

## ESG Performance

Company Name : TPI POLENE PUBLIC COMPANY LIMITED

Symbol : TPIPL

Market : SET

Industry Group : Property & Construction

Sector : Construction Materials

### 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 Policies and Practices

###### Environmental Operating Standards, both Nationally and Internationally, are in place.

TPI Polene Group operates its business based on the principles of the Bio-Circular-Green Economy (BCG), aiming to minimize environmental impact across resource utilization, product manufacturing, and waste management. It is committed to achieving Low Carbon Production by reducing greenhouse gas emissions, employing renewable energy sources like waste and waste heat instead of coal, and increasing the adoption of clean electricity. The Company also integrates EV electrical systems into its operations, transitioning from combustion engines in Dump Trucks, Concrete Mixers, and heavy machinery to save on fuel costs. Additionally, stringent control over production processes and adherence to international quality standards underscore its commitment to delivering high-quality services.

The Company stands as the pioneer cement producer in the nation, attaining the ISO 9001:2015 international quality standard certification from a reputable institute. Additionally, it has been granted management system certifications conforming to all four crucial international standards, namely the ISO 9001:2015 for quality management systems, ISO 14001:2015 for environmental management systems, ISO 45001:2018 for occupational health and safety management systems, and ISO 50001:2011 for energy management systems. Furthermore, the Company complies with industrial standards from Thailand, the United States (ASTM), and the European Union (EU), alongside cement plant laboratory standards, all officially certified by the Office of Industrial Standards ISO/IEC 17025:2017 and TIS 17025:2561.

The Company's cement production plant, equipped to produce a wide array of ready-made products, boasts around 43 distinct types. It has earned certifications for quality management (ISO 9001:2015), environmental management (ISO 14001:2015), occupational health and safety (ISO 45001:2018), and energy management (ISO 50001:2011) from the reputable international institute AJA Registrars.

The Company stands as the pioneer fiber cement producer in the nation, employing Digital Printing technology to adorn its products with diverse imagery, ranging from natural patterns to bespoke designs tailored to customer preferences. Notably, it has successfully cleared the rigorous EN12467:2002 + A1:2006 test, obtained the CE Mark, and earned certifications for its quality management system (ISO 9001:2015) and environmental management system (ISO 14001:2015) from the British Standards Institution (BSI). Furthermore, it complies with the industrial product standard TIS 1427-2561, cementing its commitment to excellence across all facets of production.

The Company, the foremost leader and sole manufacturer in the country capable of advancing Ethylene Vinyl Acetate (EVA) plastic production technology across diverse applications, operates the Specialty Polymer LDPE/EVA plants. This facility boasts certification across all three industry standards: the Quality Management System Standard (ISO 9001:2015), the Occupational Health and Safety Management System Standard (ISO 45001:2018), and the Environmental Management System Standard (ISO 14001:2015), duly recognized by the Department of Industrial Works under the Ministry of Industry. Renowned as a Level 3 Green Industry plant, it upholds systematic environmental management practices, with dedicated follow-up and review processes to ensure sustainable development.

Furthermore, Thai Nitrate Company Limited, a subsidiary, stands as Thailand's leading producer of ammonium nitrate. Its products meet both industry standards (TIS) and international standards, boasting quality management systems compliant

with ISO9001:2015, ISO14001:2015, ISO45001:2018, ISO5001:2018, ISO/IEC17025-2017, and HALAL requirements.

## Environmental Management

TPI Polene Group places great importance on the efficient use of resources, given the limitations of natural resources and the impacts of climate change. We are committed to conducting business in alignment with the Circular Economy principles by focusing on research and development, the use of renewable energy, and systematic waste management to maximize resource utilization and minimize environmental impacts.

In addition, TPI Polene Group emphasizes environmental management through measures to reduce pollution, promote sustainable water management, cut greenhouse gas emissions, and develop green technologies. These efforts aim to minimize the impact on the ecosystem and create a balance between business, society, and the environment, ensuring long-term sustainability.

## Management Approach

TPI Polene Group aims for sustainable development in order to create a balance in terms of economy, environment, and society under good corporate governance. The terms “Circular Economy,” “Green Economy,” and “Bio Economy” are used interchangeably to refer to the Bio-Circular-Green Economy (BCG), which is used at every stage of the value chain by using waste fuel instead of coal for cement production and power generation and aiming to run a clean renewable energy power plant by completely eliminating the use of coal. replacing the use of coal 100% in order to move towards a clean green industrial business to be Net Zero Greenhouse Gas Emission Producers and environmentally friendly.

TPI Polene Group has prioritized sustainability policies and business operations based on BCG and ESG guidelines, including carbon neutrality campaign, saving the world campaign and ZERO WASTE campaign throughout the Group's production processes. The use of hydraulic cement instead of Portland cement is actively encouraged and supported due to its lower proportion of clinker, resulting in reduced carbon dioxide emissions. Consequently, when hydraulic cement is utilized as a raw material for constructing green buildings according to LEED and TREES standards, it contributes to a decrease in greenhouse gases and mitigates global warming. Additionally, starting from 1 June 2023, TPI Polene Group has implemented a policy to manufacture products aimed at reducing greenhouse gas emissions. This involves increasing the production of Green Products such as Green Clinker, Green Cement, Green Fiber Cement, and Green Concrete Roof Tiles (Green CRT). These products utilize alternative raw materials, alternative fuels, and electricity sourced from renewable energy, thereby further reducing greenhouse gas emissions.

TPI Polene Group has taken every step in our business operations, from research and development, procurement of resources, raw materials and energy, and put them under circular systems by recycling and employing reuse methods and technologies to reduce environmental pollution. Our goal is to use highly efficient production processes in both resource consumption and environmental protection, with the key objective to manufacture green products that are environmentally friendly. Consumers of such products, including sales, logistics systems and after sales services, under the circular economy, are part of our aim to create a green world.

Six material issues that are highly important in the Company's environment dimension in 2024 are as follows:

1. Climate Change Management
2. Materials
3. Logistics System
4. Energy
5. Water and effluent management
6. Waste Management

## 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	:	Yes
over the past year		
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, Air Quality Management

### Environmentally Friendly Investment Projects Aiming for Low-Carbon Production

The Board of Directors recognizes the importance of adapting to these changes and has demonstrated its vision and

commitment to leading this transformation. The approach emphasizes environmental and social responsibility alongside the pursuit of sustainable business returns. This is achieved by promoting activities aligned with the Sustainable Development Goals (SDGs). The Board has set a long-term goal for the TPI Polene Group to achieve carbon neutrality by 2043, focusing on low-carbon production, developing new innovations, and increasing the use of renewable and clean energy in the production process to reduce greenhouse gas emissions in a tangible way. The Company actively promotes initiatives aligned with the Sustainable Development Goals (SDGs) and has established a long-term target to achieve carbon neutrality across TPI Polene Group by 2043. This commitment focuses on transitioning to low-carbon production, fostering innovation, and maximizing the use of renewable and clean energy in production processes. These efforts are aimed at delivering tangible reductions in greenhouse gas emissions.

TPI Polene Group adopts an organizational management that prioritizes sustainability and minimizes environmental impact at every stage of its operations (Green Management). We are committed to developing technology, enhancing production processes, and improving machinery to reduce CO<sub>2</sub> emissions while protecting the environment. These efforts support our goal of achieving carbon neutrality by 2043. The total value of environmentally friendly investments exceeded Baht 20,000 million to reduce production costs, drive sustainable profit growth, and lower greenhouse gas (CO<sub>2</sub>) emissions. One of the key projects involved converting municipal waste into waste-derived fuel to replace coal in electricity and cement production. Additionally, energy consumption from oil was reduced, and reliance on fossil fuels for all fossil fuel-powered machinery within the Company Group was minimized by switching to clean energy generated by the Company's power plants. This project reduces environmental impact while also lowering production costs, making it a sustainable investment.

In 2024, TPI Polene Group processed 2.92 million tons of various types of waste into alternative fuels to replace coal in the production of electricity and cement. This effort helped reduce greenhouse gas emissions by approximately 6.77 million tons of carbon dioxide equivalent (based on the emission factor for landfill waste, which emits 2.32 tons of greenhouse gases per ton of landfill waste). This achievement marks significant progress for TPI Polene Group in resource management and reducing environmental impact.

The Company has also invested in enhancing its environmentally friendly production efficiency by investing in a project to upgrade the dust collection system in the cement production process to enhance dust and greenhouse gas reduction. It has also reduced fossil fuel usage by producing cement using the Green Cement Process.

The Company has also invested in carbon-reducing technologies and processes, including electric-powered raw material conveyor systems, the conversion of mining machinery to electric motors (Green Mining), the use of electric vehicles for transportation (Green Logistics), and the adoption of electric forklifts in warehouses (Green Warehouse), to promote environmentally friendly practices across all areas.

In terms of products, the Company continues to focus on producing environmentally friendly construction materials (Green Products), including green cement, green ready-mixed concrete, green concrete roof tiles, green fiber cement, green lightweight concrete, paints, and other construction materials, by reducing clinker usage in cement production, such as producing hydraulic cement instead of Type 1 Portland cement, which significantly lowers CO<sub>2</sub> emissions.

With a policy focused on low-carbon production to mitigate the risks of climate change, the Company can achieve its long-term goal of reducing greenhouse gas emissions. Amid these risks, new business opportunities have also emerged, such as the sale of low-carbon cement, including hydraulic cement, which meets the demand in the global market that focuses on sustainability.

#### **Consideration of Risks, Including Sustainability Risks (ESG Risks)**

TPI Polene Group has continuously considered environmentally friendly investment projects by linking investment with strategic risk, operational risk, financial risk, and compliance risk. TPI Polene Group will consider risks, including environmental, social, and governance (ESG) risks, in its business operations to achieve the Sustainable Development Goals (SDGs), especially Goal 9 (Industry, Innovation, and Infrastructure) and Goal 13 (Climate Action).

#### **Climate Change Management**

In 2024, the Company obtained ISO14064-1 (Carbon Footprint Verification – CFV) certification on principles and organizational requirements for the quantification and reporting of greenhouse gas emissions and reductions, including requirements for the design, development, management, reporting and verification of an organization's greenhouse gas emissions and reduction from BSI (Thailand) Co., Ltd. (BSI: British Standards Institution), reflecting the importance of implementing the TPI Polene Group's mission in managing climate change.

## **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

#### TPI Polene Group's Carbon Neutrality Road Map

TPI Polene Group has laid out a road map towards carbon neutrality by 2043 through various businesses within the group as follows:-

1. **Saving in cement & binders:** Developing new innovations to reduce the use of clinker, increase the use of substitute materials, promote the use of low carbon cement (Low Carbon Cement) such as the development of hydraulic cement to be used as a replacement for portland cement type 1. The increased use of hydraulic cement can significantly reduce greenhouse conditions and contribute to sustainable development in the cement industry and the construction industry in the future. The Company aims to reduce the proportion of clinker used in cement production to below 76% by 2027.
2. **Savings in clinker production:** By reducing the use of fossil fuels in burning clinker, increasing the use of biomass fuel from industrial waste or municipal waste. It has been in operation since 2021 and will be completed in 2023. In 2025, the Company aims to utilize 500,000 tons of fuel derived from industrial waste as alternative energy.
3. **RE100 – Electricity Energy use Renewable Energy 100%:** TPI Polene Group has planned and implemented 100% renewable fuel power generation as follows:
  - a. Using of Waste heat recovery to generate electricity
  - b. Using biomass fuel, fuel from industrial waste or municipal waste instead of using coal fuel (Coal Replacement by Renewable Fuel of Power Plant) with the following projects:
    - i. Converting to use municipal waste-based fuel to replace coal-fired fuel in Boiler B6, which produces steam for power plants utilizing steam pressure at the level of 55 bars, using alternative fuel derived from municipal waste. This initiative has been in operation since 2023 and is currently constructing a boiler with a pressure of 132 bars to produce steam for a 150 megawatt power plant, with waste fuel replacing coal. The project is scheduled for gradual completion, transitioning to exclusively using waste fuel instead of coal by 2025.
    - ii. A plan to convert the use of coal to biomass fuel in 6 MW power plants by 2023.
  - c. A power plant with solar panels installed on the ground (Solar Farm) is a power plant that uses solar energy without raw material costs as the main energy and uses durable and long-life solar panels to generate electricity. In 2024, it began producing 61.8 MW of electricity.
  - d. Solar Roof Installation Project is a solar power generation system installed on the roof using Solar Module installed on the roof of the building in the factory to absorb solar energy to generate moving electric charges in response to the electric field inside the cell and generate direct current before sending it to the Inverter to change from direct current to alternating current and then use the electrical energy to be used further. In 2024, it began producing 5.1 MW of electricity.
  - e. The use of electricity from completely renewable clean energy (RE100 – Electricity Energy use Renewable Energy 100%) by producing electricity for use within TPI Polene Group in the production process of cement and the purchase of REC (Renewable Energy Certificate) to enable cement production to use 100% renewable energy.
4. **EV Green Mining:** TPI Polene Group has switched from limestone trucks that use gasoline engines and various

types of heavy machinery for mining, totaling 113 vehicles, to electric-powered alternatives for transporting limestone to the cement factory. By 2024, 70% of the units have been converted to electric power, with plans for full conversion to 100% electric by 2025.

**5. Energy efficiency program :** Projects to reduce total energy consumption are as follows:

a. Regenerative Downhill Conveyor is a project to generate electricity from raw material conveyor belts by changing the transportation method from using trucks to conveying by belt instead, thus saving energy and reducing transportation and maintenance costs. At the same time, the energy from the conveyor belt that transports limestone down from the quarry at the top is characteristic of the Downhill Conveyor to generate electricity back to use. This allows the Company to reduce energy costs from using diesel fuel to transport raw materials and can generate electricity back to the electricity supply at the same time.

b. Polytrack Grate is a new aeration technology with reduced pressure that provides consistent aeration with low energy consumption (Reduce at least 1 kWh/ton of clinker). This results in energy savings and can also reduce wear and tear on the machine due to the reduced air velocity through the vents, thus reducing maintenance costs. Currently, the Company can reduce energy costs from using coal and can also save electricity.

c. The project to implement artificial intelligence (AI) technology in the kiln control system, starting with KILN 3, aims to enhance production efficiency. Previously, operators manually input the amount of fuel used in production, linking fuel input to the number of raw materials used. This change has led to a reduction in heat energy consumption by 23.16 kcal per 1 kg of clinker production. The project is expected to be completed by mid-2025.

d. The Environmental Improvement Project for Lines 1-3 aims to increase the efficiency of dust capture by using a Bag Filter or Dust Collector system to separate dust and small particles from the air or gas flowing through. It is highly efficient in capturing particles smaller than 2.5 microns, achieving an efficiency rate of more than 99.99%, compared to Electrostatic Precipitators, which capture particles smaller than 2.5 microns with an efficiency rate of more than 99.5%. This can reduce energy costs by Baht 11,400,974.11 per year, through a reduction in electricity usage of approximately 30,597,120 kWh annually.

**6. Recycle Raw Materials:** CDE Plant is installed as a washing recycle plant by taking dirt and stone fragments from mining to be washed until it becomes a stone that can be used as a raw material for cement production. This enables the Company to reduce the amount of mining waste and reduce the cost of raw material production. It is a cycle to bring the remaining resources from production to be useful.

**7. Afforestation:** To help absorb greenhouse gases released into the atmosphere. TPI Polene Group has been operating continuously since 1992 until now and will continue to do so that the country has more forests to absorb greenhouse gases.

**8. Carbon capture & utilization/ storage (CCUS):** By studying the technology of capture, utilization, and storage of carbon dioxide by capturing carbon dioxide from high-pitched smokestacks at power plants and storing it underground or under the ocean without releasing CO<sub>2</sub> into the atmosphere. It is a plan to make further investments in the future if existing greenhouse gas emissions reduction processes are insufficient and the technology is worth investing in in the future.

**9.** 400-meter shale conveyor belt from compound mixing bed line 4 linked to shale mixing bed line 1 to reduce transportation costs, transported by trucks and can also reduce PM<sub>2.5</sub> dust and greenhouse gases, and installation of 1,000 meters shale conveyor belt between shale crusher and mixing bed to help increase the amount of shale conveying into the factory more efficiently, which reduces the cost of transportation by truck from the mine, reduces PM<sub>2.5</sub> dust and reduces greenhouse gases.

**10.** Electric locomotive modification project 2 heads to transport merchandises by rail from Saraburi plant to Chiang Rak Noi station. This reduces the use of fossil fuels and reduces greenhouse gas emissions. It is expected to be completed in 2025.

In 2024, TPI Polene Group implemented a waste fuel production project for the general benefit of the country. The project involves segregating community waste to create alternative fuel instead of sending it to landfills. The project processed more than 2.91 million tons of waste, enabling the country to reduce greenhouse gas emissions from landfills by up to 6.77 million tons of CO<sub>2</sub> equivalent.

## Environmental Performance

### (1) Energy Management

The Company's policy prioritizes various aspects, including product design, resource procurement for production, design and control of production processes, and the utilization of high-efficiency machinery to reduce energy consumption and minimize energy wastage. Additionally, it promotes the adoption of renewable energy sources, such as fuel derived from waste and oil extracted from tires, etc.

The Company implements ISO 50001, an international standard for energy management, as a guiding principle for its operations. A designated individual oversees electrical and thermal energy management at both senior and operational

levels. The Focus Improvement Pillar serves as the primary framework for identifying energy loss points and driving collaborative efforts, considered as main pillar focusing on minimizing “waste”. Furthermore, the Company emphasizes green research and development, designing products with reduced energy consumption and adopting a reuse and recycle approach for all raw materials.

The Company has established targets for energy utilization per ton of clinker and cement production, per ton of special polymers production, and per ton of fiber cement production.

Measurement results showed that in 2024, there was a decrease in the energy consumption per unit for producing special polymers, whereas for cement production, there was an increase in energy consumption per unit. This increase was attributed to the utilization of waste fuel as a partial substitute for coal, aimed at reducing greenhouse gas emissions. However, the lower quality of waste fuel compared to coal resulted in an overall increase in total energy consumption. For further information, please refer to the Sustainability Report, specifically the energy management section, which is available on the Company’s website at <https://tpipolene.co.th/th/investment/sustainability> or by scanning following QR Code

## **(2) Used Water and Wastewater Management**

The Company has managed water resource across its business operations, including the supervision of used water and wastewater, aimed at mitigating the impacts stemming from diverse water-intensive activities, in accordance with the BCG strategy for sustainable development.

The Company aims to reduce water resource consumption by implementing strategies like reusing treated surface water and wastewater. Its goal is to regulate river water usage to stay within 12,000,000 cubic meters per year while ensuring wastewater quality meets Department of Industrial Works standards.

In 2024, a total of 5,490,098 cubic meters of water from the Pa Sak River were utilized, while the recycled water amounted to 1,362,200 cubic meters, marking a 40.81% decrease from the previous year’s figures.

For further information, please refer to the Sustainability Report, specifically the used water and wastewater management section, which is available on the Company’s website at <https://tpipolene.co.th/th/investment/sustainability>

## **(3) Waste Management**

TPI Polene Group has prioritized waste management within its production process, aiming to repurpose over 95% of industrial waste generated annually. Committed to a Zero Waste to Landfill policy, it eliminates or safely disposes of waste without environmental harm. This is achieved through a process of co-burning waste with primary fuel in a cement kiln, operating at temperatures exceeding 1,800 degrees Celsius within a closed system. It is considered a modern technology for its minimal impact on community quality of life and its environmentally friendly nature. Moreover, the Company implements the BCG strategy to maximize the efficient utilization of raw material resources. Surplus materials from one plant are repurposed as raw materials in another plant within the Company Group, in accordance with the Notification of Ministry of Industry.

In 2024, industrial waste utilization reached 2,876.46 tons, representing 99.70% of the total industrial waste generated that year, which is higher than the target.

For further information, please refer to the Sustainability Report, specifically the garbage and waste management section, which is available on the Company’s website at <https://tpipolene.co.th/th/investment/sustainability>

## **(4) Air Pollution Management**

The Company has prioritized the reduction of greenhouse gas emissions, recognizing its significant contribution to global warming. With its policy and vision to become an environmentally friendly cement producer, the Company has emphasized the utilization of energy and renewable fuels over fossil fuels. This commitment includes sourcing electricity from renewable sources such as wind and solar power, as well as employing electric vehicles and heavy machinery like EV Dump Trucks, in place of diesel-fueled engines, to further mitigate environmental impact. The conveyor belt system is also used to transport raw materials from the quarry into the plant, reducing transportation costs while simultaneously decreasing greenhouse gas emissions and PM2.5 dust levels.

The Company aims to use waste as a substitute for coal fuel for up to 25% of the required heat consumption. In 2024, the cement plant was able to use waste fuel instead of coal for 12%, which is still below the target of 25%. This is because the cement plant has been gradually installing machinery to enable the use of waste fuel instead of coal in four cement production lines. The installation of machinery for the last production line was completed in December 2023, which resulted in the average rate of waste fuel use instead of coal in 2023 not reaching the 25% target.

TPI Polene Group has identified climate risk management as a crucial sustainability concern and has announced its commitment to achieving carbon neutrality by 2043. This dedication is reinforced by a comprehensive roadmap outlining various initiatives within the organization. Additional information can be found in Form 56-1 One Report 2024 under the section detailing TPI Polene Group’s determination to achieve carbon neutrality by 2043, adjacent to the TCFD section. For more information, please visit the Sustainability Report on Air Pollution Management on the Company’s website at <https://tpipolene.co.th/th/investment/sustainability>

**(1) Biodiversity**

The Company has prioritized business operations that embrace sustainable environmental and social responsibility, ensuring no impact on the ecosystem and biodiversity. Consequently, biodiversity management is a paramount concern for the Company, encompassing the preservation of ecosystems as habitats for diverse species and the integration of values to ensure comprehensive and effective biodiversity conservation.

The Company aims to integrate biodiversity management through the enforcement of its Quality, Security, Safety, Health, and Environment (QSHE) Policy by managing biodiversity in sensitive areas in accordance with laws and standards to avoid and reduce biodiversity loss. This includes engaging communities and key stakeholders to enhance the efficiency of biodiversity management, as well as communicating related activities to local communities, employees, and the public.

The Company has allocated a biodiversity support budget to fund tree planting activities and increase forest areas for communities and related agencies to use for reforestation. It has deposited Baht 300,000 per year into the support budget account. From 2019 until the end of 2024, the total accumulated amount in the support budget is Baht 786,000.

In addition, TPI Polene Group supports organic farming within the community to preserve soil quality and biodiversity in agricultural areas. The Group has created value for a better world by producing and distributing organic plant products, including organic bio-fertilizers and soil conditioners, which are environmentally friendly and do not harm the soil, as well as innovative wood vinegar products that repel insects from plants, vegetables, and fruits without the use of harmful pesticides. These products are more affordable than chemical fertilizers, helping to increase yields per rai and reduce the risks associated with pesticide use, thereby lowering production costs and enhancing safety. As a result, farmers enjoy a better quality of life, in line with the government’s organic farming policy. Furthermore, TPIPL Group distributes livestock and fisheries products, such as Synbiotics, which help build immunity and aid in the digestion of food scraps that cause foul odors and contribute to the formation of methane gas, a breeding ground for harmful germs. When animals are given Synbiotics, they remain healthy and do not require antibiotics, while also eliminating unpleasant odors in the animal sheds. This allows farmers to reduce feed costs and prevents the release of greenhouse gases that contribute to global warming. This project supports human food safety and food security.

Further details are available on the Company’s website at <https://www.tpipolene.co.th/th/investment/biodiversity-th or>

**Information on incidents related to legal violations or negative environmental impacts**

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

	2022	2023	2024
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	:	-
Data disclosure coverage (%)	:	0.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

##### Action Plan

- To implement energy management policy and adopt ISO 50001 energy management system under international standards as the management policy.

