance with the Supplier Code of Conduct • Determine a fair payment period to suppliers so that they have financial liquidity and is capable of continuing their business. 	<ul style="list-style-type: none"> • External Meeting • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor 	<ul style="list-style-type: none"> • Good corporate governance • Manage with transparency • Manage risks prudently • Payment in full and on time • Good performance, liquidity and solvency 	<ul style="list-style-type: none"> • Conduct business with transparency and accountability under good corporate governance. • Comply with the conditions of the loan agreement and debentures. • Full disclosure of the Companys information and its financial information 	<ul style="list-style-type: none"> • Online Communication • External Meeting
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> • Establish conditions for fair competition • Maintain market share 	<ul style="list-style-type: none"> • Conduct business in accordance with the Code of Conduct, within the framework of free and fair competition, avoiding infringement of intellectual property and copyright of competitors and not violating competitors' confidential information 	-
<ul style="list-style-type: none"> • Media 	<ul style="list-style-type: none"> • To be a company that conducts business with a focus on sustainable ESG. 	<ul style="list-style-type: none"> • Conduct business with a focus on the community society and environment by appropriately and regularly disclosing and disseminating information that is beneficial to society. 	<ul style="list-style-type: none"> • Visit • Press Release

Diagram of the stakeholder analysis in the business value chain



Stakeholders in the business value chain

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Energy Consumption	• Energy Management
Climate Management	• Greenhouse Gas Management
Water Management	• Water Management

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Solid Waste and Waste Management	<ul style="list-style-type: none"> • Waste and Waste Management
Material Usage	<ul style="list-style-type: none"> • Others : Material Usage

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <http://www.tpipolenepower.co.th/index.php/en/en-investment/ar/sustainability>

Company sustainability disclosure aligned with standards

- Company sustainability disclosure aligned with standards or guidelines : GRI Standards, IFRS Sustainability Disclosure Standards, Task Force on Climate-related Financial Disclosures (TCFD), UN Global Compact

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Policy and Risk Management Plan

TPI Polene Power Group established an enterprise-wide systematic risk management policy in accordance with international standards and integrated it with the organization's business operations in order to identify risks or business opportunities appropriately and in a timely manner, and able to manage risks to an acceptable level.

TPI Polene Power Group believes that risk management throughout the organization with a strong risk management system plays an important role to enable TPI Polene Power Group to quickly achieve its business goals, helps promote the organization to be ready to adapt itself to effectively cope with challenges amid severe impacts on the economy, society, and environment, demonstrating risk management standards are developed and improved in an integrated, systematic and ongoing manner throughout the organization, reducing the likelihood and damage that may arise from risks, resulting in increasing competitiveness and creating sustainable value for the business.

Furthermore, the Risk Management Committee monitors and reviews the effectiveness of the risk management process.

The Risk Management Department coordinates regularly with relevant stakeholders across all internal departments to ensure continuous improvement and effective management.

In 2025, the Risk Management Committee performed its duties, which can be summarized as follows:

1. Assess the climate change risks and opportunities, a risk mitigation plan within the risk management system and process, monitor performance and operation plan, climate change indicators and targets. Further details can be found in the Task Force on Climate-related Financial Disclosures report at <http://www.tpipolenepower.co.th/index.php/th/sustainable-development/tcf-d-report> or Scan QR Code

2. To systematically supervise risk management in all aspects to ensure that risk management is in line with the plan.

3. To consider and review risk management information, by classifying risks into 8 types, consisting of

3.1 Strategic Risk

3.2 Operational Risk

3.3 Financial Risk

3.4 Compliance Risk

3.5 Sustainability Risk

3.6 Environment Risk

3.7 Social Risk

3.8 Governance Risk

The Company has managed the ESG Risk consisting of Environmental Risk, Social Risk, and Governance Risk as mentioned above. These are included in the mission and organizational strategy, with an analysis of risks and sustainability issues used to manage risk at various levels, for building confidence among stakeholders.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Strategic Risk - Investment and business expansion risks

Related risk factors	: <u>Strategic Risk</u>
	• New business risk
ESG risk factors	: Yes

Risk characteristics

From the expansion of the Group's business with the goal of expanding growth in alternative energy and waste fuel energy, including investing in waste energy innovation to reduce production costs, create potential business growth along with reducing emissions of greenhouse gases that cause global warming, as well as joint ventures with partners who specialize in targeted businesses, human resource development to support long-term business expansion. Investment expansions involves risks that investment returns may not meet targets; project implementation is behind schedule; and capital expenditures exceed the budget.