- The senior personnel in charge of electrical and calorific values has been appointed as well senior personnel in electrical to be responsible for power energy, including at the operational level, with the use of focus improvement pillar to search for the point of energy, loss control costs and then improve them by establishing a group to collaborate as a project team

- Green Research and Development has been designed products to reduce energy consumption during the production process, such as super mixed cement (40 kg. container), which can be used in equivalent to mixed cement (50 kg. container) and hydraulic cement

- Cost-effective use of all the ingredients by reuse and recycle, such as used lubricants is used as fuel.

- Community waste is used as renewable fuels in power plants and cement plants. Adoption of lubricants tires or used tires or scraps from the production processes are used as fuel.

- Renewable energy by generating electricity from alternative energy plants or waste fuel power plants and producing Pyrolysis oil from used tires from Pyrolysis plants.

- Waste Heat Recovery by reusing heat from the production process to heat raw materials in raw meal grinding mills and coal grinding mills and waste heat from the steam production process is used to generate electricity and produce light weight concrete.

- High-efficiency manufacturing processes and machinery using high energy-efficient machines such as inverters, modification of Clinker Cooler machines in clinker production and factory crater design by using vertex design to reduce energy consumption and the use of a belt conveyor to transport limestone from the quarry and being able to generate electricity back to the system instead of using trucks and the use of a mobile Crusher to reduce stone transportation, etc.

- The use of a production control system that is an automatic process for precision in the production process by using a combustion control program to reduce fuel consumption, electric energy and also resulting in high quality clinker.

- Polytrack Grate is a new low pressure aeration technology that provides consistent aeration with low energy consumption (at least 1 kWh/ton of clinker) resulting in energy savings and reduced wear and tear on the machine due to reduced air velocity through the vents, thus reducing maintenance costs. Currently, the Company can reduce energy costs from using coal and can also save electricity.

- Afforestation helps absorb greenhouse gases released into the atmosphere. TPI Polene Group has been operating continuously since 1992 until now and will continue to do so that the country has more forests to absorb greenhouse gases.

- Carbon capture & utilization/ storage (CCUS) by studying the technology of capture, utilization, and storage of carbon dioxide by capturing carbon dioxide from high-pitched smokestacks at power plants and storing it underground or under the ocean without releasing CO<sub>2</sub> into the atmosphere. It is a plan to make further investments in the future if existing greenhouse gas emissions reduction processes are insufficient and the technology is worth investing in the future.

- Ethylene discharged from the EVA production process is reused for the production of EVA emulsion, etc., thus reducing costs and reducing pollution to the community and the environment. In addition, the Company continues to explore ways to improve machinery to reduce energy consumption and minimize certain waste from production. Any waste generated is further processed and used as fuel for electricity generation at the Saraburi plant. The Company has also received EVA emulsion production technology transfer from Japan and is committed to continuous research and development.



## 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 : Yes  
management

### 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	-	2027 : Reduced by 500.00 MJ

## Information on performance and outcomes of energy management

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

#### Key Performance in 2024

- Total energy consumption measurement (only cement plant, LDPE/EVA plants, and concrete roof tile and fiber cement plants) amounted to 26,796,599.91 gigajoules [302-1], accounting for 20.27% of decreasing compared to 2023, the details are as follows:

#### Cement Plant

Total energy consumption amounted to 25,653,626.53 gigajoules, representing a decrease of 21.04% compared to 2023, thus reducing the amount of greenhouse gas emissions originating from coal. Therefore, waste fuel, which emits fewer greenhouse gas emissions than coal, was utilized. When compared with the target, it was found that

- Energy consumption per ton of clinker production, across all energy types, stands at 3,418.07 megajoules, meeting the established target.
- The use of all types of energy per cement production is 162.98 megajoules/ton, which is in line with the target.
- The use of all types of energy per production of ready-made cement is equal to 58.72 megajoules/ton, which is in line with the target.
- The reduction in energy consumption from using fossil fuels in clinker production by 360.90 megajoules/ton, The machinery was temporarily shut down to improve the dust collection system, transitioning from an Electrostatic Precipitator (ESP) to a Bag Filter, which achieves a dust collection efficiency of 99.99% for PM 2.5.
- The project to increase production efficiency and reduce heat energy at Kilns 1, 2, 3, and 4 (Circulate Cooler Grate Plate) involves improving the Cooler Grate by designing and installing a new House Shoe, which can reduce heat usage in clinker production by at least 5 kcal per kilogram of clinker. This will help save energy in production and reduce greenhouse gas emissions in Scope 1 by 40,010 tCO<sub>2</sub>e per year.
- The project to improve the efficiency of clinker production in Prepol SC, by changing the feed from Poldos to a bucket elevator and performing kiln maintenance, resulted in a reduction of 40 kcal per kilogram of clinker in heat consumption and a reduction of 40,597 tCO<sub>2</sub>e per year in Scope 1 greenhouse gas emissions.

#### LDPE/EVA Plants

- Total energy consumption of 621,583.31 gigajoules decreased by 3.06% compared with the same in 2023.
- All energy consumption per production of LDPE & EVA resins was 4,705.45 MJ/ton.
- Total energy consumption per production of water-based adhesives, powdered adhesives was 1,227.94 MJ/ton.

#### CRT and FCB plants

· Total energy consumption of 521,390.07 gigajoules, increased by 8.70% compared to 2023 and all kinds of total energy per board production (FB)/ Tile (FR) / Tile Cover (FR)/ Synthetic Wood (FW) is equal to 1,540.63 MJ/Ton

## Information on electricity management

### Company's electricity consumption <sup>(\*)</sup>

	2022	2023	2024
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	1,413,853,695.01	1,371,493,430.34	1,256,628,799.09
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,413,853,695.01	1,371,493,430.34	1,256,628,799.09
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	139,722.67	136,643.76	127,330.91

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

## Electricity Expense <sup>(\*)</sup>

	2022	2023	2024
Total electricity expense (Baht)	4,986,427,058.33	5,638,705,394.91	4,834,040,482.20
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	12.15	14.72	14.83
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	9.87	12.57	12.80
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	492,778.64	561,791.91	489,820.70

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on fuel management

### Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	14,500,585.12	12,739,266.89	10,321,436.00
Fuel oil (Litres)	3,183,524.52	3,359,414.89	3,631,278.00
Natural gas (Standard Cubic Feet)	14,973,932.25	14,376,871.21	9,122,918.18
Steam (Metric tonnes)	160,847.75	57,674.70	163,551.20
Coal (Metric tonnes)	1,211,770.77	1,088,926.07	910,178.84

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>

	2022	2023	2024
Total fuel expense (Baht)	51,590,694.13	N/A	N/A
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.13	N/A	N/A

	2022	2023	2024
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.10	N/A	N/A

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on total energy management (electricity + fuel)

### Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	0.00	1,256,628.80

### Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	N/A	0.00000000	0.03326717

Additional explanation : <sup>(\*)</sup> 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

Water resources are an important resource to be used in the Company's production processes and are essential for all living beings. It is important for humans for consumption as well as being a resource that provides benefits and is an important factor in driving economic and social activities, including natural ecosystems. The Company is highly aware of the need for the efficient use of water resources for the greatest value and benefit for its business operations, as well as the need to focus on the management of water and effluents to reduce the impact of water resources from the Company's activities on society and the environment and to embrace Bio-Circular-Green Economy (BCG) policy to contribute to sustainable development.

#### Measures and Guidelines for Water Conservation and Loss Reduction

##### 1. Cement Factory (Saraburi)

###### 1.1 Increase the Efficiency of Water Consumption in Production Process

- Reuse water from the treatment system in the cooling and dust control process.
- Reduce the amount of water used in mixing raw materials by using modern techniques.
- Install automatic water control sensors.

###### 1.2 Rainwater and Wastewater Management

- Collect rainwater for cleaning and dust control.
- Separate wastewater and clean water to reuse in production processes.

###### 1.3 Infrastructure Improvement

- Conduct maintenance and inspections of the water pipe system to reduce leakage.
- Use water circulation system for cleaning factory area.

##### 2. Plastic Resins Manufacturing Plant (Rayong)

###### 1.1 Increase the Efficiency of Water Consumption in Production Process

- Use water circulation system in the process of cooling and washing plastic resins.
- Install water treatment system for reuse.
- Inspect and reduce water leakage in pipe system and machinery.

###### 2.2 Wastewater Management

- Separate wastewater that can be reused, such as water from cooling processes.
- Use water treatment technology to reuse it in the production process.

###### 2.3 Promotion of Water Conservation Awareness

- Train employees on efficient water use.
- Post PR signs to encourage employees to conserve water.
- Establish policies for employees and personnel to follow, such as turning off the faucet after each use.
- Plan and monitor water usage to improve measures for greater efficiency.
- Promote the use of 3R (Reduce, Reuse, Recycle) approach in water management.

##### 3. Head Office

###### 3.1 Water Conservation Measures in Office Building

- Install water-saving faucets and sanitary ware.
- Encourage reporting of water leaks for prompt repair.
- Promote the use of 3R (Reduce, Reuse, Recycle) approach in water management.

###### 3.2 Promotion of Water-saving Behavior in the Organization

- Encourage employees to turn off the faucets after use.
- Set a goal to reduce water usage and regularly track the results.
- Organize training or seminars on water conservation and environmental impacts

- Post posters or infographics in common areas, such as toilets, kitchens, and cafeterias, to remind employees to use water efficiently.
- Promote via internal emails or communication platforms such as Intranet or Line Group.

## 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	-	2024 : Reduced by 1,000,000.00 Cubic meters

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

#### Key Performance in 2024

- The use of water resources from significant sources affects the environment (only for cement plants, LDPE and EVA plants, CRT and FCB plants).
- In 2024, 5,152,734 cubic meters of water from the Pa Sak River decreased by 6.15% compared with the same in 2023.
- In 2024, water consumption at cement part was 185.45 litres/ton decreased by 10.44% compared with the same in 2023.
- Total amount of water to be used of 9,548,906 cubic meters, classified as water with a total amount of solids dissolved in water  $\leq$  1,000 mg/litre of 9,548,906 cubic meters decreased by 2.61% compared with the same in 2023 and total amounts of soluble solids  $>$  1,000 mg/l of 331,624 cubic meters, representing an increase of 4.76% compared with the same in 2023. [303-3]
- Total sewage volume of 7,452 cubic meters, classified as water with a total amount of solids dissolved in water  $\leq$  1,000 mg/litre of 7,452 cubic meters of water and total amount of soluble solids  $>$  1,000 mg/litre of 0 cubic meters, a decrease 51.42% compared with the same in 2023. [303-4]
- Total water consumption of 2,371,070 cubic meters represents a decrease of 3.37% compared with the same in 2023.
- Total reusable water content of 1,110,051 cubic meters, a decrease of 18.51% compared with the same in 2023 and accounted for 46.82% of total water consumption.

The Company has drained effluent outside the plant, where the results of the analysis of the quality of the drainage effluences in 2024 are all under standards.

## Information on water management

### Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	2,645,155.00	2,453,710.00	2,371,070.00
Water withdrawal by third-party water (cubic meters)	2,645,155.00	2,453,710.00	2,371,070.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	261.40	244.47	240.25

	2022	2023	2024
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.05	0.05	0.06

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

### Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	2,645,155.00	2,453,710.00	2,371,070.00

### Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	967,395.00	1,362,200.00	1,110,051.00

### Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.05235253	0.05467937	0.06277016

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	11,094,156.00	9,030,100.00	9,140,980.00
Total water withdrawal expense from third-party water (Baht)	11,094,156.00	9,030,100.00	9,140,980.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.03	0.02	0.03
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.02	0.02	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,096.37	899.68	926.23

Additional explanation : <sup>(\*)</sup> 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	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The Company prioritizes solid waste, waste and industrial waste management in line with sustainable development principles, implementing measures that address environmental, social, and governance dimensions to ensure our production processes have minimal impact on the environment and communities.

- **Environmental Dimension:** The Company focuses on reducing waste generated from the production process by improving raw material efficiency and applying the 1A3R (Avoid, Reduce, Reuse, Recycle) approach to minimize waste disposal. Additionally, the Company utilizes environmentally friendly technology, including safe hazardous waste management in accordance with international standards.
- **Social Dimension:** The Company prioritizes the health and safety of its employees and surrounding communities by providing safe waste collection and disposal systems, monitoring and reducing pollution that may impact the community's quality of life, and educating employees and business partners on environmentally friendly practices.
- **Governance Dimension:** The Company has been granted a Factory Type 101 license by the Department of Industrial Works to manage industrial waste in strict accordance with laws, standards and related standards. Waste management results are transparently monitored and reported to ensure compliance with good governance principles and achievement of sustainability goals.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	-	2025 : Increased by 95%	<ul style="list-style-type: none"><li>• Reuse</li><li>• Recycle</li></ul>

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

- Total amount of industrial waste to be exploited was 2,876.46 tons, representing 99.70% of the amount of industrial waste generated in 2024.
- The quantity of safe landfill waste was 0 tons, accounting for 0% of the industrial waste generated in 2023. Therefore, the company no landfills waste in 2024.

### Information on waste management

## Waste Generation<sup>(\*)</sup>

	2022	2023	2024
Total waste generated (Kilograms)	10,043,280.00	6,087,140.00	2,876,460.00
Total non-hazardous waste (kilograms)	6,136,510.00	3,003,170.00	2,012,100.00
Total hazardous waste (kilograms)	3,906,770.00	3,083,970.00	864,360.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.20	0.14	0.08
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.12	0.07	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.08	0.07	0.02

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	2,940,040.00	2,999,610.00	750,280.00
Reused/Recycled non-hazardous waste (Kilograms)	2,736,660.00	2,879,820.00	727,950.00
Reused/Recycled hazardous waste (Kilograms)	203,380.00	119,790.00	22,330.00
Percentage of total reused/recycled waste to total waste generated (%)	29.27	49.28	26.08
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	44.60	95.89	36.18
Percentage of reused/recycled hazardous waste to hazardous waste (%)	5.21	3.88	2.58

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	:	-
Data disclosure coverage (%)	:	0.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Board of Directors and senior management have assessed the risks and mitigation measures from climate change, as well as considered the opportunities that arise. The Company has set a target of carbon neutrality by 2043, which is earlier than the target that Thailand announced after joining the COP26 Conference in 2020.

The Company has a comprehensive strategic plan to reduce direct and indirect greenhouse gas emissions. This plan focuses on developing production technologies that minimize fossil fuel use and increase the proportion of low-carbon raw materials, expanding the use of clean energy, supporting reforestation to restore ecosystems, and improving production efficiency. Additionally, the Company invests in machinery to enhance greenhouse gas reduction, particularly in the cement production process, by using waste as fuel instead of coal. At the same time,

At the same time, the Company promotes the adoption of electric vehicles (EVs) to enhance green energy usage and support the development of transportation infrastructure both within urban areas and intercity networks. The focus is on transitioning to electric vehicles and electric-powered heavy machinery, such as EV dump trucks, replacing fossil fuel-dependent engines like diesel. This initiative aims to continuously reduce greenhouse gas emissions. Participate in projects/activities to reduce greenhouse gases, such as attaining registration and receiving carbon credits (T-VER), participating in the Low Emission Support Scheme (LESS), the registration of carbon footprint labels to demonstrate that the product has passed the carbon footprint assessment and can reduce greenhouse gas emissions according to the specified criteria

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

#### Setting net-zero greenhouse gas emissions targets

##### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2020 : Greenhouse gas emissions 7,476,814.64 tCO <sub>2</sub> e	2027 : Reduced by 20% in comparison to the base year	2043 : Reduced by 0.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"><li>Thailand Greenhouse Gas Management Organization (TGO) : Net zero</li><li>Science-based Targets (SBTi) : None</li></ul>

### Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Participate in projects/activities to reduce greenhouse gases, such as attaining registration and receiving carbon credits (T-VER), participating in the Low Emission Support Scheme (LESS), the registration of carbon footprint labels to demonstrate that the product has passed the carbon footprint assessment and can reduce greenhouse gas emissions according

to the specified criteria

#### ***TPIPL Receiving an Honorary Plaque as the “Best Practices BCG Economy Model towards Net Zero 2024”***

TPIPL received an Honorary Plaque as the “Best Practices BCG Economy Model towards Net Zero 2024” from the Thailand Greenhouse Gas Management Organization (Public Organization) for creating a strategic plan to drive the BCG Economy Model and Net Zero Roadmap. This includes planning strategic operations, developing CE/BCG projects, and managing and evaluating direct and indirect greenhouse gas (GHG) reduction results, along with the development of low-carbon technologies at both the corporate and supply chain levels.

#### ***TPIPL Joining the Energy Conservation Network’s Declaration of Intentions in 2024 “Energy Beyond Standards 2024”***

TPIPL has joined the declaration of intent for the Energy Conservation Network 2024 “Energy Beyond Standards 2024” to demonstrate its commitment to using energy efficiently, reducing greenhouse gas emissions, and supporting energy conservation within the organization. This aligns with the goal of achieving carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065, as outlined by the Department of Alternative Energy Development and Energy Efficiency, Ministry of Energy.

#### ***TPIPL and TPIPP Being Certified with ISO14064-1 (Carbon Footprint Verification or CFV)***

On March 23, 2024, TPIPL 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 organization’s 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**

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	9,522,849.15	8,638,405.29	7,420,181.98
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	8,092,914.00	7,280,461.01	5,497,656.64
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,206,472.00	1,153,818.52	1,314,464.27
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	223,463.15	204,125.76	608,061.07

#### **Greenhouse Gas Emissions Intensity**

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.188475	0.192501	0.196437
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	941.09	860.66	751.87

Additional explanation : <sup>(\*)</sup> 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 : No

### **Information on reduction and absorption of greenhouse gas**

### Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

### Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

**Remarks** - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

## ESG Performance

Company Name : TPI POLENE PUBLIC COMPANY LIMITED

Symbol : TPIPL

Market : SET

Industry Group : Property & Construction

Sector : Construction Materials

### 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

##### The foundation for human rights implementation

The Company places great emphasis on human rights operations and operates its business with a balanced responsibility to its stakeholders under good governance policies and respect for human rights as a guideline for a business management approach that focuses on sustainable development to be in line with the government's policy to promote the BCG Model and comprehensively improve the quality of life of communities and society in the country, diversifying opportunities and effectively reducing inequality.

The Company will implement human rights actions against stakeholders throughout the value chain, including employees, suppliers, customers, and local communities and complying with the provisions set forth in international human rights principles and international labor standards, including the United Nations Universal Declaration of Human Rights and the International Declaration of Fundamental and Working Rights of the International Labour Organization. Thai Labour Protection Act B.E. 2560 (2017) and respect for the International Labour Organization (ILO)

##### Management Approach

###### The Company attaches great importance to respecting the rights of employees.

Labor management is based on respect for human rights in various areas such as gender, religion, beliefs disability, race etc. The Company provides equal and fair opportunities for work and career advancement without discrimination, promoting Diversity, Equity, and Inclusion (DEI) and practices in alignment with international standards, giving freedom of association and collective bargaining in accordance with fundamental rights. Employee personal information is secured, combating illegal child labor. There is no use of conscripted labor (labor that is conscripted to work illegally) and there is no forced labor (forced labor to work beyond the legal limit without compensation).

The Company has treated its employees fairly in accordance with human rights principles. A welfare committee has been set up with employee representatives who are responsible for negotiating with the company about agreements affecting employees. The Company evaluates the performance of all employees with clear criteria and uses the results of employee performance evaluation to determine fair remuneration. Various training courses are provided to employees as appropriate according to their job positions and job responsibilities to help promote progress and develop the potential of employees. The Company also measures the level of satisfaction and engagement of employees with the Company annually and takes the results of the satisfaction assessment into consideration for the project, policies and procedures to improve the care and empowerment of employees. In addition, the Company has provided an occupational health and safety system for employees as well.

###### The Company attaches great importance to respecting the rights of business partners.

The Company treats business partners equally and fairly and provide transparent procurement process and fair competition without discrimination. The security of personal information of partners is maintained and encourage suppliers to comply with human rights principles through the use of child labour. The Company requires and encourages suppliers in establishing Diversity, Equity, and Inclusion (DEI) policies and practices that align with international standards. The Company has incorporated human rights and occupational health and safety issues into its Code of Conduct for Procurement Partners. The Company assesses the environmental, social and corporate governance risks (ESG Risk) of its suppliers annually to ensure that the Company's suppliers conduct business with respect for human rights and has also provided occupational health and safety systems to its partners and contractors appropriately as well.

###### The Company attaches great importance to respecting the rights of its customers.

The Company treats customers fairly and is committed to providing users with benefits and services, and has the highest satisfaction with products, strives to develop quality and safe products continuously, as well as securing customers' personal information. The Company has also provided customers with seminars to strengthen relationships, offering in-

depth knowledge about the industry, market trends, and optimal product usage. These seminars give customers the opportunity to express their opinions, which can be used to improve products and services to better meet market demands. Additionally, the Company conducts monthly customer satisfaction surveys and assessments.

**The Company attaches great importance to respecting the rights of local communities.**

The Company recognizes the importance of the local community by providing care, support, and good relations with surrounding communities. In addition, the Company has prepared a report on the performance of CSR-DIW Continuous Entrepreneurs' Social Responsibility Standards, a report on the results of the Community Economic and Social Monitoring Survey, and a summary report of the results of the Community Satisfaction Survey annually to survey the concerns of communities and society that may be affected by the Company's operations, and to apply the concerns found to improve to reduce the impact that may cause damage to the community and society as a whole, The Company has implemented strategies to build relationships and continuously support the community as follows:-

Promoting the hiring of employees from surrounding communities and employing local labor to support sustainable livelihoods alongside the company's business operations.

Supporting social and cultural activities in the community, such as preserving and protecting cultural heritage, particularly in areas affected by the Company's operations. The Company also supports a chemical-free agriculture project for school lunches every year at Ban Sap Bon School in Saraburi province, providing a learning resource on chemical-free farming practices. Additionally, the Company provides mobile health clinics for the local community.

Contributing to the development of infrastructure or public utilities in the area, such as supporting housing renovation projects in collaboration with the Kaeng Khoi District Quality of Life Development Fund, helping repair and build homes for disadvantaged individuals, the disabled, and those with chronic illnesses lacking housing in the Kaeng Khoi District of Saraburi.

Providing channels for the community to communicate and offer feedback to the Company. The Company ensures transparency by disclosing information and performance reports through Poly News and promoting human rights education in the community through collaboration with the community committee.

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	: No
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

#### Human Rights Operations in 2024

In 2024, the Company worked on human rights with various stakeholders, as follows:

##### **Respecting Employees' Rights**

- The election for a new Welfare Committee for the year 2024 was conducted. This committee serves as the representative of employees and plays a role in negotiating with the Company regarding agreements that affect employees.
- All employees are provided with equal employment opportunities. In 2024, the Company hired 605 new employees, including 76 elderly employees and 1 disabled employee.
- The average number of training hours for employees in each course is 26.14 hours per person per year. The Company has set a goal to enhance knowledge and develop employee potential, aiming for an average of no fewer than 20 training hours per person per year for each course.
- The overall level of employee satisfaction and engagement with the Company was at 84.05 %, with the Company's target level of employee satisfaction and engagement towards the Company was at 75%. The company has used the results of such employee surveys to continuously develop activities to create good relationships with employees to keep satisfaction levels at the highest level.
- Employee supervision in terms of occupational health and safety at work. It was found that the number of work-related injuries and deaths was zero. Zero rates of high-impact work-related injuries and zero rates of occupational illnesses, which meet the Company's occupational health and safety targets.