Risk-related consequences

Investment expansions involves risks that investment returns may not meet targets; project implementation is behind schedule; and capital expenditures exceed the budget.

Risk management measures

The Group of Companies has instituted an Administrative Committee tasked with the critical analysis and vetting of investment decisions. This precedes the proposals being advanced to the Board of Directors, facilitating an informed and strategic investment decision process. Upon committing to an investment, there ensues a vigilant monitoring of the projects fruition, aimed at ensuring the investment's maximum benefits and operational efficiency. There is regular follow-up and analysis of investment projects to report summaries to the Executive Committee. This includes improving operating results and reviewing investment plans to achieve successful outcomes according to the investment plan while exercising caution to reduce project risks to manageable levels. This involves completing projects within the established budget and in accordance with relevant laws and regulations.

Risk 2 Strategic Risk -Uncertainties and changes in operations, incentives, and negative government policies affecting the waste-to-fuel industry may not be beneficial to the Company's business and performance.

Related risk factors	: <u>Strategic Risk</u>
	• Government policy
ESG risk factors	: Yes

Risk characteristics

Power producers with existing government Power Purchase Agreements (PPAs) and whose Adder (Feed-in Premium) incentives are nearing expiry have submitted requests to the Ministry of Energy for contract renewals under the same Adder scheme. However, the Ministry of Energy has no policy to grant such extensions. Consequently, these operators will no longer receive revenue from the Adder incentives once their current contracts expire.

Risk-related consequences

The loss of revenue from Adder incentives for power producers

Risk management measures

The Company has considered mitigating measures by reducing Refuse-Derived Fuel (RDF) production costs and may explore implementing waste disposal fees (tipping fees) to supplement the revenue loss from the expired Adder incentives.

However, in light of the global warming crisis and the COP26 resolutions, there is a global emphasis on reducing CO2 emissions. This has led to the valuation of Carbon Credits derived from municipal solid waste management. Consequently, the Company is entitled to significant future benefits from Carbon Credits generated through its waste disposal services for various local administrative organizations, which serves as an alternative source of revenue to offset the lost Adder incentives.

Furthermore, regarding the procurement of renewable energy including waste-to-energy and solar power it is possible that the feed-in tariffs for new projects announced after 2025 may be adjusted downwards. Such a reduction would impact the project returns for new initiatives that have not yet signed Power Purchase Agreements (PPAs)

Risk 3 Strategic Risk - Reliance on large customers or few customers

Related risk factors : Strategic Risk
• Reliance on large customers or few customers
ESG risk factors : Yes

Risk characteristics

"The Company sells nearly all of the electricity it generates to EGAT and TPI Polene Public Company Limited. As EGAT is the Company's largest and most significant customer, the Power Purchase Agreements (PPAs) between the Company and EGAT are vital to its business operations. All existing PPAs with EGAT are on a 'Non-Firm' basis, under which EGAT is committed to purchasing all electricity generated up to the agreed amount specified in the contracts. Notably, there is no minimum electricity supply requirement that the Company is obligated to deliver to EGAT.

Risk-related consequences

EGAT is required to purchase all electricity generated up to the agreed amount specified under the Power Purchase Agreement (PPA), with no minimum delivery requirement imposed on the Company.

Risk management measures

The Company has implemented risk management measures to address the potential impact of having a limited number of electricity off-takers.

Risk 4 Strategic Risk- The Company's competitors compete in waste procurement and entering into power purchase agreements with EGAT. In addition, competition may increase as waste separation technology develops and new competitors enter the market.