##### **Respect for customer rights**

- Produce and deliver quality and safe products for customers.
- Customer satisfaction assessment results of TPIPL's cement and mortar cement on various products and services customers in 2024 was scored an average of 87.80%, with the Company's target of satisfaction of TPI cement customers was at least 80% .

#### **Respect for the rights of local communities**

- The 2024 Chemical-Free Agriculture Project for School Lunches at Ban Sap Bon School, Saraburi Province, aims to provide a learning resource for growing vegetables using chemical-free agricultural methods in the community's schools. In addition, the project ensures that students receive nutritious meals and generates income for the students at Ban Sap Bon School.
- Promoting and supporting the conservation of natural resources and the environment with a budget of over Baht 750,000, the Company planted approximately 9,000 trees across an area of 125 rai through various activities. These included the Muak Lek River Conservation Day, the Tree Planting Project to Restore Forests and Increase CO<sub>2</sub> Absorption in collaboration with the Thap Kwang Research Station, and the Tree Planting Project to Honor His Majesty the King in areas such as the Khao Man Community Forest, the Thap Kwang National Reserve Forest, and the Navaminda Kasatriyadhiraj Royal Air Force Academy. The Company also supported the Saraburi Sapling Nursery Station with organic fertilizers for cultivating and distributing saplings to the public and various agencies, aiming to increase green spaces and restore the ecosystem in the community.

### **Information on compliance with human rights principles and standards**

#### **Compliance with human rights principles and standards**

Human rights management principles and standards : 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

#### **Human Rights Due Diligence (HRDD)**

The Company has conducted due diligence on human rights as a risk management process associated with its ongoing business operation. The purpose is to identify prevention, mitigation and consider how the company Addressing human rights impacts throughout business activities by referring to the human rights due diligence process, which consists of five steps of the UN Guiding Principles on Business and Human Rights (UNGPR) as follows:-

1. Declaring the policy is an obligation
2. Cultivation through corporate policy
3. Human Rights Risk Assessment
4. Remedation and Mitigation
5. Follow Up and Reports

#### **1. PolicyCommitment**

The Company has established the Company's human rights policy to cover the entire value chain of the Company, including employees, suppliers, customers, and local communities, including the Code of Conduct, the Code of Conduct for purchasing partners. Supplier Code of Conduct Announcement on the Company's Global Human Rights Policy no. 006/2559 and Announcement Personal Data Protection Policy no. BorKor 0017/2564 (For more information, please visit <https://www.tpipolene.co.th/th/aboutus/pdpda>)

#### **2. Cultivation through corporate**

The Company is committed to the implementation of human rights policies to foster a culture of respect for human rights principles throughout the organization. Training and dissemination of knowledge on respect for human rights have been organized for employees at all levels within the organization and human rights risks are continuously assessed.

### **3. Human right risk assessment**

The Company conducts human rights risk assessment annually for a consecutive three year and reviews human rights risks related to business operations throughout the value chain to ensure that the Company's plans and measures to mitigate, correct, and remedy human rights impacts are appropriate. The results of the risk assessment will enable the Company to effectively conduct business in accordance with human rights principles in risky operating areas. It helps to prepare for and prevent possible damage from human rights violations.

#### **3.1 Determination of Audit Scope**

The Company has conducted an assessment of human rights risks in key operating areas, encompassing the Bangkok Office and Saraburi Factory, where business or activities involve employees, suppliers, customers, and nearby local communities. A total of 10 issues have been identified, spanning areas including: (1) Non-discrimination; (2) Promotion of diversity and equal opportunities, and Diversity, Equity & Inclusion (DEI) ; (3) Freedom and collective bargaining; (4) Occupational health and safety; (5) Personal data protection; (6) Child labor; (7) Conscripted and forced labor; (8) Security practices; (9) Efficiency, readiness, and reliability of the electrical system; and (10) Continuous care for the community and society. These human rights risk issues are meticulously classified in detail by relevant stakeholder groups as follows:

**Employees**

**Suppliers**

**Customers**

**Local Communities**

- Non-discrimination
- Diversity, Equity & Inclusion (DEI)
- Freedom and collective bargaining
- Occupational health and safety
- Personal data protection
- Child labor
- Conscripted and forced labor
- Non-discrimination
- Occupational health and safety
- Personal data protection
- Child labor
- Conscripted and forced labor
- Security practices
- Efficiency, readiness, and reliability of the electrical system
- Personal data protection
  
- Continuous care for the community and society

#### **3.2 Human Rights Risk Assessment**

The Company utilizes the criteria of The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management (COSO-ERM) to assess human rights risks based on the severity of impacts and the potential opportunities associated with all 10 human rights-related issues.

#### **3.3 Prioritization of Human Right Risks**

The result of the human rights risk assessment found that there is one human rights issue with high risk, which is the risk of occupational health and safety of employees, while other human rights issues in the value chain are of medium to low risks as follows:

#### **Result of Human Rights Risk Assessment**

##### **Risk level of human rights issues**

**High Risk**

**Medium Risk**

**Low Risk**

- 1.Occupational health and safety

1. Non-discrimination
2. Diversity and equal opportunities
3. Freedom and collective bargaining
4. Child labor
5. Conscripted and forced labor
6. Continuous care for the community and society
7. Personal data protection
1. Security practices

The Company manages risks in accordance with the guidelines for human rights operations by strictly implementing preventive measures and mitigating the risk of various human rights violations throughout its operations. This involves closely monitoring implementation as outlined in the guidelines for managing human rights complaints and remedies. These measures include continuous monitoring and reporting of performance results, aiming to comply with the target of ensuring no instances of human rights violations occur throughout the value chain.

#### 4. Remediation and Mitigation

In addition, the Company is aware of the need to take corrective actions in the event of any violations that may occur in the future. It will establish a process for receiving complaints, conducting thorough examinations and investigations, and determining measures to mitigate and rectify the impacts that have occurred, including fair remedial measures. This is to ensure that those affected receive appropriate remedies for the damages caused, as well as timely protection or guarantees that such infringements will not occur again.

**In 2024, the Company did not receive any reports or complaints regarding human rights violations.**

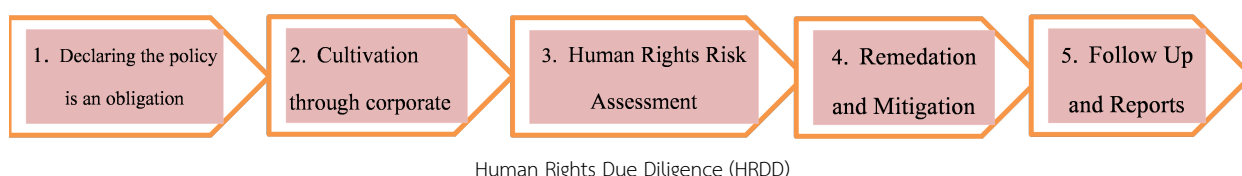
#### 5. Monitoring and Reviewing of the Human Rights Performance

The Company has followed up on compliance with the human rights impact mitigation clauses, focusing on mitigating and mitigating negative impacts. However, agencies that have implemented mitigation measures must monitor and review the action plans to improve efficiency and should be re-evaluated to know the remaining impacts. The department that have implemented mitigation measures must monitor and review their action plans to achieve effective development and re-evaluate to ensure that impacts are addressed correctly and appropriately. In addition, the Company requires suppliers to conduct their own human rights audits. Environment, Social, Governance (ESG) of suppliers covering comprehensive labor impact assessment, environment, human rights, and social community. The Company has also provided channels to listen to opinions and suggestions from employees and external parties. To review and revise comments As a result, the Company can prevent and reduce risks that may lead to human rights violations.

### HRDD process diagram

#### Human Rights Due Diligence (HRDD)

The Company has conducted due diligence on human rights as a risk management process associated with its ongoing business operation. The purpose is to identify prevention, mitigation and consider how the company Addressing human rights impacts throughout business activities by referring to the human rights due diligence process, which consists of five steps of the UN Guiding Principles on Business and Human Rights (UNGP) as follows:-



### Information on other social management



## Plans, performance, and outcomes related to other social management

### Sustainability Policy Framework and Management

The Board of Directors and the top management of TPI Polene have established sustainability policies with a focus on being instrumental in driving the organization to achieve its sustainability vision in line with the direction and strategy of business operations by supporting the Sustainable Development Goals (SDGs) of the United Nations in order to balance the economy, environment, and society under good corporate governance with a policy framework and sustainability management

1. Social Dimension: Conducting the business with social responsibility, creating balanced consideration for all stakeholders, respect and protection of human rights with stakeholders throughout the value chain, including employees, partners, customers, and social communities, creating good returns on investment for shareholders, occupational health and safety, hygiene and creating a good working environment, and continuously manage and develop talent and skills for personnel, customer health and safety, evaluating social partners and providing clear product label information, respect privacy of information, promote youth in education and contribute to creating value and improving the quality of life of the community and society to grow sustainably protect labor rights, do not use child labor and illegal labor, respect human rights principles, and provide diversity and equality and non-discrimination.

1. In the social dimension, the Company operates its business responsibly and gives importance to all groups of stakeholders in a balanced manner, which can be summarized as follows:-

1.1 Aiming to generate good returns for shareholders by continuously paying dividends and maintaining good performance continuously.

1.2 Consider human rights principles, respect personal data, protect labor rights, encourage youth in education, by upholding the human rights of employees, business partners, customers, and local communities. In 2024, there were no reports or complaints of human rights violations.

1.3 Have safety, occupational health, and create a good working environment.

1.4 Manage and develop the potential and skills of personnel continuously. The target is to provide no fewer than 20 training hours per person per year. In 2024, the average number of training hours per employee was 26.14 hours.

1.5 In 2024, the Company has measured employee satisfaction levels in many dimensions by using the employee opinion survey results to develop activities to continuously build good relationships with employees to maximize the level of employee satisfaction.

1.6 TPI Polene Group provides equal opportunities for employment non-discrimination in favor or against any person, covering employees with disabilities and other disadvantaged groups. In 2024, 605 new employees were employed, which comprises 528 general staff, 76 seniors and 1 employee with disabilities.

1.7 Prioritize customer satisfaction in the products and services of TPI Polene Group.

1.8 Priority to the security of corporate information systems (IT Security).

1.9 Promote environmentally friendly procurement to reduce the risk of doing business with suppliers.

2.10 TPI Polene Group has created value and improved the quality of life for communities in all areas where TPI Polene Group's business operations are located, such as organizing discussion projects with communities and community development, chemical-free agriculture projects for school lunches in Ban Sap Bon, Saraburi Province, providing scholarships to Children with good academic performance, etc.

2.11 TPI Polene Group has supported various projects and activities for public benefits in 2024, totaling approximately Baht 28.44 million to communities, academic institutions, temples, hospitals and government authorities and contributed healthcare products and products of TPI Polene Group, such as cement, other construction materials, organic fertilizers, drinking water and health products to prevent pathogens.

## 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

	2022	2023	2024
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

	2022	2023	2024
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

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

### 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, Occupational health and safety in workplace

The Company has a human resource management system that emphasizes recruiting, retaining, and developing the potential of its personnel to drive the Company's business toward continuous growth, while also fulfilling its responsibility to society, the environment, and all stakeholders. The Company's human resource management guidelines include anti-corruption, human rights and community, and labor standards, which extend to labor contractors. The focus is on the fair treatment of employees in accordance with human rights principles, including the protection of employees' personal information,

The Company emphasizes developing employees' potential through training that aligns with their job positions. An annual training needs survey is conducted, and the training plan is then developed according to the Training Road Map. On-the-Job Training is provided at every level, especially for professional employees with more than one year of experience. Upon passing the test evaluation, they will receive a professional fee in addition to their salary.

The Company also implements measures to promote quality of life, create a positive working environment, and foster happiness in line with the Company's Happy Workplace Principles. These include stress relief activities, fitness rooms, and employee handbooks that incorporate Dharma principles into work, etc., to ensure that employees are happy according to the principles of the Happy Workplace Project.

The Company has an Individual Development Plan (IDP) that identifies the potential areas for employee development in preparation for individual career advancement plans, such as training courses, on-the-job training, coaching, project assignments, etc.

The individual development plan between employees and supervisors evaluates the progress of self-development and is discussed within the department. This ensures that potential development is continuous and builds a foundation for preparing employees for career growth. The Company's personnel potential assessment framework applies to the same standards across all positions and lines of work. The results of the annual performance assessment are presented to executives in hierarchical order to process the outcomes for promotions and annual compensation adjustments, in line with the organization's expansion.

The evaluation results determine the promotion rate of employees in the Company as follows:

Year
2022
2023
2024
Promotional Rate
5.33%
0.86 %
2.96%

The results of these operations increased employee job satisfaction and engagement with the Company to 84.05%,

while the employee turnover rate decreased to 2.53% in 2024, down from 2.67% in 2023.

#### **Employee Motivation and Retention**

The Company evaluates the performance of all employees based on clear criteria and uses the results of the performance evaluations to consider and determine fair compensation. The Company has established a regular training course (job adjustment course) as a criterion for adjusting employees' positions at each level. Employees who are to be promoted must complete the specified training course.

This action will help maintain the manpower level and reduce the employee turnover rate to 2.53% in 2024, down from 2.67% in 2023.

#### **Safety, Occupational Health, and Working Environment**

TPI Polene Group places importance on occupational health and safety management systems, considering them integral to business operations. The Company is committed to improving and preventing all existing hazards, including injuries and illnesses due to work, for employees, suppliers, contractors, and stakeholders involved in operations within the Company's areas and every work area. This commitment aims to prevent and reduce losses that may occur to life and property, including impacts on surrounding communities.

The Company has set goals to become an organization with zero accidents and injuries (Zero Accident), ensuring zero occurrences of injuries and fatalities resulting from work. Additionally, it aims for a zero rate of high-impact work-related injuries and zero instances of illness stemming from work-related diseases.

In 2024, the workplace fatality rate was zero, the high-impact work-related injury rate was zero, and the work-related disease rate was zero.

### **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)
<ul style="list-style-type: none"> <li>• Fair employee compensation</li> <li>• Employee training and development</li> <li>• Promoting employee relations and participation</li> <li>• Child labor</li> <li>• Occupational health and safety in workplace</li> <li>• Non-discrimination</li> </ul>	-	-	<p>2025: - Maintaining the level of manpower so that the turnover rate of employees is at an appropriate level not exceeding 3.50</p> <p>- Hiring employees with compensation and wage adjustments above the average in the labor market.</p> <p>- The rate of employment of personnel in the factory area each year is more than 50%.</p> <p>- Senior executives have visited the area to visit executives and employees every month.</p> <p>- Maintaining employee satisfaction and organizational engagement was at a good level with an average score of at least 75% or higher out of a full score of 100 in all opinion points.</p> <p>- The average number of training hours for all courses is not less than 20 hours per person per year.</p>

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

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The evaluation results determine the promotion rate of employees in the Company as follows:

Year
2022
2023
2024
Promotional Rate
5.33%
0.86 %
2.96%

## Information on employment

### Employment

	2022	2023	2024
Total Employment (Person)	10,119	10,037	9,869
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	10,119	10,037	9,869
Male employees (persons)	8,688	8,609	8,442
Percentage of male employees (%)	85.86	85.77	85.54
Female employees (persons)	1,431	1,428	1,427
Percentage of female employees (%)	14.14	14.23	14.46

### Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	2,014	1,675	1,729
Percentage of employees under 30 years old (%)	19.90	16.69	17.52
Total number of employees 30-50 years old (Persons)	5,997	6,230	5,819
Percentage of employees 30-50 years old (%)	59.26	62.07	58.96
Total number of employees over 50 years old (Persons)	2,108	2,132	2,321
Percentage of employees over 50 years old (%)	20.83	21.24	23.52

### Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	1,750	1,415	1,476
Percentage of male employees under 30 years old (%)	20.14	16.44	17.48
Total number of male employees 30-50 years old (Persons)	5,097	5,336	4,951
Percentage of male employees 30-50 years old (%)	58.67	61.98	58.65
Total number of male employees over 50 years old (Persons)	1,841	1,858	2,015
Percentage of male employees over 50 years old (%)	21.19	21.58	23.87

#### Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	264	260	253
Percentage of female employees under 30 years old (%)	18.45	18.21	17.73
Total number of female employees 30-50 years old (Persons)	900	894	868
Percentage of female employees 30-50 years old (%)	62.89	62.61	60.83
Total number of female employees over 50 years old (Persons)	267	274	306
Percentage of female employees over 50 years old (%)	18.66	19.19	21.44

#### Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	8,098	8,031	7,899
Percentage of employees in operational level (%)	80.03	80.01	80.04
Total number of employees in management level (Persons)	2,013	1,999	1,961
Percentage of employees in management level (%)	19.89	19.92	19.87
Total number of employees in executive level (Persons)	8	7	9
Percentage of employees in executive level (%)	0.08	0.07	0.09

#### Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	7,265	7,191	7,058
Percentage of male employees in operational level (%)	83.62	83.53	83.61
Total number of male employees in management level (Persons)	1,416	1,412	1,376
Percentage of male employees in management level (%)	16.30	16.40	16.30
Total number of male employees in executive level (Persons)	7	6	8
Percentage of male employees in executive level (%)	0.08	0.07	0.09

#### Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	833	840	841
Percentage of female employees in operational level (%)	58.21	58.82	58.93
Total number of female employees in management level (Persons)	597	587	585
Percentage of female employees in management level (%)	41.72	41.11	41.00
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	0.07	0.07	0.07

#### Significant changes in the number of employees

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

#### Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	804
Northern (Person)	N/A	N/A	41
Central (Person)	N/A	N/A	6,848
Northeastern (Person)	N/A	N/A	103
Southern (Person)	N/A	N/A	19



	2022	2023	2024
Eastern (Person)	N/A	N/A	627

#### Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	798
Central (Person)	N/A	N/A	532
Northeastern (Person)	N/A	N/A	4
Eastern (Person)	N/A	N/A	93

#### Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	45	46
Percentage of disabled workers to total employment (%)	0.00	0.45	0.47
Total number of employees with disabilities (Persons)	0	45	46
Percentage of disabled employees to total employees (%)	0.00	0.45	0.47
Total number of workers who are not employees with disabilities (persons)	0	0	N/A

#### Information on compensation of employees

##### Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	0.00	0.00	6,123.00
Average remuneration of employees (Baht / Person)	0.00	0.00	0.62

#### Provident fund management policy

Provident fund management policy : Have

The Group has established a provident fund for its employees, where employees contribute between 3% and 10% of their salary each month, and the Company contributes an equal percentage of 3% to 10% of the employees' salary. This provident fund is registered in accordance with the regulations of the Ministry of Finance and is managed by a licensed fund manager.

#### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,543	1,020	1,506
Proportion of employees who are PVD members (%)	15.25	10.16	15.26

## Information on employee development

### Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	24.47	22.49	26.14
Total amount spent on employee training and development (Baht)	2,739,308.95	4,157,011.13	3,681,223.34
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000067	0.000108	0.000113
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000054	0.000093	0.000097

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	16,846,515.00	16,782,566.50	16,597,644.50
Total number of hours worked by employees (Hours)	16,846,515.00	16,782,566.50	16,597,644.50

### Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	7	9	7
Total number of employees that lost time injuries for 1 day or more (Persons)	7	9	7
Percentage of employees that lost time injuries for 1 day or more (%)	0.07	0.09	0.07
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

	2022	2023	2024
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) <sup>(*)</sup>	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> The company with the total number of employees over 100 or more

<sup>(\*\*)</sup> The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	559	653	731
Total number of male employee turnover leaving the company voluntarily (persons)	453	538	581
Total number of female employee turnover leaving the company voluntarily (persons)	106	115	150
Proportion of voluntary resignations (%)	5.52	6.51	7.41
Percentage of male employee turnover leaving the Company voluntarily (%)	4.48	5.36	5.89
Percentage of female employee turnover leaving the Company voluntarily (%)	1.05	1.15	1.52
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Labor Relation 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, Retention and storage duration of personal 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., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

### 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, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Administration in accordance with the Company's policies under the Code of Ethics and Good Corporate Governance to ensure that customers who purchase products and services from the Company receive the highest benefits and satisfaction by producing and selling products at a fair price, with high quality and to be responsible for customers and consumers by providing with fast service to maintain a long lasting relationship based on the following principles: (1) Strive to develop quality products and services that are inclusive and deliver products on timely manner (2) Must not act in deceptively or oblivious to product quality by delivering safe, reliable products and services and does not harm the health of consumers and provide caution advice in labels or product documentation in accordance with the International Standard Quality Management System, (3) Store customer data systematically, securely and without misuse of information, and (4) Provide the responsible departments for providing feedback, providing knowledge about the Company's products and services.

- Collect information from customers who have purchased the Company's products to assess customer satisfaction levels in various areas, such as TPIPL product satisfaction, service satisfaction before, during and after-sales service, the Company's communications Satisfaction with sales support services and overall satisfaction with 2 annual assessment survey with a period of 6 months apart from the target groups, such as registered agents and registered product end-users. For assessments in the first 6 months of the year, the data collection of the year uses data of customers whose purchase sales volume in December prior to the assessment year. The second data collection for assessments in the last 6 months of the year uses customer data that has purchased goods in June of the year of assessment. The results of the satisfaction assessment of the year (based on the total average of both assessments) are taken into consideration according to ISO:9001 and formulate guidelines based on significant recommendations to the relevant authorities.

- Giving importance to product development in accordance with standards, regulations, and market expectations with risk

management measures by monitoring the market and customers, setting product inspection procedures, having Quality Assurance, Quality Control, obtaining product certification quickly, including setting clear and concise quality according to the specified standards.

- Develop products to add higher value, with some products focusing on the niche market in order to increase sales and increase profitability, such as EVA liquid and powder, etc. including expanding the business into the New Normal product market by focusing on producing products for new lifestyles that are different from the past, such as Bio Knox and Microm Knox products and various cleaning products, etc.

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

#### Respect for customer rights

- Produce and deliver quality and safe products for customers.

- Customer satisfaction assessment results of TPIPL's cement and mortar cement on various products and services customers in 2024 was scored an average of 87.80%, with the Company's target of satisfaction of TPI cement customers was at least 80% .

### Customer satisfaction

	2022	2023	2024
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 : 02-213-1039

Fax : -

Email : orapinr@tpipolene.co.th

Company's website : <https://www.tpipolene.co.th/th/>

Address : TPI Polene Public Company Limited 26/56 Chan Tat Mai Road, Thung Maha Mek Sub-district, Sathon District, Bangkok 10120

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### 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

#### Community and Social Development Participation

The Company aims to pursue its business operations under well-managed administration practices with an adherence to creating a corporate culture with good corporate governance in parallel with social conservation and environmental preservation in terms of safety, quality of life and conservation of natural resources. The Company also promotes energy efficiency and focuses on participating in the continuous development of communities and society to improve the quality of life of local people in the communities and society to be strong and grow sustainably.

- Complaints through communication channels such as websites, e-mails, phones, letters, etc.
- Join community relations activities at least 28/ month
- Organize community relations at least 2 times a month
- Mitigating environmental and social impacts that may arise from the Company's business operations
- No violation of environmental laws
- Generating income and career opportunities for local residents
- Fostering good relationships between organizations
- Conducting a community satisfaction survey once per year
- The Company provides Whistleblowing channels.
- The Company provides contact channel through its website : [www.tpipolene.co.th](http://www.tpipolene.co.th)

**The Executive Board resolved to determine the Company's sustainability issues for the year 2024 11 social aspects**

#### The Company's sustainability issues

Employment  
Labor/Management Relations  
Training and Education  
Occupational Health and Safety  
Customer Health and Safety  
Customer satisfaction  
Products & Services  
Data security and customer privacy  
Local Communities  
Product and service labeling  
Social Assessment of Business Partners

#### Responsive Strategies

1. Comply with labor laws and labor relations and provide employment opportunities for people with disabilities to create a sustainable society
2. Respect human rights principles and personal information for employees, business partners, contractors as well as not support child labor in work that is hazardous to health or in an environment that is hazardous to health and safety or is a job that prohibited by law
3. Review and check cyber threat protection system regularly, including the development and improvement of the cyber protection system to keep up with the ever-evolving cyber threats, methods and severity of threats to information systems continuously
- 4 . Create a good working environment with appropriate occupational health and safety.