Related risk factors : Strategic Risk
• Competition risk
ESG risk factors : No

Risk characteristics

The procurement of waste sources is highly competitive. If competitors possess more cost-effective waste sorting technologies, they may secure agreements with local authorities and other waste disposal companies under terms more favorable than those the Company can offer. This competition may intensify due to an increasing number of domestic and international waste-to-energy players entering the market. Furthermore, government policies promoting localized waste-to-energy plants as an alternative to waste transportation under the Cleanliness Act could significantly impact the volume of waste supply available to the Company.

Risk-related consequences

The Company, having entered into a Power Purchase Agreement (PPA) with EGAT through the aforementioned selection process, faces intense competition from other domestic waste-to-energy power producers.

Risk management measures

The Company is a major operator, as well as a pioneer and leader in the waste-to-energy industry, with extensive experience and a proven track record of success. Consequently, the Company holds a competitive advantage over other players in terms of capital, experience, technology, and credibility, consistently demonstrating its capability to bring projects to successful completion.

Risk 5 Operational Risk- Safety, Occupational Health, and Environmental Risks

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

The control of safety, occupational health, and environmental risks that could lead to fatalities, injuries, or work-related illnesses among employees and contractors. Such risks may cause business disruptions and impact the continuity of operations, as well as affect the community, society, and the environment.

Risk-related consequences

Employees and contractors, business disruption and continuity, and potential impacts on the community, society, and the environment.

Risk management measures

The Company Group has established a framework in accordance with the Quality, Security, Safety, Health, and Environmental (QSHE) Policy to foster a safety-first mindset and promote health and environmental preservation among all stakeholders. Each factory has appointed an Occupational Safety, Health, and Environment Committee to drive safety and environmental initiatives in alignment with corporate policies. Furthermore, the committee is responsible for developing, improving, and promoting occupational health and safety standards to ensure that employees, contractors, and all personnel entering factory premises can perform their duties safely. To promote operational safety for employees and contractors, the company has implemented the following guidelines:

Establishment of Occupational Health, Safety, and Environment Policies: Setting clear standards and objectives.

Alignment with International Standards: Defining operational guidelines that comply with the ISO 45001 Occupational Health and Safety Management Systems.

Comprehensive Risk Assessment and Management: Implementing risk assessment protocols and management strategies for occupational health, safety, and the working environment. This includes evaluating and managing risks that may impact the community, society, and the environment across all operational processes.

Safety Manuals and Supervision: Developing safety manuals and strictly supervising operations to ensure compliance with safety procedures and work instructions.

Accident and Incident Reporting and Investigation: Establishing a system for reporting and investigating accidents and incidents, including defining corrective actions and preventive measures to avoid recurrence.

Legal and Regulatory Compliance: Monitoring and ensuring full compliance with occupational safety, health, and environmental laws, as well as other relevant regulations and internal measures.

Risk 6 Strategic Risk - Risks Associated with Climate Change

Related risk factors : Strategic Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The intensifying global climate crisis has led to a collective commitment to greenhouse gas (GHG) emission reduction targets. In response to the risks of abrupt climate-related disasters and extreme weather events driven by carbon emissions, nations worldwide have tightened regulatory measures and penalties to control emissions.

Recognizing the critical role of the power generation sector in addressing climate change and limiting global warming to within 1.5 degrees Celsius in accordance with the Paris Agreement, the Group has designated climate change management as a key material sustainability issue. Consequently, the Group has announced a long-term goal to achieve Carbon Neutrality by 2037. This commitment is further demonstrated by our target to transition into a 100% renewable energy company (RE100) by early 2026. Furthermore, the Company consistently discloses its performance and related initiatives to ensure transparency for all stakeholders.

Risk-related consequences

The intensifying global climate change.

Risk management measures

The Company has integrated environmentally friendly technologies as a primary criterion for evaluating future investment projects. This ensures that climate change management is effectively aligned with Strategic, Operational, Financial, Compliance, and Environmental, Social, and Governance (ESG) risks. Such integration enhances project efficiency and facilitates the development of climate strategies capable of mitigating these risks while achieving long-term greenhouse gas reduction targets.

Furthermore, the Company has conducted scenario analysis as part of its assessment of transition and physical risks. This process involves evaluating potential financial impacts on business operations and developing strategic roadmaps to achieve Carbon Neutrality. These efforts include climate change and greenhouse gas reduction initiatives aligned with the Nationally Determined Contributions (NDCs) and the International Energy Agency (IEA) goal of limiting the global average temperature increase to well below 2 degrees Celsius.

Risk 7 The Company probably fails to develop its projects, which are currently under construction, within the specified timeframe and budget and delays the start date of power purchase or increases project development costs.

Related risk factors :

Operational Risk

- Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The company's power plant projects are subject to risks regarding Commissioning and Operational Readiness prior to the Commercial Operation Date (COD). Such risks may lead to delays in power generation or performance levels falling below expectations. Furthermore, projects may be impacted by the duration of permitting and licensing processes from government authorities, while the scope of work may be subject to occasional adjustments due to Force Majeure events.

Risk-related consequences

Delays in commencing power generation or operational performance falling below expectations may occur. Additionally, projects may be affected by the timeline for obtaining permits and licenses from government agencies, and the scope of work may be adjusted periodically due to force majeure.

Risk management measures

The Company has dedicated departments responsible for overseeing project construction and providing continuous progress updates. Historically, the Company has consistently achieved the Commercial Operation Date (COD) in accordance with the established schedules.

Risk 8 (Governance Risk)

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

Risk characteristics

Governance Risk

is the risk related to image, reputation, corporate governance and business ethics. and corruption

Risk-related consequences

- Impact on reputation and image.
- Impact on operational efficiency.

Risk management measures

1. The Company has a policy to oversee the operations of all units to ensure compliance with corporate governance principles, its ethics and code of conduct. Additionally, it strictly enforces anti-corruption measures within the organization by formally announcing the following policy:

- Announcement No. 001/2559 on Anti-Corruption Policy
- Announcement No. 013/2559 on the Company's Code of Conduct
- Announcement No. 015/2559 on Corporate Governance Policy

- 2.

The Company has established whistleblowing and complaint channels for cases of corruption related to its activities that violate its policies. These channels allow employees and external parties involved in the business to report misconduct or file complaints.

Risk 9 Human Rights Risk

Related risk factors :

Operational Risk

- Impact on human rights

ESG risk factors : Yes

Risk characteristics

The Company has conducted a comprehensive human rights risk assessment covering its main operational areas, including Bangkok Head Office, Saraburi Power Plant, and the municipal waste power plant of Songkhla Provincial Administrative Organization. The assessment analyzed business activities involving interactions with employees, suppliers, customers, and local communities. Based on the assessment results, among the 12 identified human rights risk issues, there was 1 high-risk issue, 9 medium-risk issues, and 3 low-risk issues, with details as follows :

Table : Result of Human Rights Risk Assessment

Level of Human Rights Risks		
High Risk	Medium Risk	Low Risk
1. Occupational Health and Safety	2. Non-discrimination in Employment 3. Promoting Diversity & Equal Opportunity 4. Freedom of Association and the Right to Collective Bargaining 5. Personal Data Protection and Privacy Rights 6. Living Wages and Adequate Benefits 7. Fair and Non-discriminatory Treatment of Business Suppliers 8. Efficiency, Availability and Reliability of Electrical System 1. 9. Sustainable and Continuous Social and Community Engagement	10. Child, Forced, and Compulsory Labor 11. Workplace Harassment and Abuse 12. Fair and Non-discriminatory Service to Customers

Risk-related consequences

One high-risk human rights issue was identified: occupational health and safety risks to employees.