5. Train and develop skills for employee to provide opportunities for advancement non-discrimination
6. Conduct is a survey of employees' satisfaction and commitment to the organization, a measure for receiving complaints, as well as conducting inspections, corrective outcomes, monitoring corrective actions, setting appropriate guidelines
7. Provide scholarships to employees' children
8. Evaluate customer satisfaction with the Company's products/services by using the information obtained from the assessment to develop and improve the Company's products/services/operating processes
9. Implementing Customer Relationship Management (CRM) software to facilitate managing relationships between the Company and its customers. This system aids in streamlining workflows and innovating new products according to systematic assessments of customer needs. It also enables the collection of various complaints, ensuring that every issue is tracked and addressed for improvement. This approach allows for swift responses to customer needs while also enhancing work efficiency across various departments of the Company.
10. Integration of CFP (Carbon Footprint of Products) applications for 10 products in 2024
11. Deliver standard quality products with complete label display
12. Conduct business with business partners in accordance with the Supplier Code of Conduct.

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social management : No  
goals

## 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 : Yes  
management

#### Key Performance in 2024

##### Corporate Social Responsibility

Corporate social responsibility activities at TPI Group of Companies Poline are structured around two primary domains: Community Relations and Corporate Social Responsibility (Corporate CSR). In 2024, TPI Polene Group allocated a budget of Baht 28,444,751.14 for construction materials and health products to support communities and society in all aspects. Work in both areas has been carried out concurrently, which can be summarized as follows:

##### Community Relations [413-2]

TPI Polene has production plants located surrounding communities and addressing important societal needs as follows:

- Offering mobile medical unit services as part of the Good Health with TPI project. These services include monitoring illnesses, providing health check-ups, and disseminating health knowledge.
- Blood donation activities involving executives, employees of TPI Polene Group, and contractors, resulting in the donation of over 240,000 cc of blood.
- Tree planting to increase green space project in 2024 involved planting 2,000 trees at the TPI Cement Plant in Saraburi Province
- Chemical-Free Agriculture Program for School Lunch 2024 at Ban Subbon School, Saraburi Province. This program aims to create a learning source on chemical-free farming practices within the community school. It aligns with the business and capabilities of the organization, utilizing the knowledge of employees in chemical-free agriculture and accounting, as well as experts in organic fertilizer use from the company's executive office and the Research and Development Department for quality control.

##### Economic and Social Returns

- Students can sell the produce to generate additional income.
- The school has a source of safe food for school lunches, reducing food costs.
- The company can use this project as a case study to promote organic farming and build positive relationships with the community.
- The school generates an average income of 1,200 Baht per harvest from the sale of organic agricultural products, and students can sell the produce to create additional income.
- There are meals made from chemical-free vegetable produce for school lunches at least once a week, and at least one nutrition promotion activity is organized.
- Students maintain good health from eating chemical-free food and can share the knowledge with future generations and their families.

#### Economic benefits or value or returns the Company receives from the Project that helps solve social issues

- The project aligns with SDG 8, Decent Work and Economic Growth, promoting sustainable, inclusive economic growth and decent employment.
- Revenue: The company may generate additional income by selling organic fertilizers used in the project to farmers in the community, increasing future sales in the community.
- Profit: Reduced raw material costs by using self-produced organic fertilizer.
- Reduced Costs: Lower expenses in sustainable project development as internal resources are used.
- Reduced Risk: The company can use this project as a case study to promote organic agriculture, build positive relationships with the community, reduce risks related to the company's image, and create a customer base that trusts the company's products.

#### Corporate CSR [413-2]

##### Community involvement and development

In 2024, TPI Polene Group continuously supported social and community assistance, as summarized below:

- Cement plants can use approximately 12% municipal waste to replace coal.
  - Scholarship Project: TPI Polene Group has implemented a project to provide educational opportunities for youth who excel in academics and behavior but lack financial resources, easing the burden on their parents. The Company has continuously provided scholarships from kindergarten to Bachelor's degree level. The project began in 2011 after graduation; these students were hired to work for the Company, creating a strong bond with the local community, much like family members. In addition, scholarships totaling Baht 295,000 per year have been provided to 6 schools, from kindergarten to lower secondary level, for 31 consecutive years.
  - TPI Polene Group, in collaboration with the Environment for Better Life Foundation, donated 263 foldable wheelchairs and 100 stretcher beds to 23 hospitals in the North.
  - In 2024, a total of 20,000 blankets were donated in the North, through the Thai Social Investment Foundation for patients and people affected by the cold weather.
  - The following products were donated by TPI Polene Group: 317 tons of TPI cement products, 18 cubic meters of TPI dry concrete, TPI Nano Super Armor paint, TPI tiles, lightweight concrete, wood substitutes, TPI boards, etc. These donations were used to improve and repair school buildings, roofs, paint buildings, walkway floors, and playground floors at 24 schools nationwide, where the roads inside the school were repaired. [203-1]
  - The following products were donated: 95.5 tons of TPI cement products, 250 cubic meters of TPI dry concrete, fiber cement products, TPI Nano Super Armor paint, and other products for the repair and improvement of buildings for various government agencies and people in need. These donations included support for Klong Prem Central Prison, Sakon Nakhon Provincial Prison, Chainat Provincial Prison, through the Young Me Rao Foundation to assist flood victims in Chiang Rai Province, and SOS Children's Villages Thailand under the Royal Patronage of H.M. The Queen. [203-1]
- The Company donated 679.15 tons of TPI cement products, 3,153 cubic meters of TPI ready-mixed concrete, fiber cement products, TPI Nano Super Armor paint, and other products to 17 temples nationwide. Projects include the construction of a Buddhist temple and Mahathat Chedi as a religious site at Wat Mahathat Wachiramongkol in Krabi Province; and the Church of the Risen Christ's project to build a new temple, etc. [203-1]

#### Benefit from implementing social development project

##### Financial benefits

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

	2022	2023	2024
Donations / Grants (Baht)	0.00	71.26	66.66

##### Non-financial benefits

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

	2022	2023	2024
Community forest (Rais)	0.00	0.00	25.00



## Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	28,444,751.14
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	N/A	N/A	0.087251
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	N/A	N/A	0.075303

Additional Explanation : (\*) Total revenues and total expenses from total financial statement

**Remarks** - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

## ESG Performance

Company Name : TPI POLENE PUBLIC COMPANY LIMITED

Symbol : TPIPL

Market : SET

Industry Group : Property & Construction

Sector : Construction Materials

### 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 Policy and Guidelines

The Board of Directors places great importance on and is committed to conducting business by adhering to the policy of good corporate governance and the Code of Conduct of the TPI Polene Group, which have been continuously reviewed and updated. These are disseminated to the Board of Directors, executives, and all employees. Additionally, the corporate governance policy and the Company Group's Code of Conduct are presented on the Company's website to provide guidelines for corporate governance at all levels throughout the organization. This aims to create a corporate culture, enable investors to understand and further utilize it as a guideline in following the business direction of the Company Group.

The Company Group conducts business in accordance with the ESG framework, prioritizing responsibility, transparency, and fairness, guided by the enduring principles of its Code of Conduct. With the goal of becoming a benchmark in corporate governance, the Company delineates this aspiration in its Vision, viewing corporate governance principles as integral to a management system that cultivates fairness, transparency, and the capacity to yield returns, thereby enhancing long-term shareholder value. Moreover, the Company cultivates trust among all stakeholders and advocates for and enhances the Company's competitiveness to foster sustainable growth. The Corporate Governance Committee's duties include supervising the Company's corporate governance, establishing policies and guidelines, and ensuring compliance with the principles of good corporate governance, including good corporate governance principles for listed companies of the Securities and Exchange Commission and the Stock Exchange of Thailand (SEC) and of the Stock Exchange of Thailand, and the criteria according to the Corporate Governance Report of Thai Listed Companies (CGR) project of the Thai Institute of Directors Association (IOD).

*In 2024, TPI Polene has received evaluation results concerning significant corporate governance matters, outlined as follows:*

The Company has been rated as "Excellent" with a 5-star corporate governance rating (**Excellent CG Scoring**) for 2 consecutive years (2023-2024) in the **Corporate Governance Report of Thai Listed Companies (CGR) 2024** survey project from the Thai Institute of Directors (IOD).

TPI Polene received a "**SET ESG Ratings: AA**" for 2024 from the Stock Exchange of Thailand, recognizing its commitment to sustainable business practices that prioritize stakeholders' interests and address **Environmental, Social, and Governance (ESG)** considerations.

The Company has been ranked in the **ESG100** list for the year 2024 for the 3<sup>rd</sup> year (**2022-2024**) due to its outstanding performance in terms of environment, society and governance, and is considered an attractive company for investment in the real estate and construction sector by the Thaipat Institute.

Reference link for the full version of corporate governance policy and guidelines : <https://www.tpipolene.co.th/en/aboutus-en/corporate-governance>

##### Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors	: Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies, Other guidelines regarding the board of directors
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## Nomination of Directors

### Policies and Guidelines relating to the Board of Directors

The Board of Directors intends to promote the Company as an effective organization to conduct its business effectively under the good corporate governance and excellent management. It focuses on creating good benefits for shareholders, employees, customers and taking into account stakeholders and all related parties as a whole under good governance principles in business that make the work processes of the Company's management and employees transparent and auditable, and therefore establish topics related to policies and practices related to the Board of Directors as follows:

1. **The Board of Directors, the Management and all employees adhering to the adoption of six key principles of good corporate governance** with a structure of management that is associated with the board of directors, the Management and shareholders as follows:

- Accountability responsibility for decisions and their own actions
- Responsibility for performing the duties with sufficient competence and efficiency
- Equitable Treatment and fair treatment of stakeholders
- Transparency Auditable operational transparency and transparent disclosure to those involved
- Vision to create long term for creating value-added for the organization
- Integrity and Ethics for Business Operation

2. **The Board of Directors and the Management of the Company play an important role in determining the Company's vision, strategy, policies and plans**, considering risk factors and setting out appropriate management practices, responsible for the performance of duties to shareholders, determining the direction of growth to make important decisions of the Company with caution and integrity, as well as ensuring that the accounting system is implemented, financial reports and audits are reliable and shareholders are treated equally.

- The Board of Directors must be a leader in ethics of the implementation of regulatory guidelines, take good care of business operations, and monitor conflicts of interest and connected transactions.
- The Board of Directors is responsible for determining the ethical standards and principles of the Company for the Board of Directors, the Management and all employees, as a guideline for their conduct in conjunction with the Company's rules and regulations.
- The Board of Directors must provide adequate disclosure of the Company's information, both financially and non-financially adequately, reliably and timely to ensure that shareholders and stakeholders of the Company receive equal information, as well as to provide public relations agencies and investor relations agencies to be responsible for providing information to investors and the general public.
- The Board of Directors must ensure that shareholders are treated equally, have access to information and have appropriate channels to communicate with the Company.

3. **The Board of Directors and the Management are leaders in ethics**, as a good model to operate in accordance with the Company's good corporate governance guidelines and to monitor the management of conflicts of interest and connected transactions.

4. **The Board of Directors acts with dedication, responsibility and independence** with clearly separate roles between the Chairman of the Board of Directors and the Chief Executive Officer and The President.

### 5. Roles of the Chairman

To ensure the separation of authority in terms of policymaking and management of the Company is clearly separate. Therefore, the Company requires the Chairman of the Board of Directors, the Chairman of the Executive Committee and the President are separate persons, with the Chairman playing a role. (listed on the Company's <https://www.tpipolene.co.th/th/aboutus/org-tpi/board-roles-th>) or scan QR Code

The Chairman of the Board of Directors is an independent director in another role, with the freedom to comment, ensuring that the Company's director structure is properly balanced as follows:

1. Call the Board of Directors' Meeting, as a Chairman of the Board of Directors' meeting and the Shareholders' Meeting, as well as play a role in setting the agenda with the Chief Executive.
2. Play a role in controlling meetings effectively in accordance with regulations and the Articles of Association of the Company and allow the directors to express their opinions independently.
3. Support and encourage the Board of Directors to perform duties to the best ability in accordance with the scope of authority, duties, responsibilities and in accordance with good corporate governance principles.

4. Monitor the management of the Board of Directors and other sub-committees to achieve the planned objectives.
5. Be the decisive voter in the event that the Board of Directors' meeting has the same vote and in case votes on both sides are equal.

6. **The Board of Directors provides self-evaluation** and annual evaluation of other directors to serve as a framework for reviewing the duties of the Board of Directors and consider, review, analyze performance for work improvement.

7. **Succession Plan:** The Board of Directors and management must take steps to ensure that the Company has a system of personnel selection that will be properly responsible for key management positions at all levels. Personnel preparation is required to plan succession, especially in executive positions, by setting policies, the management policy and development approach, including individual development plans to be ready to take higher positions with vacancies.

8. **Establishment of a specific committee** The Board of Directors may appoint specific committees as appropriate to help screen important tasks carefully. The important work consists of directors who have knowledge and expertise suitable to perform the duties of sub-committees in each committee to help screen various tasks as assigned and in accordance with the best practices of sub-committees. The scope of duties and responsibilities are also defined in the charter of sub-committees for clarity and the results of their duties are regularly reported to the Board of Directors' meeting and disclosed in the Annual Report 56-1 One Report.

The Company's sub-committees consist of the Executive Committee, the Audit Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee, the Sustainability Development Committee, and the Risk Management Committee.

**The Executive Directors** consists of six directors who have knowledge, competence, ethics and experience in business operations.

**The Audit Committee** consists of four independent directors who are fully qualified as announced by the Securities and Exchange Commission, including the Stock Exchange of Thailand to perform the duties of auditing and balancing the management of the Company's business to be accurate, fair and in the best interests of shareholders.

**The Nominating Committee, the Remuneration Committee, the Corporate Governance Committee, the Sustainable Development Committee, and the Risk Management Committee,** which consist of directors with knowledge and expertise suitable to serve as sub-committees in each committee. The composition of the committees conforms to the relevant rules and regulations to help screen tasks as assigned and in line with the best practices of the committees. The scope of duties and responsibilities are also defined in the charter of sub-committees for clarity and the results of their duties are regularly reported to the Board of Directors for acknowledgment and disclosed in the Annual Report 56-1 One Report.

**9. The Board of Directors and the management have recommended and determined the Company's business ethics** for the Board of Directors, administrator, including all employees used business ethics as a guideline for conducting in conjunction with the Company's rules and regulations as shown on the Company's <https://www.tpipolene.co.th/th/aboutus/code-of-conduct-th-or> scan QR Code

9. **The Board of Directors and the management will provide adequate disclosure of the Company's information, financially and non-financially adequately, reliably and timely** to ensure that shareholders and stakeholders of the Company receive equal information, as well as to provide public relations agencies and investor relations agencies to be responsible for providing information to investors and the public.

10. **The Board of Directors and the management provide effective anti-corruption and anti-corruption support** to ensure that management is aware of and focused on anti-corruption, as well as to implement anti-corruption measures, which is shown on the Company's website <https://www.tpipolene.co.th/th/investment/social-responsibility-th> or scan QR Code

<https://www.tpipolene.co.th/th/aboutus/corruption-policy> or scan QR Code

11. **Director Development:** the Company requires the orientation of new directors and provides a manual of directors, documents and useful information for directors by encouraging directors to continue to consider training with the Thai Institute of Directors and other related institutions throughout the year to promote understanding of the work under the principles of good corporate governance of listed companies, in order to increase knowledge of the roles of directors that will contribute to continuous and modern improvements in operations.

12. **The meetings of the Boards and receipt of information:** All board members should attend the board meetings. The Office of the Directors is responsible for preparing the documents, the place and coordinating the meetings. Each director must be informed of the date of the meeting and agenda and meeting information for reasonable study in advance. The Company holds regular board meetings on average at least once a month. Additional meetings may be held as appropriate so that the Board of Directors can continuously supervise the management's operations as detailed on the Company's <https://www.tpipolene.co.th/th/aboutus/time-table-board-th> ) or scan QR Code

In every meeting, time is allocated appropriately and adequately so that the directors can consider the agenda generally. The Chairman and Chief Executive Officer are the agenda co-ordinators and consider the agenda of the Board of Directors to ensure that all important issues in business operations are considered by the Board of Directors in full. Each

director is free to propose topics for consideration at the meeting and has an open and free expression of opinion. It is encouraged to exercise discretion in all issues entering the meeting.

13. **The agendas of the Board of Directors** must be voted on by at least two-thirds of the directors who attended the meeting.

14. **The Board of Directors meetings may be subject to all or part of electronic meetings, and the Company shall properly comply with the Public Limited Companies Act** and related legal regulation regarding the board of directors meetings; minutes of meeting are written and certified minutes of meetings are stored systematically and securely kept by the Board of Directors.

15. **At the Board of Directors' Meeting, the Company properly complies with the Public Limited Companies Act** regarding board meetings. The meeting notes are written and the Board of Directors keeps the minutes of the certified minutes systematically and with good security.

16. **Remuneration of 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 director's 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.

17. **Corporate Secretary:** The Board of Directors appoints a Corporate Secretary to supervise the Board of Directors' meetings and shareholders' meetings in a smooth and transparent manner, in accordance with the rules and legal regulations and to keep track of compliance correctly and regularly. In addition, the Corporate Secretary performs his/her duties to oversee the activities of the Board of Directors, including coordinating compliance with the board's resolutions and complying with the Company's good corporate governance principles.

18. **Principles of other positions of TPI Polene Group's management**

Details shown in Section 8 Important Corporate Governance Performance Report Subsection 8.1.3 Supervision of subsidiary and associate companies.

## **Determination of Director Remuneration**

### **Policies and Guidelines relating to the Board of Directors**

The Board of Directors intends to promote the Company as an effective organization to conduct its business effectively under the good corporate governance and excellent management. It focuses on creating good benefits for shareholders, employees, customers and taking into account stakeholders and all related parties as a whole under good governance principles in business that make the work processes of the Company's management and employees transparent and auditable, and therefore establish topics related to policies and practices related to the Board of Directors as follows:

### **Remuneration of 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 director's 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 acts with dedication, responsibility and independence** with clearly separate roles between the Chairman of the Board of Directors and the Chief Executive Officer and The President.

## Director Development

**Director Development:** the Company requires the orientation of new directors and provides a manual of directors, documents and useful information for directors by encouraging directors to continue to consider training with the Thai Institute of Directors and other related institutions throughout the year to promote understanding of the work under the principles of good corporate governance of listed companies, in order to increase knowledge of the roles of directors that will contribute to continuous and modern improvements in operations.

## Board Performance Evaluation

**The Board of Directors provides self-evaluation** and annual evaluation of other directors to serve as a framework for reviewing the duties of the Board of Directors and consider, review, analyze performance for work improvement

TPI Polene Public Company Limited arranges for the Board of Directors, subcommittees, and top executives (CEO) of the Company to conduct self-evaluations at least once a year in order to adhere to the principles of good corporate governance. This is done by including the factors that affect the Company's sustainability performance as part of the performance assessment indicators for the Board of Directors and executives, and concentrating on the assessment results that can be used to make improvements (CEO). The assessment form includes

1. Performance assessment form of the Board of Directors as a whole (Assessment as a whole)
2. Performance assessment form for the committee as a group
3. Performance assessment form of the Board of Directors individually (for the Board of Directors/Sub-Committees)
4. Performance assessment form of Chief Executive Officer (CEO)

The assessment criteria are determined by the percentage of the full score for each item as follows:

More than 90% score = Excellent

More than 80% Score = Very Good

More than 70% Score = Good

More than 60% score = Fair

Below 60% = Need Improvement

## Corporate Governance of Subsidiaries and Associated Companies

### Supervision of subsidiaries and associates

The Company has an investment policy in subsidiaries and/or associates with policies in line with the Group's vision and growth plan, which will enable the Group to increase its performance or profitability in order to achieve its

goals of becoming a leading entrepreneur in the business and to support the Company's core business operations, including convenience and mobility, efficiency in operations and increased competitiveness based on factors such as legal provisions, financial structure, taxation and risk management, etc.

However, the Company has a policy of managing TPI Polene Group by requiring the subsidiaries to conduct businesses in accordance with the Company's policies in order to have systematic management and supervision in the same direction. As for the management of associates and other subsidiaries, the Company has sent representatives to join as the Executive Committee to make decisions about policies and operational plans based on good corporate governance principles, ethical business operations to ensure efficient, transparent, fair operation and achieve the goals set forth.

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

1. The Company will send the person on behalf of the Company 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 Management of each subsidiary and/or associates will have significant scope of authority and responsibilities in accordance with applicable laws, such as disclosure of information about 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 notices of the Capital Market Supervisory Board and the Notification of the Board of Directors, 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 will formulate the necessary plans and actions to ensure that the subsidiary and/or associates disclose information about their operating performance and financial position, and that the Company will take the necessary actions and monitor the subsidiary and/or associates with adequate and appropriate internal control systems and control systems to conduct the business.

In addition, the Company will closely monitor the performance and operations of such subsidiaries and/or associates and present 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 with developing and growing continuously.

## Overview of policies and practices related to other practices related to the Board

### 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.

## 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, Other guidelines regarding shareholders and stakeholders

## Shareholder

### Stakeholders' Roles

The Company is well aware of the roles of all stakeholders. The Company sets precise responsibilities to be prudent, fair, and respect the rights of all stakeholders in operating its business. Hence, the Company has established a Code of Business Conduct emphasizing the balanced consideration of all stakeholders, in which TPIPL has embraced the Code of Conduct as a policy for Directors, Management, and all employees to put the Code into practice and to abide by strict moral guidelines. All management levels have to strictly follow the Code of Conduct as best practice principles, and it is a strict policy to ensure that all employees under each relevant organization line will acknowledge, understand, and follow the Code of Conduct. The Company has a strict policy to treat all stakeholders fairly as follows:

(1) **Shareholders:** the Company is committed to representing shareholders in transparent business operations, reliable accounting and financial system to ensure maximum satisfaction for shareholders by taking into account the Company's long-term growth and consistently reasonable returns.

## Employee

**Employees:** The Company realizes the importance of human resources in the organization, regardless of the work, without discrimination, with a policy to continuously improve the potential of the management and employees. It provides training both inside and outside the Company. In addition, the Company has an effective recruitment and hiring process, as well as consideration of equal and appropriate returns and benefits. This can be compared with companies in the same industry. It has also paid attention to the hygiene and safety of employees as workers as can be seen from the cement plant, plastic resins plant and concrete mixing units which are certified to the management system standard. The system focuses on reducing the risk of harm and accidents of employees and stakeholders. Details shown in Section 3: Driving Sustainable Business Sub-topic 3.4.1 Sustainability management in social dimensions and 3.4.2 Social Performance.

## Customer

**Customers:** The Company places great emphasis on customer satisfaction through the quality of its products and services, provided at reasonable prices. For the manufacturing of cement, plastic resin and ready-mixed concrete, the Company and its subsidiaries have also been awarded ISO 9001:2015 certifications from the International Organization for Standardization. In addition, TPI Group has gained recognition for the quality of all cement products from the Thai Industrial Standards Institute and the Office of Customer Protection Board.

In addition, the Company holds seminars for customers to enhance relationships and to educate them about the variety of products offered. We also develop customer interaction via certified agents that welcome all customer suggestions, as these lead to higher efficiency of product development, and maintain customer with brand loyalty.

## Business competitor

**Business Competitors:** The Company follows fair trade practices with regard to its rivals, doesn't steal their



secrets through dishonest means, operates within a framework of fair competition, abides by the rules of fair competition, doesn't harm their rivals' reputations in the marketplace through false accusations, and respects the partners' intellectual property and copyright rights of business competitors .

## Business partner

**Trade Partners:** The Company ethically sets its business operation strategies, thus enhancing relationships with all trade partners through transparent and fair practices. The Company has a policy of benefit sharing and equitable treatment for trade partners and strictly adheres to contractual agreements and does not have any business commitments that favor or strong involvement with any particular trade partners.

Reference link for Business partner : <https://www.tpipolene.co.th/en/aboutus-en/supplier-code-of-conduct-en>

## Creditor

**Creditors / Bondholders:** The Company considers the equality of all parties involved, honesty in business operations, adherence to building trust and treating creditors fairly, conducting business with transparency, auditable under good corporate governance, compliance with all loan conditions, providing complete financial information, managing efficiently, providing confidence and maximum returns. The Company has a policy to strictly abide by the terms and conditions of contracts and financial obligations, including repayment of principal, interest, and collateral treatment under applicable contracts, as well as not using dishonest methods to conceal information or facts that will harm creditors. In the event that one of the conditions cannot be complied with, the creditors must be notified in advance in order to jointly consider a solution.

## Government agencies

**Governmental Authorities:** TPI Polene Group takes good environmental considerations and therefore arranges for waste to be processed into fuel instead of coal in the cement production process, to reduce greenhouse gases according to the government's environmental policy, conducting business with transparency. There is compliance with regulations and cooperation, supporting various projects of government agencies to live with the community sustainably.

## Community and society

**Community and Society:** The Company, as a company of Thai people, has always been conscious and focused on being responsible for the country, society, and community, and and youth continuously both directly and indirectly through the Environment for Life Foundation. In addition, there are community visits to listen to problems and suggestions to create acceptance, support public activities for the community, educate and train employees at all levels as appropriate to make employees aware of the environment and community, survey the needs and opinions of the community, organizing a mobile medical unit to continuously provide community services for a better quality of life, organizing a reforestation and rehabilitation project after mining, organizing a budget to support community development, including education, creating jobs, creating careers, creating income for the community, etc.

## Mass Media

**Mass Media:** TPI Polene Group supports media initiatives that are in accordance with the Company's policies and that benefit the community and society, such as business visits and social events occasionally, participation in the Opportunity Day of the Stock Exchange of Thailand, and business practices that give consideration to the community, society, and environment through the appropriate and regular disclosure of information that benefits society.

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

## 6.1 Code of Conduct

The Company has focused on driving a concrete corporate governance culture with the Code of Conduct, it is a common obligation to comply with the scope of responsibility to the Company and its stakeholders within the Company's legal and regulatory framework on the basis of professional ethics and maintaining transparent, honest and fair business practices, taking into account the interests of all relevant stakeholders.

The Company has a policy to be updated according to the changing situation regularly. In addition, the Board of Directors acknowledges and adheres to the good practices of the listed directors. The Board of Directors, the management and employees at all levels have behaved with a conscience that adheres to integrity, morality, ethics and awareness of the Company's reputation as a leading company with credibility, stability and reputation for more than 20 years.

### Principles of conducting business with ethics

With the intention of TPI Polene Group to operate the business on the basis of ethics and morality along with responsibility to all stakeholders, the Company has prepared this business ethics manual for the directors, executives, and employees of the Company to acknowledge the established guidelines in this business ethics handbook and operate the business operation to achieve its business goals while also reflecting the values and culture of the or, it is a compilation of the policies for taking care of responsibility and treating stakeholders, as well as the principles of business operations of the Company that are of international standards. At the same time, the Company also hopes that business partners with the Company and all related stakeholders are informed and adhere to the same principles for sustainable growth together.

The Company's Business Code of Conduct has 14 categories as follows:

1. Respect and compliance with the law Related Regulations and Regulations
2. Anti-Corruption Practices
3. Interests and Conflicts of Interest
4. Use of internal information and confidentiality
5. Internal control, internal audit, risk management and financial accounting reports
6. Receiving and giving gifts, property or other benefits
7. Sourcing and treatment of partners
8. Intellectual Property Using Information Technology
9. Political Rights and Impartiality
10. Employee Code of Conduct
11. Universal Respect for Human Rights
12. Incident Reports / Complaints / Suggestions / Whistleblowing Channels for Matters Causing Damage to the Company, and Protection of Whistleblower Rights
13. Responsibility to Stakeholders
  - 13.1 Treatment of shareholders
  - 13.2 Treatment of customers
  - 13.3 Treatment of suppliers
  - 13.4 Treatment of trade competitors
  - 13.5 Treatment of creditors
  - 13.6 Treatment of government agencies
  - 13.7 Treatment of employees
  - 13.8 Treatment of communities, society, culture and the environment
  - 13.9 Priority for quality, safety and occupational health
14. Innovation Research and Development

## 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, Information and assets usage and protection, Information and IT system security, Human rights

## 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. Transactions between the Company (and its subsidiaries) and

anyone, with which a possible conflict of interest might occur, require approval under the rules and regulations imposed by the SEC and the SET concerning information disclosure. In addition, such transactions are subject to an approval process in which only unconnected persons may participate.

Disclosure of the details of connected transactions that may involve conflicts of interest (according to criteria of the SET and the SEC) in the Company's Annual Report or declared in other reports as the case may be. This also includes disclosure of information on connected transactions according to the general accepted accounting standard criteria. Details of connected transactions are disclosed in the section "Inter-Company Transactions".

In addition, pursuant to the Articles of Association, Directors shall notify the Company without delay of their interests in any contract executed with the Company or affiliated companies, and of their holding, and its increase or decrease, of shares or debentures of the Company.

In 2024, the Company prepared a plan and operational results concerning the prevention of conflicts of interest. The Company has found no wrongdoing nor received any whistleblowing or complaints regarding involvement or conflicts of interest that contradict the corporate governance of the Group.

The Company has the determination to manage according to the principles of good corporate governance by striving to operate with transparency, morality, ethics, and responsibility to shareholders, customers, employees, society, and other stakeholders. The Company has given importance to and promoted the creation of a concrete corporate governance culture. The Chairman of the Board of Directors has established a policy to prevent conflicts of interest in the Company's business ethics manual for the Board of Directors, executives, and all employees acknowledge and compliance with good practices with a conscience that adheres to honesty, morality and ethics including protecting the interests of the organization as a whole.

## Anti-corruption

### Anti-Corruption Policy

The Company is committed to pursuing its business operations, with an emphasis on transparency with ethics and responsibility to shareholders, customers, employees, society and other stakeholders. The Company has the policy that the Directors, the Management 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, codes of conduct and/or related to the terms and regulations or any legal issues to create sustainable value and long-term growth of the business.

#### 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-Corruption Policy.
3. To conduct its business with fairness and enhance the confidence of its stakeholders.

#### Scope of Anti-Corruption Policy

Stakeholders of the Company who are involved in the Anti-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, or receiving of money, assets, or other inappropriate benefits from government officers, government sectors, private sectors, or responsible person either in direct or indirect action so that such person 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 of an effective system supporting the anti-corruption act in order to affirm that the Management Team is intensively concerned with, emphasizes, and cultivates an anti-corruption mindset as the Company's culture.

Presidents and the management are responsible for determining the anti-corruption system, promoting, and encouraging that anti-corruption manners are conveyed to all staff 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 internal controls are sufficient and suitable for probable risk in corruption. This shall be directly reported to the Audit Committee.

#### **Anti-Corruption Guidelines**

1. Staff members shall not be negligent in any corruption conditions involved directly with the Company. All staff members must notify such acts to supervisors or the responsible person provided in particular channels, including cooperating with any fact-finding investigation.
2. A person who commits corruption is considered for disciplinary offenses. This means such person is to be considered for discipline according to the Company's standards. Legal prosecution may be applied in case such acts violate laws.
3. The Company shall be fair and provide safeguards for staff members who report corruption cases relating to anti-corruption.
4. The Company understands the importance of dissemination, knowledge sharing, and constant communications with employees.
5. The Internal Audit Department of the Company will be responsible for reviewing and evaluating internal control systems, disclosure of Company information, and to review implementation of the provisions and risk management systems that can mitigate risks against corruption and report directly to the Audit Committee.

#### **Provision in Implementation**

Implementation of Anti-Corruption Policy (to interact properly with business partners and the related parties who have conflicts of interest)

All employees will be responsible for adhering to the Company's Anti-Corruption Policy in their business connections with customers, suppliers and all parties concerned. (Thereinafter called "related parties who have conflicts of interest" who have a direct impact on business operations)

1. The employees must comply with the Anti-Corruption Policy and measures, the Company's corporate governance principles and code of business conduct and hospitality activities from other persons in business dealing with the Company.
2. The employees must not accept gifts, entertainment and hospitality offerings or entertainment and hospitality activities from other persons in business dealing with the Company, whether directly or indirectly.
3. Employees must not be corrupt or accept corruption in any form under any circumstances, related to the business without getting prior approval from the direct supervisors. Any acceptance thereof as above from other persons must comply with the Anti-Corruption Policy and measures, the Company's corporate governance principles and code of business conduct and must not have any impact on the business decision of said employee.
4. Employees must not perform any act to acquire or keep benefits from their positions in the Company to accept gifts, entertainment and hospitality offering or entertainment and hospitality activities from other persons in business dealing with the Company.
5. Whenever the employees advise the HR department of the Company, those actions must not go against the benefits and/or recruitments of the Company and employees must refrain from doing any act to acquire or keep benefits that go against relevant laws and regulations.
6. There are to be no close relationships between supervisors and those under their supervision within the same departments such as married couples, or parents or offspring, that may impose conflicts of interest.
7. The Business Relations and Procurement Process with the Public Sector or all types of bribery or illegal payments are prohibited in all business transactions, operations, and connections to the government.
8. Corrupt persons who violate or fail to comply with the anti-corruption measures must face punishment under the Company's rules and may also face prosecution if the action violates the law.
9. Employees must be granted an approval from their supervisors before offering all types of gifts (such as the Company's products) or entertainment and hospitality activities to other persons for business purposes, to be in compliance with the Anti-Corruption Policy and measures, the Company's corporate governance principles, and its code of business conduct. In case of emergency that in any circumstances, supervisor approval has not been granted in advance, such employees are deemed to get an approval from their supervisors immediately after offering all types of gifts (such as the Company's products) or all forms in any circumstances to other persons for business purposes.
10. Employees must not acquire or take benefits from their positions in the Company to perform inappropriate relationships, sexual harassment and other verbal or physical harassment of a sexual nature, any kinds of treatment or consideration of, or making a distinction in favor of or against (discrimination based on race, sex, disabilities or religion). This also includes burglary, threats, force or any other kind of action that violates the law.
11. Employees should ask or request opinions from their supervisors or responsible persons when the employees face or have doubt about any act that is considered corruption in order to avoid any arguments.

## Disclosure of the Anti-Corruption Policy

In order for everyone in the organization to be aware of the anti-corruption policy, the Company will proceed as follows.

1. The Company announces the written publication of the Anti-Corruption Policy and measures as a principal guideline for employees to follow.
2. The Company discloses the written publication of the Anti-Corruption Policy and measures through the Company's channels, such as letters, the Company's website and Annual Report.
3. The Anti-Corruption Policy needs to be reviewed regularly, including with a possible revision of such policy.

### Additional practices regarding prevention of corruption

The Group has an anti-corruption policy focused on promoting morality, ethics, transparency in business practices in accordance with the Company's business ethics, as well as conducting business with an effective management system, that is transparent and verifiable. In addition, the Company encourages its personnel at all levels not to be involved in any corruption directly or indirectly, and promotes the participation of employees at all levels in preventing and combating corruption related to the Company's business, including the Company has trained employees at all levels.

The Group has a policy of giving or receiving gifts, as well as other benefits from individuals or companies engaged in business with the Company so as not to cause conflicts of interest. Any special compensation or incentives of value from third parties with business relevance. Employees of the Company must first be approved by direct supervisors. However, this is receiving such gifts must be in accordance with the rules, business traditions, or business etiquette and must not influence employee business decisions.

In addition, the Group has a policy of not authorizing or encouraging unlawful payments or bribing government agencies, and also clearly determines how to report whistleblowers or complaints in cases where unlawful acts are witnessed. The Company also sets out guidelines for conducting investigations and penalties in the Company's anti-corruption policy.

Reference link for Anti-corruption : <https://www.tpipolene.co.th/en/aboutus-en/anti-corruption-policy>

## Whistleblowing and Protection of Whistleblowers

### Whistleblowing

#### 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 complainant)

- (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](mailto:orapinr@tpipolene.co.th))

#### 4. External feedback mechanism (external complainant)

- (1) Letter : Mrs. Orapin Liaopirata  
Senior Executive Vice President  
TPI Polene Public Company Limited  
26/56 Chantad Mai Road, Tungmahamek, Sathorn, Bangkok 10120
- (2) Electronic mailbox (E-mail: [orapinr@tpipolene.co.th](mailto:orapinr@tpipolene.co.th))
- (3) Letter : Audit Committee  
TPI Polene Public Company Limited  
26/56 Chantad Mai Road, Tungmahamek, Sathorn, Bangkok  
10120
- (4) Tel. 02-285-5090 or 02-213-1039 ext. 12962 / 12963 – Internal Audit Department

**Identities and confidentiality protected**

## 1. Identities protected

As the whistleblower or the person filing the grievance in good faith is greatly beneficial to the Company and all employees, said whistleblower or the person subject to such grievance and parties involving in the fact-finding and reporting process, regardless of the difficulties they might have, the Company will ensure that no employees shall be demoted, penalized or be otherwise affected because they honestly decline to participate in corruption. The Company has a policy to investigate such reports with equality, transparency, care, and fairness and subject them to a proper investigation. All information will be kept confidential and only be revealed when necessary while we will take into consideration the safety of and damage to the whistleblower or the person filing the grievance, which will be carried out in a confidential manner to ensure staff that make the reports will have their identities protected.

## 2. Names and Confidentiality Protected

The whistleblower or the person filing the grievance (various groups of stakeholders or employees) may choose not to reveal his or her name, address or contact number unless he or she feels that such a disclosure will enable the Company to inform him or her of the progress. Information will be kept confidential and only be revealed when necessary while we will take into consideration the safety of and damage to the whistleblower or the person filing the grievance. The Company will hear all such reports with equality, transparency, care, and fairness and subject them to a proper investigation, which will be carried out in a confidential manner to ensure the staff members who make the reports will have their identities protected.

### Fact-Finding Process and Penalties

1. Having received the grievance, the Management Representatives, whose members consist of the Compliance Unit and the Audit Committee, will be responsible for conducting an investigation.
2. During the fact-finding process, the Management Representatives and the Audit Committee might ask the Management Representatives to keep them informed of the progress of further investigation.
3. In case tips or grievances are found to contain material evidence, the person committing corruption or violating or failing to comply with the anti-corruption measures will be granted an opportunity to acknowledge the charges and will have the right to defend themselves by providing additional information or evidence that they weren't involved in any corruption or that they violated or failed to comply with the anti-corruption measures as accused.
4. In case the person who committed corruption or violated or failed to comply with the anti-corruption measures, is proven guilty, the Company will take actions in accordance with the established procedures to investigate and levy disciplinary punishment on employees at fault relating to corruption matters. Such person will be considered for discipline according to Company standards. Legal prosecution may apply in case such acts violate the laws. The Management's decision is considered the final judgment for punishment on employees at fault relating to corruption matters.

### **Monitoring compliance with anti-corruption policies**

The Company has reviewed the audit of corruption and the Chief Executive Officer has announced the anti-fraud and corruption policy, which outlines expectations for all employees to be aware of and actively engage in preventing and combating corruption in the organization, both directly and indirectly, and will have established channels for internal communications regarding complaints of corruption related to the Company. The Company provides protection to complainants and complaints will be kept confidential both during and after the investigation is completed. If the accused has actually committed an offense, the Company has imposed disciplinary action in accordance with the regulations set by the Company, and if the offender is an unlawful act, the offender must be prosecuted and legally punished.

In 2024, all units within the Company, particularly those that interact with external parties, were assessed for risks related to fraud and/or corruption. A total of 73 units were assessed for corruption risks, representing 100%.

The proportion of employees who received anti-corruption training is 15% of the Company's total 6,857 employees, (excluding employees of subsidiaries and affiliates with similar policies).

In addition, 97.5% of the Company's business partners, totalling 1,600, have acknowledged the Company's anti-corruption policies and practices.

There are no lawsuits in which the organization has been sued for corruption, and no corruption incidents have occurred with business partners, suppliers, or cooperative partners, including incidents within the organization

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.tpipolene.co.th/en/aboutus-en/anti-corruption-policy>

## Prevention of Misuse of Inside Information

## Dissemination of internal information

### 1) Monitoring of internal data usage

The Company maintains the use of internal information in accordance with the law and in accordance with good corporate governance guidelines. It is set out in writing in the Directors' Business Code of Conduct, the management and employees, which will be given to the directors, the management and employees when start working on the first day in the workforce, key policies can be summarized as follows:-

1. The Company has designated the directors, the management and employees sign acknowledgement of the relevant notices of the SEC to designate directors and the management 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 Corporate Secretary to provide a record of the change and summary of the number of securities of directors and the management individually to present to the Board of Directors at the next meeting. In addition, penalties have been imposed if they have violated or not met such requirements.
2. 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 do 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 a disciplinary act of the Company. If the director any executive or employee who has learned of important internal information, anyone who commits a disciplinary offense, will be punished from warning , payment cuts, unpaid suspensions, until dismissal.

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

In recent year 2024, it has not been found that directors and the Management have traded securities during the Company's term of reformation. In addition, the Company has begun to introduce electronic systems to enhance reporting efficiency with directors, the Management and employees as well.

The Company has made it a priority to achieve equality and fairness to 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 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 have any impact on 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 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 type or type of data must be carefully stored, and easy to use. After the period of time, the data or documents or stored in 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 directors and the management do not provide internal information of the Company, that has not been made public to exploit themselves, including securities trading as follows:

1. The Company will educate the directors, the management, 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 the SEC under Section 59 and penalties under Section 275 of the Securities Act, including reporting the acquisition or distribution of their own securities, couple marriage 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 couple

marriage 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 couple marriage and offsprings of such person) know undisclosed information that may affect the Company's securities price, 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 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.

## **Gift giving or receiving, entertainment, or business hospitality**

### **Gift giving or receiving**

(1) Directors, the Management and employees can receive gifts, assets or other benefits for the benefit of the Company's business and avoid it in a way that exceeds or exceeds normal relationships from other parties concerning the Company or will be future partners, and such receipts or giving must be done with transparency. It must be done in an open way.

(2) Avoid receiving gifts either in monetary or non-monetary terms from partners or those related to the Company's business, except in festivals or traditions.

(3) The Company does not have a policy of offering money, incentives, gifts or special benefits in any form to customers, partners, external agencies or individuals to obtain business, except for traditional business certification, trade discounts and company promotions.

(4) Directors, the Management and employees are responsible for reporting the receipt of gifts, assets or other benefits from partners, contractors, customers or stakeholders of the Company's business. In any case, it may affect decisions to perform duties in a biased or embarrassing way, or cause a conflict of interest.

(5) Directors, the Management and employees are responsible for reporting the receipt of gifts, property or other benefits by the Company to promote to partners, contractors, customers or stakeholders of the Company's business.

(6) Gifts, property or any other benefit accepted or provided shall not be illegal.

(7) The Company does not prohibit the preparation of gifts with the Company's emblem, as long as the gifts to the person are reasonable and consistent with the business operation.

(More details can be found on the Company's website <http://www.tpipolenepower.co.th/index.php/th/th-aboutus/code-of-conduct-th>)

### **Practical measures**

Anti-Corruption (Business Dealings with Partners and Third Parties)

Employees must comply with the following anti-corruption policies: To deal with customers, sellers, or third parties with business relevance (hereinafter referred to as "third parties with business relevance").

1. Employees must comply with the law, regulations, business practices and business etiquette for dealing with third parties with business relevance.

2. Staff must not accept or make any direct or indirect claims, which are money, vouchers, checks, stocks, gifts or other bribes, any special compensation or incentives of value from third parties with business relevance.

3. Employees may receive gifts that are not cash or any priced gifts from third parties with business interests. It must be approved by direct supervisors first. However, receiving such gifts must be in accordance with the rules, business traditions or business ethics and must not influence employee business decisions.

4. Employees shall not exploit any of their positions in the Company to receive or call on third parties who are business-related or related to such third parties, including not providing any services that are not related to the Company's business.

5. When an employee refers a person to the Company, such actions shall not contravene the Company's interests or procurement procedures. It must also not be done for unlawful personal gain.

6. Employees who are supervisors with subordinates in the same unit, there should be no relationship as a spouse or parent/child.

7. Employees must not give bribes to officials or government officials by offering money, vouchers, checks, stocks, gifts or other bribes. Any special compensation or incentives are valued.

8. Employees who violate the terms in the previous 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 the approval of their superiors before offering gifts (for example, company products) or



certifying them to third parties with business relevance. It remains to be followed by practical traditions or business etiquette, local laws and related regulations of the Company. If an employee is not approved by their superiors in advance due to urgent grounds, the employee will not be approved by his superiors. Such employees must also be approved by their superiors after giving gifts or accreditation to third parties who are already relevant to the business.

10. Employees should not exploit any of their positions in the Company to have unlawful relationships, perform sexual harassment, discrimination in any form (including discrimination based on race, gender, disability or religion as a criterion), burglary, intimidation, coercion or other unlawful conduct.

11. If the employee has already questioned anti-corruption, employees must seek the opinion of their superiors so that there is no dispute.

## Information and assets usage and protection

### Data Security Performance

The Company recognizes that personal data is important so that the personal data of Customers, Suppliers of Employees and or those involved (Visitor or all concerned) to the business of TPI Polene Group is collected, disclosed securely and being used for the purposes agreed by the data subject and in accordance with the Personal Data Protection Act B.E. 2562, under the establishment of a privacy policy.

As for Customer Information, the Company recognizes the importance of protecting personal data of customers with the aim of providing products and services to meet the needs of customers in the most efficient way.

In 2024, the Company has not received any complaints of personal data breaches. More details of the Privacy Policy can be found on the Company's website, <https://www.tpipolene.co.th/th/aboutus/pdpda>

## Information and IT system security

### Formulating IT Security Policy and disclosing the results of follow-up

#### Cyber Threat Response Guidelines

The Company is aware of how cyber risks affect the information system. Malicious individuals or hackers currently have the means and tools necessary to damage an information system or steal information in a variety of ways, which could have a significant negative effect on the Company, its business partners, including various agencies that have contact with it regarding trade information, important information of the Company, and related parties, including the Company's reputation.

#### **Operational Objectives**

The Company understands the significance of creating and enhancing cyber security defenses since cyber attacks have a significant impact on the operation and reputation of the Company (Cyber Security Protection). As a result, it is thought acceptable to continuously examine the cyber threat protection system as well as to create and upgrade the cyber protection system in order to keep up with the growing cyber dangers and the gravity of ongoing threats to information systems.

#### **Current Operational Plan**

The Company has taken measures to prevent and monitor cyber threats in the following areas:

1. Communication systems and networks outside the Company as follows:-

Install a firewall to separate the scope of the network system outside and inside the Company apart from each other to prevent attacks from malicious people or hackers on the information systems of the Company and its subsidiaries from outside the Company.