Risk management measures

The Company recognizes that occupational health and safety is a critical human rights issue and a salient human rights risk for the energy generation business. Due to the nature of power plant operations, which involve technical risk factors requiring close supervision, the Company has therefore established proactive operational guidelines and preventive measures in strict alignment with international standards. These measures serve as safeguards to protect the fundamental rights of all stakeholders to work in a safe and healthy environment.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has a Business Continuity Plan (BCP) to address significant risks and public health risks that may arise such as epidemics and contagious diseases in epidemic situations that may occur, ensuring the smooth operation of the Company's business. Guidelines and plans for potential risk management are established, covering various areas as follows:

- Identification of important risks and public health risks in epidemic situations, including fires, storms, floods, and terrorism. riot protest Cyber threats chemical spill Boiler explosions, epidemics and contagious diseases
- Important activities/work of departments
- Events, situations or problems that may arise due to significant risks
- Impacts occurred
- Activities and problem-solving methods

- Supporting plan and troubleshooting steps
- Responsible person and coordinator

The central working group and relevant departments will cooperate in regularly monitoring the performance of the Business Continuity Plan (BCP). The plan will be thoroughly reviewed for content and details, with its effectiveness and appropriateness assessed annually to ensure it can effectively address emergencies or unexpected events. The monitoring, review, and evaluation process will consider changes in the business environment, potential risks, and the development of management practices that align with the organizations long-term needs and expectations.

Reference link to business continuity plan (BCP) : <https://www.tpipolenepower.co.th/index.php/en/en-investment/ar/sustainability?download=1085:sustainability-report-2025>

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://tpipolenepower.co.th/index.php/en/sustainability-en/economy-en/value-chain-en>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Managing Stakeholder Impacts in the Business Value Chain.

Business Value Chain

Key Activities

The company considers and prioritizes conducting business with management throughout the business value chain, with operations related to and involving stakeholders across three stages, as follows:

1. Upstream Business Operations.

Starting with cost-effective investments from the company's equity, bondholders, and financial institution creditors, this has led to the establishment of highly efficient waste-to-energy power plants, waste heat recovery power plants, mixed-fuel power plants, and coal-fired power plants (currently transitioning from coal to waste fuel). The company allocates investment budgets related to technology and innovation to develop waste fuel production for use in power plants, aligning with the types and characteristics of waste in Thailand. The company manages its supply chain with an emphasis on transparency, traceability, and maximum benefit to the company, based on equality and fairness to business partners. For the procurement of machinery and equipment, which have specific technical details for power plants, it is necessary to select suppliers with standard products and reliable or certified performance. Regarding the procurement of raw materials or waste, including transportation, the company has entered into waste purchase agreements with a wide range of independent domestic partners, without relying on any specific waste supplier. This considers raw material sources with sufficient quality and quantity and is considered a Green Purchase, creating local employment, fostering community development, generating economic added value, and ensuring proper waste disposal. The company is committed to and promotes environmentally friendly operations by supporting community waste disposal for various local organizations through the proper and efficient conversion of community waste into fuel and energy for electricity generation, via transparent procurement processes.

The TPI Polene Group has consistently built strong relationships with its business partners by establishing a code of conduct for collaborative business operations. This code is founded on principles of transparency, equality, and fairness, covering ethical issues, the non-use of child labor, respect for human rights, environmental considerations, health and safety, and anti-corruption, among others. This approach reduces business risks and represents the business value the company provides to its partners, who are both business allies and stakeholders in the business value chain.

2. Midstream Business Operations.

Electricity generation utilizing modern technology and innovation enhances efficiency and reduces production costs. Safety, occupational health, and environmental risks are controlled to eliminate or minimize loss of life and property,

injuries, and illnesses resulting from the work of employees and contractors, which can impact business disruption and continuity, and potentially affect communities, society, and the environment. The company strictly adheres to environmental regulations and policies, leading to awards and certifications for its management systems according to international standards, such as:

- ISO 9001:2015 Quality Management System Implementation.
- ISO 14001:2015 is an international standard for an organization's environmental management system, aimed at enhancing internal environmental performance and promoting environmental sustainability.
- ISO 50001:2018 is an energy management system standard used as a framework for energy management.
- ISO 45001:2018 is an occupational health and safety management system standard.
- Certification "Green Industry Level 4"

3. Downstream Business Operations.

Electricity generation that prioritizes efficiency in transmitting and distributing electricity to two key customers: the Electricity Generating Authority of Thailand and TPI Polene Public Company Limited. The company continuously delivers electricity to customers to maintain customer satisfaction.