2. Host computer and client computer :

1. Closing vulnerabilities in the operating system of the host and client computers that may result in cyber threats (Cyber Security Patching for Computer Operating System).

2. Install Endpoint Security to protect against computer viruses and malicious programs.

3. Connecting to the Company's information system from the Company's branch offices or external agencies:

The use of Virtual Private Network or VPN is required to connect to the Company's work system for the safety of data transmission/receiving between branch offices or external agencies to the Company's information system.

4. Knowledge Base :

1. The information management team regularly conducts cybersecurity studies.

2. Basic Cyber Security Awareness Training (Basic Cyber Security Awareness Training) is a guideline for working and using

information systems to be safe from cyber threats.

5. Using Schedule for Recording:

1. Determine the data retention period in accordance with legal requirements and the organization's security standards.
2. Record events related to information security, including access to sensitive data and incident response.
3. Review and update the Company's data retention guidelines at least once a year.
4. Establish measures to destroy or render data unrecoverable after the specified time period has elapsed.

6. Review of information systems by external auditors:

Receive annual information system reviews from external auditors according to standards and frameworks or information system review standards such as ITIL, ISO27001, etc., and make improvements to correct deficiencies found from information system reviews so that the information system is more reliable.

### Future Action Plan

The Company is aware of cyber security in which malicious people or hackers have developed various methods and technologies continuously and consistently. As a result, the Company needs to develop and improve the cyber threat protection system to keep up with the cyber threats that occur all the time. The Company has therefore discussed with experts in the field of cyber protection with additional action plans as follows.

1. Conduct a cybersecurity review of the Company by conducting a Cyber Security Assessment to find cyber vulnerabilities and will find ways to improve and develop additional cyber protection systems.
2. Prepare work plans and ask for budgets to improve the cyber defense system from top executives and the Board of Directors.
3. Implementation of a knowledge base system on cyber threats and prevention guidelines for use in disseminating knowledge to users of information systems of the Company and its subsidiaries.
4. Procure or hire a Cyber Security Operation Team for 24-hour surveillance and establish a Cyber Security Operation Center (CSOC) to be a cyber-threat surveillance unit.

### Operational Goals

Establishing the following goals aims to enhance confidence not only in the Company's operations but also in those of its affiliated companies, suppliers, and various related agencies.

1. To prevent or reduce damage caused by cyber threats, implement preventive measures and surveillance to minimize the risk of harm. It's important to note that cyber threats cannot be completely prevented.
2. To enhance cyber security awareness among employees at all levels, fostering knowledge and understanding of various cyber threats, with the aim of effectively reducing risks within the Company's information systems and in employees' daily lives.

### Performance in 2024

The development of information security systems involves a significant amount of technology and necessitates the establishment of a team to mitigate cyber threats. This undertaking demands both time for thorough information analysis and a substantial investment budget. Consequently, it is imperative to assess the effectiveness of safeguarding the Company's information system before seeking budget approval, ensuring cost-effectiveness and suitability for organizational use.

In 2023-2024, the Information Technology Department conducted a study on guidelines for developing information security. This involved inviting a team of experts in cyber threat prevention to offer fundamental knowledge and advice on enhancing cybersecurity protection systems, including:

- National Telecom Public Company Limited
- The Practical Solution Public Company Limited
- Advanced Info Service Public Company Limited
- Distributors of cyber protection equipment and systems, both domestically and internationally, especially the products and services of the following service providers such as Palo Alto Networks, Check Point, Fortinet, McAfee, Cisco, etc.

Based on the information provided by service providers as mentioned above, the Information Technology Department has periodically evaluated the cybersecurity system enhancement plan as follows:

1. Phase 0: Through evaluating the current cybersecurity system, the Company assesses its capability to protect against cyber threats. This evaluation includes conducting both a Cyber Security Assessment Test and a Cyber Security Penetration Test to determine the effectiveness of the current cyber defense system.

2. Following the receipt of the test results during Phase 0, the service provider will compile a report assessing the Company's cyber threat protection capabilities and offering recommendations for enhancing cybersecurity systems. This comprehensive report will be structured into three distinct phases for clarity and coherence.

1) Phase I

To enhance and augment cybersecurity systems for safeguarding against highly severe threats that may compromise the Company's operational systems. In the event of such an occurrence, the Company may experience disruptions in normal operations and incur significant financial losses.

2) Phase II

To enhance and bolster cybersecurity systems to mitigate medium-level threats that may target the company's operational systems. In the event of an incident, the impact may not be as severe as outlined in 1). The Company's operations can still continue, albeit with potential temporary disruptions, and there may be some financial losses incurred.

3) Phase III

To enhance and bolster cyber security systems to safeguard the Company's work systems against potential minor threats. While these threats may not initially pose severe impacts, they could accumulate damage and escalate in severity over time.

3. The establishment of a cyber threat prevention team by the Company is comparable to recruiting specialized doctors. Presently, there remains a shortage of personnel in this field—individuals with specialized expertise in cyber security who necessitate dedicated hours for work in this specific domain. High wages are typically attributed to the specialized skill set required. As a result, the Company often resorts to hiring external teams to monitor cyber security.

The Cyber Danger Surveillance Team will continuously analyze data traffic flow through Data Traffic Log Analysis, requiring the processing of a significant volume of data at all times. Should any suspicious activity be detected, the team will promptly implement preventive or corrective measures according to the agreed scope outlined in the service contract and will promptly notify the Company's designated personnel.

**Remarks:**

1. Investing in cyber defense requires allocating resources to develop systems that can consistently address cyber threats. This involves staying up-to-date with advancing technology, encompassing hardware, software, and specialized cyber security personnel. These experts must adeptly handle pressure during critical incidents, working against time constraints to minimize potential damage from cyber threats. This urgency is especially critical as hackers leverage AI to bolster their capabilities in executing diverse cyberattacks.

2. Once the service provider has completed all required steps, the results will be compiled into a detailed plan or proposal, accompanied by a budget. This presentation will then be delivered to the Company's top executives or Board of Directors for their review, consideration, and approval in determining the allocation of the next budget.

All employees are informed of and acknowledge the Privacy Policy and consent to the collection of personal data.

In 2024, the Company coordinated with several service providers to test the system's operation, or Proof of Concept (POC), to assess its suitability for the Company's information operations, its ability to detect information threats (cyber-attacks), and its methods for reporting and resolving threat issues.

In 2025, the Company will coordinate with additional service providers to conduct a system test or POC to assess suitable information security systems or approaches and present them to senior executives for project approval, along with the budget.

In 2024, no complaints were received regarding personal data breaches, including those from external parties and regulators, arising from the leakage, theft, or loss of customer data and sensitive corporate data.

## Human rights

The Company has taken steps to improve its human rights efforts to be more comprehensive for stakeholders throughout the value chain, including employees, suppliers, customers, and local communities. This commitment is established as part of the Company's policy, which encompasses the Code of Conduct and the Supplier Code of Conduct for purchasing, procurement, and hiring, developed in collaboration with suppliers. These policies ensure compliance with the provisions outlined in international human rights principles and labor standards. Such standards include the United Nations Universal Declaration of Human Rights, the International Labour Organization's Universal Declaration on Fundamental Rights at Work, the Thai Labour Protection Act B.E. 2560 (2017), and respect for the International Labour

## 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

· TPI Polene Group has produced two sets of VDO clips, titled “Company’s Code of Conduct” and “Employee’s Guidelines (Iddhipada 4),” for personnel in the organization to learn independently via mobile phones or PCs. The QR code shared in the LINE group application of every department and affiliated company allows employees to access the content and follow it appropriately. This initiative is designed to review the Company’s Code of Conduct for executives and employees at all levels. They can use it as a guideline for working and performing their duties with honesty, integrity, and transparency. Employees must prioritize customers and be responsible for society, considering all stakeholders and aligning with sustainable business practices.

· The directors, executives, and employees of TPI Polene Group in all operating areas have been encouraged to be aware of and comply with the principles of corporate governance and TPI Polene’s code of conduct. Directors, executives, and employees at all levels are provided with refresher training in an E-Learning format on the prevention of insider trading, prevention of conflicts of interest, anti-corruption, and promoting compliance with the code of conduct based on the Company’s Code of Conduct which has been prepared for directors, executives, and employees at all levels to raise their awareness and provide guidelines for good practice. In 2024, new directors, executives, and employees at all levels took a test on the Company’s Code of Conduct to assess their understanding. Additionally, the Company has promoted the establishment of processes and mechanisms for managing complaints and whistleblowing in cases of violations of ethics, the code of conduct, and corruption, to strengthen the organizational culture in alignment with the business ethics of the TPI Polene Group for sustainable growth.

In 2024, there were no violations of the Code of Conduct, including no cases of corruption, and the Company did not find any wrongdoing or receive any whistleblowing or complaints regarding the misuse of inside information or conflicts of interest that violated the principles of good corporate governance of the Group.

## Participation in anti-corruption networks

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

## 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 : No

1. Promote the performance of the Board of Directors in compliance with the Corporate Governance Code and TPI Polene Group’s Code of Conduct. Provide directors with knowledge about the prevention of insider information usage and the avoidance of conflicts of interest. In 2024, the Corporate Governance Committee conducted its operations thoroughly and did not encounter any material conflicts. This included encouraging directors to attend meetings and seminars on various subjects beneficial for carrying out their duties. For instance, courses such as the “Subsidiary Governance Program (SGP)” for the Company’s Directors and top executives, and the “Role of the Chairman Program (RCP)” for the Company’s Director who serves as the Chairman of the Board, organized by the Thai Institute of Directors Association (IOD), among others.

2. Promote awareness and compliance with the principles of corporate governance and business ethics within the TPI Polene Group for directors, executives, and employees across all operational areas. Refresher training is provided in the form of E-Learning to directors, executives, and employees at all levels on the prevention of insider trading, conflicts of interest, and corruption, as well as promoting adherence to business ethics according to the Company’s Code of Conduct. This Code has been developed to create awareness and provide guidelines for good practices among directors,

executives, and employees at all levels. In 2024, new directors, executives, and employees at all levels took a test on the Company's Code of Conduct to assess their understanding. In addition, the Company promotes the establishment of processes and mechanisms for managing complaints, whistleblowing, violations of business ethics and the Code of Conduct, and corruption, to strengthen the organizational culture in alignment with the business ethics of the TPI Polene Group for sustainable growth. In 2024, there were no violations of the Code of Conduct, including cases of corruption, and no wrongdoings were found. Additionally, no whistleblowing or complaints were received regarding the misuse of insider information or conflicts of interest that would violate the principles of good corporate governance of the TPI Polene Group.

3. Consider and review the scope of duties of the Corporate Governance Committee, Audit Committee, Nomination and Remuneration Committee to be in compliance with the Corporate Governance Code for Listed Companies 2017 (CG Code) of the SEC Office.

## Implementation of the CG Code for listed companies

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

The Company reviewed the Corporate Governance Policy based on the 2012 Corporate Governance Policy of the Stock Exchange of Thailand and the Good Corporate Governance Principles for Listed Companies 2017 (CG Code) of the Securities and Exchange Commission, considering and recognizing its role as a leader of the Organization (Governing Board). The environment and corporate governance to create value for sustainable development consists of eight main categories as follows:

**Principle 1 Recognize the role and responsibility of the Board of Directors as the leaders of the organization that create value for sustainable affairs (Establish Clear Roles and Responsibilities of the Board)**

### Principle 1.1

The Board of Directors should understand their roles and recognize their responsibilities as leaders to ensure good management of the organization, which covers:

- (1) Determination of objectives and goals
- (2) Determining strategies, operational policies, as well as allocating important resources to achieve objectives and goals
- (3) Monitoring, evaluating and supervising performance reporting

### Principle 1.2

To create value for sustainable business: The Board of Directors should supervise the business leading to the governance outcome at least as follows:

- (1) Competitiveness and performance with long-term perspective
- (2) Conduct business ethically, respect the rights and responsibilities of shareholders and stakeholders
- (3) Benefit society and develop or reduce negative environmental impacts (good corporate citizenship)
- (4) Adaptability under corporate resilience

### Principle 1.3

The Board of Directors has a duty to supervise and ensure that all directors and the management perform their duties of care, duty of loyalty and integrity to the organization and ensures compliance with the law, regulations and resolutions of the Shareholders' Meeting.

### Principle 1.4

The Board of Directors should understand the scope, duties and responsibilities of the Board of Directors and clearly define the scope of assignment of duties and responsibilities to the president and management as well as monitoring the president and management to perform their duties as assigned.

## Principle 2 Define Objectives and Central Ideas

### Principle 2.1

The Board of Directors should define or ensure that the objectives are sustainable, with objectives and goals in line with the creation of value for the business, customers, stakeholders and overall society.

### Principle 2.2

The Board of Directors should ensure that the objectives and goals, as well as strategies in the medium period and/or annuality of the business, are in line with achieving the main objectives and goals of the business. Thus, innovation and technology are applied appropriately and safely.

### **Principle 3 Strengthen Effective Committees**

#### **Principle 3.1**

The Board should be responsible for determining and reviewing the board structure in terms of size, proportion of independent directors which is appropriate and necessary to lead the organization to its intended primary objectives and goals.

#### **Principle 3.2**

The Board of Directors should select the appropriate person as chairman of the Board of Directors and ensure that the composition and operation of the Board of Directors is conducive to the exercise of discretion in independent decision making.

#### **Principle 3.3**

The Board should supervise the nomination and selection of directors with a transparent and clear process to obtain qualified members of the Board in accordance with the defined elements.

#### **Principle 3.4**

In proposing the board's remuneration for approval, the Board should consider the structure and remuneration rates to be appropriate for responsibility and incentivize the Board to lead the organization to pursue both short-term and long-term goals.

#### **Principle 3.5**

The Board of Directors should ensure that all directors are responsible for performing their duties and allocate sufficient time.

#### **Principle 3.6**

The Board of Directors should administer a framework and mechanism for significant oversight of the policies and operations of subsidiaries and other entities in which the Company invests to be at the appropriate level for each business operation, including subsidiaries and other businesses that the Company invests in, whereby is a consistent understanding.

#### **Principle 3.7**

The Board of Directors should hold an annual assessment of the performance of duties of the board of directors, sub-committees and individual directors. The evaluation should also be used for the development of duties.

#### **Principle 3.8**

The Board of Directors should supervise the Board of Directors and each director to have an understanding of its roles as well as supporting all directors to be strengthened with skills and knowledge for regularly performing director duties.

#### **Principle 3.9**

The Board of Directors should ensure that the board's operations are carried out, have access to the necessary information, and have a corporate secretary with the necessary knowledge and experience that is appropriate to support the Board's tasks.

### **Principle 4 Recruitment and Development of Top Executives and Personnel Management**

#### **Principle 4.1**

The Board of Directors should ensure that the nomination and development of the president and senior management is to have the knowledge, skills, experience and attributes necessary to drive the organization towards its goals.

#### **Principle 4.2**

The Board of Directors should oversee the proper determination of the remuneration and evaluation structure.

#### **Principle 4.3**

The Board of Directors should understand the structure and relationship of shareholders that may affect the management and operation of the business.

#### **Principle 4.4**

The Board of Directors should monitor the management and development of personnel to the appropriate amount of knowledge, skills, experience and motivation.

### **Principle 5: Promoting Innovation and Responsible Business Operations**

#### **Principle 5.1**

The Board of Directors should focus on and support the creation of innovations that value the business while creating benefits for customers or related parties and having social and environmental responsibilities.

#### **Principle 5.2**

The Board of Directors should monitor the management of business with social and environmental responsibility and reflected in the operational plan to ensure that all parties to the organization are aligned with their objectives, key goals and strategies of the business

#### **Principle 5.3**

The Board of Directors should monitor management to allocate and manage resources efficiently and efficiently, taking into account the impact and development of resources throughout the value chain so that they can achieve their core objectives and goals sustainably.

**Principle 5.4**

The Board of Directors should provide a framework for corporate governance and management of information technology in accordance with the needs of the business, as well as ensure that information technology is used to increase business opportunities and develop operations. Risk Management in order for the business to achieve its main objectives and goals.

**Principle 6 Strengthen Effective Risk Management and Internal Control**

**Principle 6.1**

The Board of Directors should ensure that the Company has a risk management system and internal control to achieve its objectives effectively and to comply with applicable laws and standards.

**Principle 6.2**

The Board of Directors must establish an Audit Committee that can perform its duties effectively and independently.

**Principle 6.3**

The Board of Directors should monitor and manage potential conflicts of interest between the Company and the management, the Board of Directors or shareholders, including the prevention of dissemination of property, information and opportunities of the Company and transactions with people who have an inappropriate relationship with the Company.

**Principle 6.4**

The Board of Directors should manage the preparation of clear anti-corruption policies and practices and communicate at all levels of the organization and to outsiders to achieve practicality.

**Principle 6.5**

The Board of Directors should supervise the affairs to have mechanisms for receiving complaints and to process the cases with appropriate suggestions.

**Principle 7 Ensure Disclosure and Financial Integrity**

**Principle 7.1**

The Board of Directors is responsible for ensuring that the system of financial reporting and disclosure of important information is accurate, adequate, timely, and in accordance with relevant rules, standards and practices.

**Principle 7.2**

The Board of Directors should monitor the adequacy of financial liquidity and the ability to pay debts.

**Principle 7.3**

In the circumstance of financial difficulties or likely to experience problems, the Board of Directors should ensure that the business has a plan to resolve the issue or that there are other mechanisms that will be able to resolve financial issues, under consideration of the rights of stakeholders.

**Principle 7.4**

The Board should consider preparing a Sustainability Report as appropriate.

**Principle 7.5**

The Board of Directors should supervise the management to provide an agency or person in charge of investor relations that is responsible for communicating with shareholders and other stakeholders such as investors, analysts appropriately, equally and timely.

**Principle 7.6**

The Board of Directors should encourage the introduction of information technology to disseminate information.

**Principle 8 Supports Engagement and Communication with Shareholders**

**Principle 8.1**

The Board of Directors should ensure that shareholders are involved in decisions on important matters of the Company.

**Principle 8.2**

The Board of Directors should ensure that the implementation of the shareholders' meeting date is carried out in order, transparent, efficient and allows shareholders to exercise their rights.

**Principle 8.3**

The Board of Directors should ensure that the disclosure of the resolutions of the meeting and the preparation of the minutes of the shareholders' meeting is accurate and complete.

## Other corporate governance performance and outcomes

### Conducting good corporate governance principles in other matters

With the success of TPI Polene Group's continuous focus on practicing good corporate governance principles and receiving awards and certifications from recognized organizations for promoting sustainable development, the following results have been achieved:

1. The Company has been assessed for corporate governance in the Corporate Governance Survey of Thai Listed Companies (CGR) 2024, which surveyed a total of 808 companies. The Company received a 5-star "Excellent" rating (Excellent CG Scoring) for two consecutive years (2023-2024), conducted by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand and the SEC Office.
2. In 2024, the Company's stock was ranked in SET ESG Ratings : AA by the Stock Exchange of Thailand.
3. The Company has been ranked in the ESG100 for the year 2024 for the third consecutive year (2022-2024) due to its outstanding performance in the areas of Environmental, Social, and Governance (ESG). It is considered an investment-worthy company in the real estate and construction sectors by the Thaipat Institute.
4. The Company received the Sustainability Disclosure Award for the year 2024 for the third consecutive year, reflecting its commitment to transparent and comprehensive disclosure of sustainability information. This award was based on the assessment of the sustainability disclosure status (from the Sustainability Report and Form 56-1 One Report 2023) of members of the Sustainability Disclosure Community (SDC) by the Thaipat Institute.



# Corporate Governance Structure

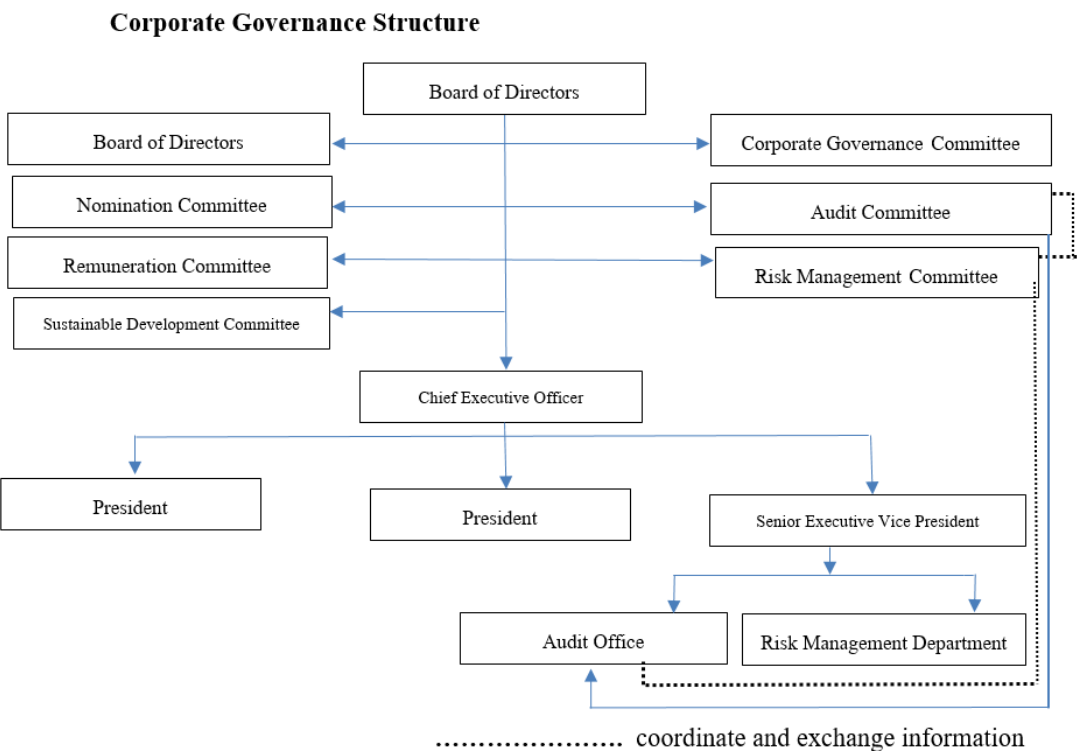
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	15	
	12	3
Executive directors	4	
	3	1
Non-executive directors	11	
	9	2
Independent directors	5	
	5	0
Non-executive directors who have no position in independent directors	6	
	4	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	80.00	20.00
Executive directors	26.67	
	20.00	6.67
Non-executive directors	73.33	
	60.00	13.33
Independent directors	33.33	
	33.33	0.00
Non-executive directors who have no position in independent directors	40.00	
	26.67	13.33

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	66	
	66	68

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. KHANTACHAI VICHAKKHANA</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 27,760 Shares (0.000147 %)</li> </ul>	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	30 Oct 2009	Law, Property Development
<p>2. Mr. PRACHAI LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 100,000 Shares (0.000528 %)</li> </ul>	<p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PRAMUAN LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 75 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>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <p>• Direct shareholding : 569,997,700 Shares (3.010249 %)</p>	<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>	3 Jan 1995	<p>Petrochemicals &amp; Chemicals, Engineering, Packaging, Industrial Materials &amp; Machinery, Energy &amp; Utilities</p>
<p>4. Mr. PRAYAD LIEWPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <p>• Direct shareholding : 624,671,740 Shares (3.298991 %)</p>	<p>Director (Non-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>	3 Jan 1995	<p>Packaging, Industrial Materials &amp; Machinery, Engineering, Mining, Construction Materials</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. ORAPIN LEOPHAIRATANA</p> <p>Gender: Female</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,000,564,440 Shares (5.284141 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Feb 2005	<p>Finance, Corporate Social Responsibility, Accounting, Finance &amp; Securities, Business Administration</p>
<p>6. Mr. TAYUTH SRIYUKSIRI</p> <p>Gender: Male</p> <p>Age : 70 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>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 93,138,090 Shares (0.491877 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Jun 2008	<p>Industrial Materials &amp; Machinery, Construction Materials, Economics, Engineering, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. THAVICH TAYCHANAVAKUL</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 270,800 Shares (0.001430 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	14 Jul 2008	Transportation & Logistics, Corporate Management, Project Management, Energy & Utilities, Insurance
<p>8. Ms. MALINEE LEOPAIRAT</p> <p>Gender: Female</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Acturial Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 8,143,080 Shares (0.043005 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's 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	Statistics, Insurance, Data Analysis