In conducting business from upstream, midstream, to downstream, the company operates with its personnel throughout the business value chain. The company's business operations consider impacts on the environment and local communities. Therefore, the company strictly operates under relevant environmental laws, regulations, and other laws. It employs responsible labor management and industrial relations, provides appropriate occupational health and safety care, and adds value to employees. It emphasizes and practices human rights diligently, managing efficiently according to corporate governance principles through good governance. effectively. The company's operations are therefore stable and continuously growing.

Support Activities

For activities supporting the achievement of key objectives, the company and TPI Polene Group require all departments to adhere to good corporate governance principles. Specifically, all units interacting with external parties conduct risk assessments related to fraud or corruption. Anti-corruption training courses are continuously provided. Business partners are informed of the organization's anti-corruption policy and the code of conduct for procurement, sourcing, and hiring partners. Furthermore, the company has an IT Security policy, including continuous development and improvement of cybersecurity defense systems. In terms of employment, workforce planning is aligned with future business growth, including the development of employee potential in all positions. This not only supports the organization's strategic implementation towards its goals and accommodates future business expansion and projects but also enhances the organization's competitive capabilities. The TPI Polene Group also encourages employees to focus on developing technology in products and services, as well as advancing knowledge and new innovations to continuously increase competitiveness.

Stakeholder Analysis in the Business Value Chain.

The company recognizes the importance of stakeholder engagement, adhering to the principle of co-creating value through the analysis of both internal and external stakeholders. These stakeholders are related to the business value chain and comprise nine groups: shareholders, customers, business partners, creditors, government, employees, community and society, competitors, and media.



Reference link to sustainable supply chain management plan : <https://www.tpipolenepower.co.th/index.php/en/en-investment/ar/ar-h/category/95-56-1-one-report?download=1083:56-1-one-report-2025>

Page number of the reference link : 97-99

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.tpipolenepower.co.th/index.php/en/en-aboutus/supplier-code-of-conduct-en>

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	96.05	97.85	99.11

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	N/A	N/A	250,000.00

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

In 2025, the Company has supported research funding and dispatched its team members of the Company to participate in various research projects with the following topics.

- The Innovative Use of Bottom Ash Mixed Concrete on sea dome for Marine Habitat
The Innovative Use of Bottom Ash on Seadome for Marine Habitat of Prince of Songkla University by Asst. Prof. Payom Rattanamanee, research project leader and research team: The objectives are to study, analyze, and design details of the sea dome for the restoration of fishery resources as well as to study the utilization of the heavy ash residue from the power plant. Based on such research, the Company can sign a cooperation agreement with relevant public agencies such as the Department of Marine and Coastal Resources, Department of Fisheries, and Provincial Administrative Organization, in order to practically drive the project.
- A study on value addition of bottom ash and fly ash used as construction materials (TPI Cement Plant)
The study is conducted by Assistant Professor Dr. Weerachai Artharn, School of Engineering, Suranaree University of Technology, and the research team: The objectives are to use resources efficiently along with creating added value of by-products in the production process, reduce the use of resources, and conduct environmental preservation according to the Green Industrial Policy by studying the use of heavy ash and fly ash from waste fuels as construction materials and increasing the value of heavy ash and fly ash.
- Research on Heavy Metals in Bottom Ash Concrete by Associate Professor Dr. Thaniya Kasol, Department of Civil and Environmental Engineering, Faculty of Engineering, Prince of Songkhla University: The objective is to study and research-heavy metals in concrete for use in construction and civil engineering works. It is also a reuse of industrial waste without damaging the environment.
- The Company engaged in a collaborative research with the Faculty of Science at Prince of Songkla University under the project Science for Industry: Sci-Fi. The project's objective is to create new industrial-based knowledge from scientific research and to innovate alternative technological solutions for industries and their products. This collaboration also focuses on technology transfer and the co-creation of innovations to support grassroots economic development. It also extends to designing measures to encourage investment and develop the economy based on an innovation-based economic framework (BCG Model), with a cooperation period of three years (December 15, 2023, to December 14, 2026).