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PISE IAMSAKULRAT</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>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 8,128,400 Shares (0.042927 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Mar 2018	Corporate Management, Data Management, Business Administration, Food & Beverage
<p>10. Mr. SUPOT SINGHASANEH</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2018	Audit, Finance, Accounting, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. PAKORN LEOPAIRUT</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 621,658,600 Shares (3.283078 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	30 May 2019	<p>Energy &amp; Utilities, Fund Management, Petrochemicals &amp; Chemicals, Construction Materials, Business Administration</p>
<p>12. Ms. TANYARATT IAMSOPANA</p> <p>Gender: Female</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 13,455,000 Shares (0.071058 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Jun 2020	<p>Insurance, Engineering, Statistics, Business Administration</p>



List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. PORNPOL SUWANAMAS</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Technology and printing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 May 2021	Paper & Printing Materials, IT Management, Media & Publishing, Business Administration
<p>14. Mr. VIRAT CHATDARONG</p> <p>Gender: Male</p> <p>Age : 46 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>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 8,000,000 Shares (0.042249 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Oct 2021	Construction Materials, Engineering, Industrial Materials & Machinery, Petrochemicals & Chemicals, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mr. PRATEEP LEOPAIRUT</p> <p>Gender: Male</p> <p>Age : 78 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 100,000 Shares (0.000528 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. KHANTACHAI VICHAKKHANA	Chairman of the Board of Directors		✓	✓		
2. Mr. PRACHAI LEOPHAIRATANA	Director	✓				✓
3. Mr. PRAMUAN LEOPHAIRATANA	Director	✓				✓
4. Mr. PRAYAD LIEWPHAIRATANA	Director		✓		✓	✓
5. Mrs. ORAPIN LEOPHAIRATANA	Director	✓				✓
6. Mr. TAYUTH SRIYUKSIRI	Director		✓		✓	
7. Mr. THAVICH TAYCHANAVAKUL	Director		✓	✓		
8. Ms. MALINEE LEOPAIRAT	Director		✓		✓	
9. Mr. PISES IAMSAKULRAT	Director		✓	✓		
10. Mr. SUPOT SINGHASANEH	Director		✓	✓		
11. Mr. PAKORN LEOPAIRUT	Director		✓		✓	✓
12. Ms. TANYARATT IAMSOPANA	Director		✓		✓	✓
13. Mr. PORNPOL SUWANAMAS	Director		✓	✓		
14. Mr. VIRAT CHATDARONG	Director		✓		✓	
15. Mr. PRATEEP LEOPAIRUT	Director	✓				✓
Total (persons)		4	11	5	6	7

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	6.67
2. Agribusiness	1	6.67
3. Food & Beverage	1	6.67
4. Finance & Securities	1	6.67
5. Insurance	3	20.00
6. Industrial Materials & Machinery	4	26.67
7. Paper & Printing Materials	1	6.67
8. Petrochemicals & Chemicals	5	33.33
9. Packaging	2	13.33
10. Construction Materials	6	40.00
11. Property Development	1	6.67
12. Energy & Utilities	4	26.67
13. Mining	2	13.33
14. Media & Publishing	1	6.67
15. Transportation & Logistics	1	6.67
16. Law	1	6.67
17. Accounting	2	13.33
18. Finance	3	20.00
19. Corporate Social Responsibility	1	6.67
20. Fund Management	1	6.67
21. IT Management	1	6.67
22. Data Management	1	6.67
23. Data Analysis	1	6.67
24. Statistics	2	13.33
25. Project Management	1	6.67
26. Corporate Management	2	13.33
27. Engineering	6	40.00
28. Leadership	1	6.67
29. Audit	1	6.67
30. Business Administration	7	46.67

#### Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	Yes
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	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 board of : Doesn't Have  
directors and the Management

### Roles of the Chairman

To ensure the separation of authority in terms of policymaking and management of the Company is clearly separate. Therefore, the Company requires the Chairman of the Board of Directors, the Chairman of the Executive Committee and the President are separate persons, with the Chairman playing a role.

The Chairman of the Board of Directors is an independent director in another role, with the freedom to comment, ensuring that the Company's director structure is properly balanced as follows:

1. Call the Board of Directors' Meeting, as a Chairman of the Board of Directors' meeting and the Shareholders' Meeting, as well as play a role in setting the agenda with the Chief Executive.
2. Play a role in controlling meetings effectively in accordance with regulations and the Articles of Association of the Company and allow the directors to express their opinions independently.
3. Support and encourage the Board of Directors to perform duties to the best ability in accordance with the scope of authority, duties, responsibilities and in accordance with good corporate governance principles.
4. Monitor the management of the Board of Directors and other sub-committees to achieve the planned objectives.
5. Be the decisive voter in the event that the Board of Directors' meeting has the same vote and in case votes on both sides are equal.

## Information on the roles and duties of the board of directors

Board charter : Doesn't 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
- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

#### Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

-

Reference link for the charter

-

#### Executive Committee

Role

- Others

- -

- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

#### Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

-

Reference link for the charter

-

#### Compensation committee

Role

- Remuneration

Scope of authorities, role, and duties

-

Reference link for the charter

-

#### Corporate Governance Committee

**Role**

- Corporate governance

**Scope of authorities, role, and duties**

-

**Reference link for the charter**

-

#### Risk Management Committee

**Role**

- Risk management

**Scope of authorities, role, and duties**

-

**Reference link for the charter**

-

#### Sustainable Development Committee

**Role**

- Sustainability development

**Scope of authorities, role, and duties**

-

**Reference link for the charter**

-

#### Information on each subcommittee

##### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. SUPOT SINGHASANEH<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	25 Jun 2018	Audit, Finance, Accounting, Business Administration
<p>2. Mr. THAVICH TAYCHANAVAKUL</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Mar 2018	Transportation & Logistics, Corporate Management, Project Management, Energy & Utilities, Insurance
<p>3. Mr. PISE IAMSAKULRAT</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>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Mar 2018	Corporate Management, Data Management, Business Administration, Food & Beverage
<p>4. Mr. PORNPOL SUWANAMAS</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Technology and printing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 May 2021	Paper & Printing Materials, IT Management, Media & Publishing, Business Administration

Additional explanation :

(\*) Directors with expertise in accounting information review

## List of executive committee members



List of committee members	Position	Appointment date of executive committee member
1. Mr. PRACHAI LEOPHAIRATANA Gender: Male Age : 80 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	1 Jan 2001
2. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Apr 2022
3. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 2001
4. Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 1987
5. Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age : 77 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	Member of the executive committee	1 Jan 1998
6. Mr. PAKORN LEOPAIRUT Gender: Male Age : 44 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	Member of the executive committee	1 Jan 2008

List of committee members	Position	Appointment date of executive committee member
7. Ms. TANYARATT IAMSOPANA Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 2021

## Other Subcommittees

Subcommittee name	Name list	Position
Nomination Committee	Mr. KHANTACHAI VICHAKKHANA	The chairman of the subcommittee (Independent director)
	Mr. PRACHAI LEOPHAIRATANA	Member of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Member of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Member of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Member of the subcommittee
	Mr. TAYUTH SRIYUKSIRI	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANAVAKUL	Member of the subcommittee (Independent director)
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PORNPOL SUWANAMAS	Member of the subcommittee (Independent director)
	Ms. TANYARATT IAMSOPANA	Member of the subcommittee
	Mr. VIRAT CHATDARONG	Member of the subcommittee

Subcommittee name	Name list	Position
Compensation committee	Mr. KHANTACHAI VICHAKKHANA	The chairman of the subcommittee (Independent director)
	Mr. PRACHAI LEOPHAIRATANA	Member of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Member of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Member of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Member of the subcommittee
	Mr. TAYUTH SRIYUKSIRI	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANAVAKUL	Member of the subcommittee (Independent director)
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PORNPOL SUWANAMAS	Member of the subcommittee (Independent director)
	Ms. TANYARATT IAMSOPANA	Member of the subcommittee
	Mr. VIRAT CHATDARONG	Member of the subcommittee

Subcommittee name	Name list	Position
Corporate Governance Committee	Mr. KHANTACHAI VICHAKKHANA	The chairman of the subcommittee (Independent director)
	Mr. PRACHAI LEOPHAIRATANA	Member of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Member of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Member of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Member of the subcommittee
	Mr. TAYUTH SRIYUKSIRI	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANAVAKUL	Member of the subcommittee (Independent director)
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PORNPOL SUWANAMAS	Member of the subcommittee (Independent director)
	Ms. TANYARATT IAMSOPANA	Member of the subcommittee
	Mr. VIRAT CHATDARONG	Member of the subcommittee

Subcommittee name	Name list	Position
Risk Management Committee	Mr. KHANTACHAI VICHAKKHANA	The chairman of the subcommittee (Independent director)
	Mr. PRACHAI LEOPHAIRATANA	Member of the subcommittee
	Mr. PRATEEP LEOPAIRUT	Member of the subcommittee
	Mr. PRAMUAN LEOPHAIRATANA	Member of the subcommittee
	Mr. PRAYAD LIEWPHAIRATANA	Member of the subcommittee
	Mrs. ORAPIN LEOPHAIRATANA	Member of the subcommittee
	Mr. TAYUTH SRIYUKSIRI	Member of the subcommittee
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANAVAKUL	Member of the subcommittee
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. PORNPOL SUWANAMAS	Member of the subcommittee (Independent director)
	Ms. TANYARATT IAMSOPANA	Member of the subcommittee
	Mr. VIRAT CHATDARONG	Member of the subcommittee

Subcommittee name	Name list	Position
Sustainable Development Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Ms. Chularat Danwattanachai	Vice-chairman of the subcommittee
	Mr. Panya Tangsingtrong	Member of the subcommittee
	Mr. PAKORN LEOPAIRUT	Member of the subcommittee
	Mr. Pakorn Leopairut	Member of the subcommittee
	Mr. Kanok Arunrassameesopha	Member of the subcommittee
	Mr. VIRAT CHATDARONG	Member of the subcommittee
	Mr. Porakrit Leophairatana	Member of the subcommittee
	Ms. Thunthida Sriraksa	Member of the subcommittee
	Mr. Malee Posaprichakul	Member of the subcommittee
	Ms. Oratai Jiaranai	Member of the subcommittee
	Mr. Nitisit Jongpitakrat	Member of the subcommittee
	Mr. Nopporn Suwannapura	Member of the subcommittee
	Mr. Hanchai Ekritvarodom	Member of the subcommittee
	Ms. Juthamas Surojrat	Member of the subcommittee
	Mr. Nithipong Vikittaset	Vice-chairman of the subcommittee
	Mr. Sanong Chiradarakul	Vice-chairman of the subcommittee
	Mr. Worawit Lerdbussarakam	Vice-chairman of the subcommittee

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. PRACHAI LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Honorary 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>	CHIEF EXECUTIVE OFFICER (The highest-ranking executive)	24 Sep 1987	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials
<p>2. Mr. PRAMUAN LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 75 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>	PRESIDENT	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities
<p>3. Mr. PRATEEP LEOPAIRUT</p> <p>Gender: Male</p> <p>Age : 78 years</p> <p>Highest level of education : Master's 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>	PRESIDENT	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals
<p>4. Mrs. ORAPIN LEOPHAIRATANA<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Senior Executive Vice President	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Prasert Ittimakin Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President	1 Jun 2001	Finance & Securities, Accounting, Finance, Business Administration
6. Mr. Somkeart Srisuwan Gender: Male Age : 65 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	Senior Vice President	2 Jan 2012	Information & Communication Technology, IT Management, Accounting

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

*(\*\*) Accounting supervisor*

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

## Remuneration policy for executive directors and executives

### Remuneration of 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 director's 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

The Nomination and Remuneration Committee has fulfilled its duties as outlined in the Nomination and Remuneration Committee Charter approved by the Board of Directors. The committee reported the meeting results to the Board of Directors, addressing important matters, which can be summarized as follows:

1. Consider the nomination of new directors to replace those who retire by rotation based on knowledge, ability, experience, transparent work history, morality, responsibility, leadership, and professionalism. Additionally, board diversity is taken into account, and the Board Skills Matrix is defined to determine the qualifications of the directors to be recruited, considering appropriate qualifications, necessary skills, and consistency with the composition and structure of the Board in accordance with the Company's business strategy. Moreover, the criteria for recruiting directors in accordance with good corporate governance principles are utilized as a factor in recruiting new directors. New directors who have been appointed will be provided with orientation and encouraged to continuously advance their knowledge.
2. Consider the annual budget, and determine the remuneration of the Board of Directors based on evaluation criteria and the Company's performance. Additionally, take into account the appropriateness of the duties and responsibilities assigned, which are linked to the Company's performance and compared with companies in the same industry group and of similar size.
3. Consider and review the Nomination and Remuneration Committee Charter in compliance with the Corporate Governance Code (CG Code).

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2022	2023	2024
<b>Total remuneration of executive directors and executives (baht)</b>	233,235,800.00	260,326,000.00	284,951,500.00

#### Remuneration of 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 director's 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.

### Other remunerations of executive directors and executives

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

The Company provides personal cars to the management.

## Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00  
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. Mrs. Narumol Chattawan	Narumol.ch@tpipolene.co.th	02-213-1039

## List of the company secretary

General information	Email	Telephone number
1. Mr. Nitisit Jongphitakratana	nitisit@tpipolene.co.th	02-213-1039

## List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Somchai Kritpipit	somchai_jiw@hotmail.com	02-213-1039

## Head of investor relations

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

## List of the head of investor relations

General information	Email	Telephone number
1. Mr. Siam Wiriyosuttikul	siam@tpipolene.co.th	02-213-1039

## Company's auditor

## Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	11,900,000.0 0	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 2024  Total non-audit fee 180,000.00 baht	1. Ms. THANYALUX KEADKAEW Email: thanyalux@kpmg.co.th License number: 8179

### Assigned personnel in case of a foreign company

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

# Performance Report on Corporate Governance

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

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

#### Summary of performance appraisal of directors and top executives (CEO) (Year 2024)

TPI Polene Public Company Limited arranges for the Board of Directors, subcommittees, and top executives (CEO) of the Company to conduct self-evaluations at least once a year in order to adhere to the principles of good corporate governance. This is done by including the factors that affect the Company's sustainability performance as part of the performance assessment indicators for the Board of Directors and executives, and concentrating on the assessment results that can be used to make improvements (CEO). The assessment form includes

1. Performance assessment form of the Board of Directors as a whole (Assessment as a whole)
2. Performance assessment form for the committee as a group
3. Performance assessment form of the Board of Directors individually (for the Board of Directors/Sub-Committees)
4. Performance assessment form of Chief Executive Officer (CEO)

The assessment criteria are determined by the percentage of the full score for each item as follows:

More than 90% score = Excellent

More than 80% Score = Very Good

More than 70% Score = Good

More than 60% score = Fair

Below 60% = Need Improvement

#### **1. Performance assessment form of the Board of Directors as a whole (Assessment as a whole)**

Consists of 6 topics, namely structure and qualifications of the committee, roles, duties and responsibilities of the committee, meetings of the committee, performance of duties of directors, relationship with management, self-development of directors, and development of executives. **The assessment results have an average score of 92.5% (Excellent).**

#### **2. Performance assessment form for the committee as a group**

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

Audit Committee **The assessment results have an average score of 92% (Excellent).**

Nomination and Remuneration Committee **The assessment results have an average score of 90% (Very Good).**

#### **3. Performance assessment form of the Board of Directors individually (for the Board of Directors/Sub-Committees)**

Consists of 3 topics: structure and qualifications of the committee/sub-committee, meetings of the committee/sub-committee, roles, duties and responsibilities of the committee/sub-committee.

**The assessment results have an average score of 93% (Excellent).**

#### **4. Performance assessment form of Chief Executive Officer (CEO or equivalent)**

It is an assessment that takes into account the elements that determine the Company's sustainability performance as part of the KPI. To assess the performance of Chief Executive Officer (CEO), including financial performance (e.g. revenue, company sales, Economic Value Add (EVA), other financial performance) and environmental, social and/or governance (ESG) performance, for example, employee/business partner/community satisfaction, occupational health and safety management in the work environment, performance in climate change management, especially the aim of reducing greenhouse gas emissions, reducing the Company's use of resources, etc.) are part of the performance evaluation indicators for senior executives (CEO or equivalent) consisting of 10 topics as follows:

1. Leadership
2. Strategies
3. Strategy Implementation
4. Financial Planning and Performance
5. Relationship with the Board of Directors
6. External Relations
7. Management and Relations with Personnel
8. Succession
9. Knowledge of Products and Services
10. Personal Attributes

**The assessment results have an average score of 95% (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. KHANTACHAI VICHAKKHANA	Chairman of the Board of Directors	30 Oct 2009	Law, Property Development
Mr. PRAMUAN LEOPHAIRATANA	Director	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities
Mr. PRAYAD LIEWPHAIRATANA	Director	3 Jan 1995	Packaging, Industrial Materials & Machinery, Engineering, Mining, Construction Materials
Ms. MALINEE LEOPAIRAT	Director	29 Apr 2016	Statistics, Insurance, Data Analysis
Mr. PORNPOL SUWANAMAS	Director	27 May 2021	Paper & Printing Materials, IT Management, Media & Publishing, Business Administration

#### 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 the Announcement of the Capital Market Supervisory Board No. 39/2016. Re: Permission and Authorization for IPO issuance, dated September 30, 2016 (including amended) as follows:

1. Are restricted in the number of shares they may hold to not greater than 1% of the voting shares in the Company, its subsidiaries, its associated companies, or its juristic persons that may impose conflicts of interest.
2. Have no management participation in the Company, its subsidiaries, and are not employees or regularly paid consultants, or persons, who have control over the Company or its associated companies, its subsidiaries, or its associated companies or is the same order as a major shareholder or of control over 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 have been 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 authorities of the Company or its subsidiaries.
4. Have no business relationship with the Company, its subsidiaries, or its associated companies, major shareholders or controlling persons of the Company 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 value of connected transaction to comply with criteria as announced by the Capital Market Supervisory Board on for connected transaction. However, such debt obligations include those incurred during the one year prior to the date of business relationship with the same person.

5. Not being or used to be an auditor of the Company, mother company, a subsidiary, associates, major shareholders or controlling persons of the Company and are not implicit shareholders, the supervisor or partner of the audit office, which the auditor of the Company, mother company, a subsidiary, associates, 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 filing an application for permission to the SEC.
6. Not being or used to be a professional service provider, including providing services as legal advisors or financial advisors, which receive service fees in excess of Baht 2,000,000 per annum from the Company, mother company, a subsidiary, associates, major shareholders or controlling persons of the Company and are not implicit shareholders unless it have 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 a director appointed to represent the Company's Director, major shareholders, or shareholders who are related to major shareholders.
8. Not to operate a business under the same conditions that materially competes with the business of the Company or its subsidiaries, nor to be a partner materially involved in such a competing partnership, or to serve as a director involved in the management, employment, or consultancy of entities receiving regular salaries, or holding more than 1% of the total voting shares of other companies that operate under similar conditions and materially compete with the Company's business or its subsidiaries.
9. There are no other characteristics that prevent them from giving an independent opinion on the Company's operations.

#### **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 : No  
over the past year

## 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 : Yes  
through the nomination committee

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

## 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

## Information on the development of directors

### Development of directors over the past year

### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KHANTACHAI VICHAKKHANA (Chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) • 2023: Role of the Chairman Program (RCP)
2. Mr. PRACHAI LEOPHAIRATANA (Director)	Participating	Other • 2023: • Sustainability Reporting
3. Mr. PRAMUAN LEOPHAIRATANA (Director)	Non-participating	-
4. Mr. PRAYAD LIEWPHAIRATANA (Director)	Non-participating	-
5. Mrs. ORAPIN LEOPHAIRATANA (Director)	Participating	Other • 2023: • Sustainability Reporting
6. Mr. TAYUTH SRIYUKSIRI (Director)	Non-participating	-
7. Mr. THAVICH TAYCHANAVAKUL (Director)	Non-participating	-
8. Ms. MALINEE LEOPAIRAT (Director)	Non-participating	-
9. Mr. PISES IAMSAKULRAT (Director)	Non-participating	-
10. Mr. SUPOT SINGHASANEH (Director)	Non-participating	-
11. Mr. PAKORN LEOPAIRUT (Director)	Participating	Other • 2024: • Preparation of the 2024 Sustainability Report • 2024: Comprehensive Human Rights Assessment • 2024: Anti-Corruption Risk Assessment • 2024: • Risk Manageemnt in the Organization
12. Ms. TANYARATT IAMSOPANA (Director)	Non-participating	-
13. Mr. PORNPOL SUWANAMAS (Director)	Participating	Other • 2024: Study tour outside the Kingdom, Medical Leadership Certificate Course, Class # 1 • 2024: Medical Leadership Certificate Course, Class # 1 (P.M.P. Class # 1) • 2024: Advanced Agricultural Science (AAS) Class # 5
14. Mr. VIRAT CHATDARONG (Director)	Participating	Other • 2024: Preparation of the 2024 Sustainability Report • 2024: Comprehensive Human Rights Assessment • 2024: Anti-Corruption Risk Assessment



List of directors	Participation in training in the past financial year	History of training participation
15. Mr. PRATEEP LEOPAIRUT (Director)	Non-participating	-

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

TPI Polene Public Company Limited arranges for the Board of Directors, subcommittees, and top executives (CEO) of the Company to conduct self-evaluations at least once a year in order to adhere to the principles of good corporate governance. This is done by including the factors that affect the Company's sustainability performance as part of the performance assessment indicators for the Board of Directors and executives, and concentrating on the assessment results that can be used to make improvements (CEO). The assessment form includes

1. Performance assessment form of the Board of Directors as a whole (Assessment as a whole)
2. Performance assessment form for the committee as a group
3. Performance assessment form of the Board of Directors individually (for the Board of Directors/Sub-Committees)
4. Performance assessment form of Chief Executive Officer (CEO)

The assessment criteria are determined by the percentage of the full score for each item as follows:

More than 90% score = Excellent

More than 80% Score = Very Good

More than 70% Score = Good

More than 60% score = Fair

Below 60% = Need Improvement

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

#### Summary of performance appraisal of directors and top executives (CEO) (Year 2024)

TPI Polene Public Company Limited arranges for the Board of Directors, subcommittees, and top executives (CEO) of the Company to conduct self-evaluations at least once a year in order to adhere to the principles of good corporate governance. This is done by including the factors that affect the Company's sustainability performance as part of the performance assessment indicators for the Board of Directors and executives, and concentrating on the assessment results that can be used to make improvements (CEO). The assessment form includes

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4. Performance assessment form of Chief Executive Officer (CEO)

The assessment criteria are determined by the percentage of the full score for each item as follows:

More than 90% score = Excellent

More than 80% Score = Very Good

More than 70% Score = Good

More than 60% score = Fair

Below 60% = Need Improvement

#### **1. Performance assessment form of the Board of Directors as a whole (Assessment as a whole)**

Consists of 6 topics, namely structure and qualifications of the committee, roles, duties and responsibilities of the committee, meetings of the committee, performance of duties of directors, relationship with management, self-development of directors, and development of executives. **The assessment results have an average score of 92.5% (Excellent).**

#### **2. Performance assessment form for the committee as a group**

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

Audit Committee **The assessment results have an average score of 92% (Excellent).**

Nomination and Remuneration Committee **The assessment results have an average score of 90% (Very Good).**

#### **3. Performance assessment form of the Board of Directors individually (for the Board of Directors/Sub-Committees)**

Consists of 3 topics: structure and qualifications of the committee/sub-committee, meetings of the committee/sub-committee, roles, duties and responsibilities of the committee/sub-committee.