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Management Guidelines

After all this time, the Company has developed and invented innovations to improve machinery, incorporating a production process suitable for actual working conditions to enable efficient waste separation with low operating and maintenance costs. This makes it adaptable for use in machinery installation locations within various waste sources. The aim is to expand operations beyond the Company's power plants, establish a raw material procurement network, reduce operating costs, and efficiently manage and resolve waste disposal issues across various areas of Thailand. The Company is dedicated to conducting business with a serious commitment to success, benefiting the economy, society, and the environment as a whole. Therefore, waste separation and efficient electricity production in all managed areas are crucial to fulfilling the Company's mission of operating with honesty, transparency, and ethical practices, which instill stakeholders' confidence in its operations. If the installed machine fails to run, it will cause problems such as residual waste and low-quality sorted waste, as well as high operating costs, which do not incentivize entrepreneurs to invest or suppliers to engage in the supply chain. To address this, the Company employs a win-win concept in the system to select good suppliers or joint ventures, ensuring the development and maintenance of sustainability throughout the supply chain. Each waste source involved in the Company's projects must meet its goals in waste problem resolution and create additional value by processing waste into fuel for co-operators. In return, the Company receives quality raw materials in sufficient quantities to meet the increased demand in electricity production, ensuring good operating results for the Company.

Installing waste sorting machines at approximately 16 locations across various waste sources in many provinces, with consideration given to continuously expanding them in the future. This initiative aims to consistently obtain quality raw materials, thereby adding value to waste sources. Additionally, it creates incentives for waste source managers to participate in procuring high-quality raw materials for delivery to the Company. These efforts contribute to sustainable solutions for waste disposal problems in various waste sources and surrounding communities.

The Company's investment in waste separation machinery is being utilized by waste source operators who rent this equipment. Only high-quality sorted waste is directed to the Company's power plants. The operators will utilize income from waste fuel sales to repay the Company for the machine rental fee. This arrangement not only supports the capital needs of waste source operators but also fosters a mutually beneficial scenario through a win-win situation in the supply chain, in line with the ESG concept encompassing Environment, Social, and Governance factors.

The Company has developed waste separation technology with a new design for the sorting process line, machinery improvements in collaboration with foreign machinery suppliers, and the development of machinery production within the country. It is continuously tested and improved, with a team of engineers arranged to coordinate and work with personnel at waste separation plants across various waste sources to understand and address problems. Additionally, problems are continuously analyzed, resolved, and improved upon, and the machinery is continuously developed. Furthermore, the Company sends information on various problems, including suggestions, to machinery manufacturers, both domestically and internationally, who are suppliers to the Company, in order to enhance technology and continuously create innovations.

The Company has the policy to support the use of technology and innovation for use in the Company's business, both innovation development from personnel within the organization or importing technology and innovation from manufacturers or experts, focusing on:

Investment in machinery or new projects that use modern technology and can generate returns worth the investment.

Technology that can reduce emissions or eliminate greenhouse gases.

Technology that can reduce the impact on the environment such as reducing emissions or recycling waste from production.

Implementation of combustion control technology within the boiler using an AI system to increase efficiency.

Expansion of performance of technology and innovations that have been studied and developed for business use.

Dissemination and transfer of technology and innovation to the supply chain or relevant stakeholders.

Operational Plan

Sorting out the bottom ash obtained from the CFB Boiler (Recycle Bottom Ash from the CFB (Circulating Fluidized Bed) Boiler) for use as a material to replace sand or Bed in the boiler.

Use newly developed and highly efficient solar panel technology.

Study wind turbine power generation.

Develop a fuel-feeding system to increase efficiency.

Implement the expansion of successful innovations to be used in practice.

Study of energy storage technology.

Study on carbon storage technology.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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