The assessment results have an average score of 93% (Excellent).

#### 4. Performance assessment form of Chief Executive Officer (CEO or equivalent)

It is an assessment that takes into account the elements that determine the Company's sustainability performance as part of the KPI. To assess the performance of Chief Executive Officer (CEO), including financial performance (e.g. revenue, company sales, Economic Value Add (EVA), other financial performance) and environmental, social and/or governance (ESG) performance, for example, employee/business partner/community satisfaction, occupational health and safety management in the work environment, performance in climate change management, especially the aim of reducing greenhouse gas emissions, reducing the Company's use of resources, etc.) are part of the performance evaluation indicators for senior executives (CEO or equivalent) consisting of 10 topics as follows:

1. Leadership
2. Strategies
3. Strategy Implementation
4. Financial Planning and Performance
5. Relationship with the Board of Directors
6. External Relations
7. Management and Relations with Personnel
8. Succession
9. Knowledge of Products and Services
10. Personal Attributes

The assessment results have an average score of 95% (Excellent).

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Performance assessment form of Chief Executive Officer (CEO)

The assessment criteria are determined by the percentage of the full score for each item as follows:

More than 90% score = Excellent

More than 80% Score = Very Good

More than 70% Score = Good

More than 60% score = Fair

Below 60% = Need Improvement

#### 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 past year : 13  
(times)

Date of AGM meeting : 26 Apr 2024

EGM meeting : No

##### Details of the board of directors' meeting attendance

List of directors	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)

List of directors	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. KHANTACHAI VICHAKKHANA (Chairman of the Board of Directors, Independent director)	13	/	13	1	/	1	N/A	/	N/A
2. Mr. PRACHAI LEOPHAIRATANA (Director)	12	/	13	1	/	1	N/A	/	N/A
3. Mr. PRAMUAN LEOPHAIRATANA (Director)	13	/	13	1	/	1	N/A	/	N/A
4. Mr. PRAYAD LIEWPHAIRATANA (Director)	13	/	13	1	/	1	N/A	/	N/A
5. Mrs. ORAPIN LEOPHAIRATANA (Director)	13	/	13	1	/	1	N/A	/	N/A
6. Mr. TAYUTH SRIYUKSIRI (Director)	13	/	13	1	/	1	N/A	/	N/A
7. Mr. THAVICH TAYCHANAVAKUL (Director, Independent director)	13	/	13	1	/	1	N/A	/	N/A
8. Ms. MALINEE LEOPAIRAT (Director)	12	/	13	1	/	1	N/A	/	N/A
9. Mr. PISES IAMSAKULRAT (Director, Independent director)	11	/	13	1	/	1	N/A	/	N/A
10. Mr. SUPOT SINGHASANEH (Director, Independent director)	13	/	13	1	/	1	N/A	/	N/A
11. Mr. PAKORN LEOPAIRUT (Director)	11	/	13	1	/	1	N/A	/	N/A
12. Ms. TANYARATT IAMSOPANA (Director)	11	/	13	1	/	1	N/A	/	N/A
13. Mr. PORNPOL SUWANAMAS (Director, Independent director)	11	/	13	1	/	1	N/A	/	N/A

List of directors	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)
14. Mr. VIRAT CHATDARONG (Director)	12	/	13	1	/	1	N/A	/	N/A
15. Mr. PRATEEP LEOPAIRUT (Director)	13	/	13	1	/	1	N/A	/	N/A

## Remuneration of the board of directors

### Types of remuneration of the board of directors

#### Remuneration of 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 director's 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.

#### Monetary compensation

In 2024, the remuneration of 15 directors received in the form of director remuneration and bonuses totaling Baht 42,280,603 compared with the remuneration and bonuses of 15 directors totaled Baht 35,935,740 in 2023 with details of remuneration and bonuses for 2024

### 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	
<b>1. Mr. KHANTACHAI VICHAKKHANA</b> (Chairman of the Board of Directors)			2,842,567.00		N/A
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>2. Mr. PRACHAI LEOPHAIRATANA</b> (Director)			2,842,567.00		480,000.00
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	Yes	
Executive Committee	N/A	N/A	N/A	-	
Sustainable Development Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>3. Mr. PRAMUAN LEOPHAIRATANA</b> (Director)			2,842,567.00		320,000.00
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	Yes	
Executive Committee	N/A	N/A	N/A	-	
Nomination 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	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>4. Mr. PRAYAD LIEWPHAIRATANA (Director)</b>			<b>2,842,567.00</b>		<b>320,000.00</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Executive Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>5. Mrs. ORAPIN LEOPHAIRATANA (Director)</b>			<b>2,842,567.00</b>		<b>320,000.00</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	Yes	
Executive Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>6. Mr. TAYUTH SRIYUKSIRI (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>7. Mr. THAVICH TAYCHANAVAKUL (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Audit Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
<b>8. Ms. MALINEE LEOPAIRAT (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>9. Mr. PISES IAMSAKULRAT (Director)</b>			<b>2,663,616.00</b>		<b>N/A</b>
Board of Directors	2,147,412.00	516,204.00	2,663,616.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>10. Mr. SUPOT SINGHASANEH (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Audit Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>11. Mr. PAKORN LEOPAIRUT (Director)</b>			<b>2,663,616.00</b>		<b>320,000.00</b>
Board of Directors	2,147,412.00	516,204.00	2,663,616.00	No	
Executive Committee	N/A	N/A	N/A	-	
Sustainable Development Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance 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	
Risk Management Committee	N/A	N/A	N/A	-	
<b>12. Ms. TANYARATT IAMSOPANA (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Executive Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>13. Mr. PORNPOL SUWANAMAS (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Audit Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>14. Mr. VIRAT CHATDARONG (Director)</b>			<b>2,842,567.00</b>		<b>N/A</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	No	
Sustainable Development Committee	N/A	N/A	N/A	-	
Nomination 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	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>15. Mr. PRATEEP LEOPAIRUT (Director)</b>			<b>2,842,567.00</b>		<b>320,000.00</b>
Board of Directors	2,326,363.00	516,204.00	2,842,567.00	Yes	
Executive Committee	N/A	N/A	N/A	-	
Nomination Committee	N/A	N/A	N/A	-	
Compensation committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>16. Ms. Chularat Danwattanachai (Vice-chairman of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainable Development Committee	0.00	0.00	0.00	No	
<b>17. Mr. Panya Tangsingtrong (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainable Development Committee	0.00	0.00	0.00	No	
<b>18. Mr. Pakorn Leopairut (Member of the subcommittee)</b>			<b>0.00</b>		<b>320,000.00</b>
Sustainable Development Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
19. Mr. Kanok Arunrassameesopha (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
20. Mr. Porakrit Leophairatana (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
21. Ms. Thunthida Sriraksa (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
22. Mr. Malee Posaprichakul (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	N/A	0.00	No	
23. Ms. Oratai Jiranai (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
24. Mr. Nitisit Jongpitakrat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
25. Mr. Nopporn Suwannapura (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
26. Mr. Hanchai Ekritvarodom (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
27. Ms. Juthamas Surojrat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	Yes	
28. Mr. Nithipong Vikittaset (Vice-chairman of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	
29. Mr. Sanong Chiradarakul (Vice-chairman of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	N/A	0.00	No	
30. Mr. Worawit Lerdussarakam (Vice-chairman of the subcommittee)			0.00		N/A
Sustainable Development Committee	0.00	0.00	0.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	34,537,543.00	7,743,060.00	42,280,603.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination Committee	0.00	0.00	0.00
5. Compensation committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
6. Corporate Governance Committee	0.00	0.00	0.00
7. Risk Management Committee	0.00	0.00	0.00
8. Sustainable Development Committee	0.00	0.00	0.00

### Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	34,537,543.00
Other monetary remuneration (Baht)	7,743,060.00
Total (Baht)	42,280,603.00

### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 0.00  
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 associated : Yes  
companies
- Mechanism for overseeing management and taking : The appointment of representatives as directors, executives, or  
responsibility for operations in subsidiaries and associated controlling persons in proportion to shareholding, The  
companies approved by the board of directors determination of the scope of duties and responsibilities of directors  
and executives as company representatives in establishing  
important policies, Disclosure of financial condition and operating  
results, Transactions between the company and related parties

The Company has an investment policy in subsidiaries and/or associates with policies in line with the Group's vision and growth plan, which will enable the Group to increase its performance or profitability in order to achieve its goals of becoming a leading entrepreneur in the business and to support the Company's core business operations, including convenience and mobility, efficiency in operations and increased competitiveness based on factors such as legal provisions, financial structure, taxation and risk management, etc.

However, the Company has a policy of managing TPI Polene Group by requiring the subsidiaries to conduct businesses in accordance with the Company's policies in order to have systematic management and supervision in the same direction. As for the management of associates and other subsidiaries, the Company has sent representatives to join as the Executive Committee to make decisions about policies and operational plans based on good corporate governance principles, ethical business operations to ensure efficient, transparent, fair operation and achieve the goals set forth.

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

1. The Company will send the person on behalf of the Company 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 Management of each subsidiary and/or associates will have significant scope of authority and responsibilities in accordance with applicable laws, such as disclosure of information about 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 notices of the Capital Market Supervisory Board and the Notification of the Board of Directors, 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 will formulate the necessary plans and actions to ensure that the subsidiary and/or associates disclose information about their operating performance and financial position, and that the Company will take the necessary actions and monitor the subsidiary and/or associates with adequate and appropriate internal control systems and control systems to conduct the business.

In addition, the Company will closely monitor the performance and operations of such subsidiaries and/or associates and present 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 with developing and growing 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 : Yes  
over the past year

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. Transactions between the Company (and its subsidiaries) and anyone, with which a possible conflict of interest might occur, require approval under the rules and regulations imposed by the SEC and the SET concerning information disclosure. In addition, such transactions are subject to an approval process in which only unconnected persons may participate.

Disclosure of the details of connected transactions that may involve conflicts of interest (according to criteria of the SET and the SEC) in the Company's Annual Report or declared in other reports as the case may be. This also includes disclosure of information on connected transactions according to the general accepted accounting standard criteria. Details of connected transactions are disclosed in the section "Inter-Company Transactions".

In addition, pursuant to the Articles of Association, Directors shall notify the Company without delay of their interests in any contract executed with the Company or affiliated companies, and of their holding, and its increase or decrease, of shares or debentures of the Company.

In 2024, the Company prepared a plan and operational results concerning the prevention of conflicts of interest. The Company has found no wrongdoing nor received any whistleblowing or complaints regarding involvement or conflicts of interest that contradict the corporate governance of the Group.

The Company has the determination to manage according to the principles of good corporate governance by striving to operate with transparency, morality, ethics, and responsibility to shareholders, customers, employees, society, and other stakeholders. The Company has given importance to and promoted the creation of a concrete corporate governance culture. The Chairman of the Board of Directors has established a policy to prevent conflicts of interest in the Company's business ethics manual for the Board of Directors, executives, and all employees acknowledge and compliance with good practices with a conscience that adheres to honesty, morality and ethics including protecting the interests of the organization as a whole.

#### Number of cases or issues related to conflict of interest

	2022	2023	2024

	2022	2023	2024
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

#### 1) Monitoring of internal data usage

The Company maintains the use of internal information in accordance with the law and in accordance with good corporate governance guidelines. It is set out in writing in the Directors' Business Code of Conduct, the management and employees, which will be given to the directors, the management and employees when start working on the first day in the workforce, key policies can be summarized as follows:-

1. The Company has designated the directors, the management and employees sign acknowledgement of the relevant notices of the SEC to designate directors and the management 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 Corporate Secretary to provide a record of the change and summary of the number of securities of directors and the management individually to present to the Board of Directors at the next meeting. In addition, penalties have been imposed if they have violated or not met such requirements.
2. 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 do 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 a disciplinary act of the Company. If the director any executive or employee who has learned of important internal information, anyone who commits a disciplinary offense, will be punished from warning , payment cuts, unpaid suspensions, until dismissal. However, the guidelines as above have been resolved and approved by the Board of Directors.

In recent year 2024, it has not been found that directors and the Management have traded securities during the Company's term of reformation. In addition, the Company has begun to introduce electronic systems to enhance reporting efficiency with directors, the Management and employees as well.

The Company has made it a priority to achieve equality and fairness to 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 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 have any impact on 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 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 type or type of data must be carefully stored, and easy to use. After the period of time, the data or documents or stored in 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 directors and the management do not provide internal information of the Company, that has not been made public to exploit themselves, including securities trading as follows:

1. The Company will educate the directors, the management, 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 the SEC under Section 59 and penalties under Section 275 of the Securities Act, including reporting the acquisition or distribution of their own securities, couple marriage 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 couple marriage 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 couple marriage and offsprings of such person) know undisclosed information that may affect the Company's securities price, 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 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.

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

	2022	2023	2024
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 : Yes  
year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption

##### Monitoring compliance with anti-corruption policies

The Company has reviewed the audit of corruption and the Chief Executive Officer has announced the anti-fraud and corruption policy, which outlines expectations for all employees to be aware of and actively engage in preventing and combating corruption in the organization, both directly and indirectly, and will have established channels for internal communications regarding complaints of corruption related to the Company. The Company provides protection to complainants and complaints will be kept confidential both during and after the investigation is completed. If the accused has actually committed an offense, the Company has imposed disciplinary action in accordance with the regulations set by the Company, and if the offender is an unlawful act, the offender must be prosecuted and legally punished.

In 2024, all units within the Company, particularly those that interact with external parties, were assessed for risks related to fraud and/or corruption. A total of 73 units were assessed for corruption risks, representing 100%.

The proportion of employees who received anti-corruption training is 15% of the Company's total 6,857 employees, (excluding employees of subsidiaries and affiliates with similar policies).

In addition, 97.5% of the Company's business partners, totalling 1,600, have acknowledged the Company's anti-corruption policies and practices.



## Number of cases or issues related to corruption

	2022	2023	2024
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 procedures : No / In progress  
over the past year

#### 4. Whistleblowing

##### 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 complainant)

- (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](mailto:orapinr@tpipolene.co.th))

##### 4. External feedback mechanism (external complainant)

- (1) Letter : Mrs. Orapin Liaopiratana  
Senior Executive Vice President  
TPI Polene Public Company Limited  
26/56 Chantad Mai Road, Tungmahamek, Sathorn, Bangkok 10120
- (2) Electronic mailbox (E-mail: [orapinr@tpipolene.co.th](mailto:orapinr@tpipolene.co.th))
- (3) Letter : Audit Committee  
TPI Polene Public Company Limited  
26/56 Chantad Mai Road, Tungmahamek, Sathorn, Bangkok  
10120
- (4) Tel. 02-285-5090 or 02-213-1039 ext. 12962 / 12963 – Internal Audit Department

#### Identities and confidentiality protected

##### 1. Identities protected

As the whistleblower or the person filing the grievance in good faith is greatly beneficial to the Company and all employees, said whistleblower or the person subject to such grievance and parties involving in the fact-finding and reporting process, regardless of the difficulties they might have, the Company will ensure that no employees shall be demoted, penalized or be otherwise affected because they honestly decline to participate in corruption. The Company has a policy to investigate such reports with equality, transparency, care, and fairness and subject them to a proper investigation. All information will be kept confidential and only be revealed when necessary while we will take into consideration the safety of and damage to the whistleblower or the person filing the grievance, which will be carried out in a confidential manner to ensure staff that make the reports will have their identities protected.

##### 2. Names and Confidentiality Protected

The whistleblower or the person filing the grievance (various groups of stakeholders or employees) may choose not to reveal his or her name, address or contact number unless he or she feels that such a disclosure will enable the Company to inform him or her of the progress. Information will be kept confidential and only be revealed when necessary while we

will take into consideration the safety of and damage to the whistleblower or the person filing the grievance. The Company will hear all such reports with equality, transparency, care, and fairness and subject them to a proper investigation, which will be carried out in a confidential manner to ensure the staff members who make the reports will have their identities protected.

#### **Fact-Finding Process and Penalties**

1. Having received the grievance, the Management Representatives, whose members consist of the Compliance Unit and the Audit Committee, will be responsible for conducting an investigation.
  2. During the fact-finding process, the Management Representatives and the Audit Committee might ask the Management Representatives to keep them informed of the progress of further investigation.
  3. In case tips or grievances are found to contain material evidence, the person committing corruption or violating or failing to comply with the anti-corruption measures will be granted an opportunity to acknowledge the charges and will have the right to defend themselves by providing additional information or evidence that they weren't involved in any corruption or that they violated or failed to comply with the anti-corruption measures as accused.
  4. In case the person who committed corruption or violated or failed to comply with the anti-corruption measures, is proven guilty, the Company will take actions in accordance with the established procedures to investigate and levy disciplinary punishment on employees at fault relating to corruption matters. Such person will be considered for discipline according to Company standards. Legal prosecution may apply in case such acts violate the laws. The Management's decision is considered the final judgment for punishment on employees at fault relating to corruption matters.
- There are no lawsuits in which the organization has been sued for corruption, and no corruption incidents have occurred with business partners, suppliers, or cooperative partners, including incidents within the organization.

#### **Number of cases or issues related to whistleblowing**

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

#### **The monitoring of compliance with other corporate governance policy and guidelines**

##### **6.1.1 Significant changes and developments regarding the review of good corporate government policy, guideline and system or the Charter of the Board of Directors in 2024 are as follows:**

- TPI Polene Group has produced two sets of VDO clips, titled "Company's Code of Conduct" and "Employee's Guidelines (Iddhipada 4)," for personnel in the organization to learn independently via mobile phones or PCs. The QR code shared in the LINE group application of every department and affiliated company allows employees to access the content and follow it appropriately. This initiative is designed to review the Company's Code of Conduct for executives and employees at all levels. They can use it as a guideline for working and performing their duties with honesty, integrity, and transparency. Employees must prioritize customers and be responsible for society, considering all stakeholders and aligning with sustainable business practices.

- The directors, executives, and employees of TPI Polene Group in all operating areas have been encouraged to be aware of and comply with the principles of corporate governance and TPI Polene's code of conduct. Directors, executives, and employees at all levels are provided with refresher training in an E-Learning format on the prevention of insider trading, prevention of conflicts of interest, anti-corruption, and promoting compliance with the code of conduct based on the Company's Code of Conduct which has been prepared for directors, executives, and employees at all levels to raise their awareness and provide guidelines for good practice. In 2024, new directors, executives, and employees at all levels took a test on the Company's Code of Conduct to assess their understanding. Additionally, the Company has promoted the establishment of processes and mechanisms for managing complaints and whistleblowing in cases of violations of ethics, the code of conduct, and corruption, to strengthen the organizational culture in alignment with the business ethics of the TPI Polene Group for sustainable growth.

In 2024, there were no violations of the Code of Conduct, including no cases of corruption, and the Company did not find any wrongdoing or receive any whistleblowing or complaints regarding the misuse of inside information or conflicts of interest that violated the principles of good corporate governance of the Group.

- The Company considers and reviews the scope of duties of the Corporate Governance Committee, Audit Committee, Nomination Committee, and Compensation Committee to ensure alignment with the Corporate Governance Code (CG Code) for Listed Companies 2017 of the SEC Office.

- To align with the good corporate governance and business ethics of the TPI Polene Group, the Company provides knowledge to the directors on the prevention of insider trading and conflicts of interest. In 2024, the Corporate

Governance Committee fully carried out its duties and found no material conflicts. The Committee also supports directors in attending meetings and seminars on various topics beneficial to their duties, such as the “Subsidiary Governance Program (SGP) for directors and senior executives” and the “Role of the Chairman Program (RCP) for directors serving as the Chairman of the Board,” organized by the Thai Institute of Directors (IOD).

- The security policy for the information system of the Company and its subsidiaries (IT Security) has been reviewed to ensure greater cyber security.
- The Company has prepared an organizational risk assessment report and established risk mitigation measures, which include opportunities arising from climate change. This effort aligns with its goal of achieving carbon neutrality by 2043, surpassing Thailand’s announced target of 2050.
- The Company has taken steps to improve its human rights efforts to be more comprehensive for stakeholders throughout the value chain, including employees, suppliers, customers, and local communities. This commitment is established as part of the Company’s policy, which encompasses the Code of Conduct and the Supplier Code of Conduct for purchasing, procurement, and hiring, developed in collaboration with suppliers. These policies ensure compliance with the provisions outlined in international human rights principles and labor standards. Such standards include the United Nations Universal Declaration of Human Rights, the International Labour Organization’s Universal Declaration on Fundamental Rights at Work, the Thai Labour Protection Act B.E. 2560 (2017), and respect for the International Labour Organization (ILO).
- The Company considers and reviews risk management information, including the framework of enterprise risk management, which has been accepted as a guideline for promoting internationally recognized risk management practices.
- In 2024, 87.62% of all employees participated in the organizational engagement assessment, with a job satisfaction level of 81.56%, an employee engagement level of 91.20%, and an overall employee satisfaction and engagement level of 84.05%.

The Company also uses the results of the employee satisfaction and engagement survey to improve and create activities to build good relationships with employees during appropriate festivals to increase employee engagement with the organization.

## 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		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. SUPOT SINGHASANEH (Chairman of the audit committee)	5	/	5
2 Mr. THAVICH TAYCHANAVAKUL (Member of the audit committee)	4	/	5
3 Mr. PISES IAMSAKULRAT (Member of the audit committee)	4	/	5
4 Mr. PORNPOL SUWANAMAS (Member of the audit committee)	4	/	5

### The results of duty performance of the audit committee

The Audit Committee of TPI Polene Public Company Limited for the year 2024 consists of four independent directors, who are all qualified with knowledge of finance, law and management administration: namely, Mr. Supoj Singsane as the Chairman of the Audit Committee; Mr. Pises Iamsakulrat, Mr. Thavich Taychanavakul and Mr. Pises Iamsakulrat as Audit Committee members: with Mr. Nitisit Jongphitakrat, the Corporate Secretary, as Secretary to the Audit Committee.

In 2024, the Audit Committee held a total of 5 meetings 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 selection, appointment, and determination of the auditor's remuneration. The performance of duties can be summarized as follows:-

#### **1. To review and to evaluate internal control systems**

The Company (including its subsidiaries) operates based on the principles of morality, ethics, transparency, and sustainable business practices, emphasizing economics, the environment, society, and good corporate governance, in accordance with the concepts and philosophies of the Board of Directors and senior executives. The Company has established policies and work guidelines that ensure awareness of appropriate internal control systems. The Company has also adopted the Four Foundations—the path of accomplishment—and the commitment to creating balanced happiness and a sustainable, better quality of life. This includes the Four Noble Truths, which are the principles of civilization leading to the cessation of suffering according to the teachings of the Lord Buddha, as well as TPI Polene's Code of Conduct, which serves as a guideline for executives and employees. These principles take into account the benefits and fairness of all relevant stakeholders, including government agencies, shareholders, business partners, and contractual partners. Regarding employees, the Company promotes development and learning in the form of a learning organization, ensuring steady, long-term growth.

Based on the review of the Audit Committee in the previous year, the Company has a sound internal control system and works effectively and efficiently under an adequate and appropriate internal control system, which can help prevent damage, according to the Audit Committee's examination of the Company's operations over the previous year. This might take place quickly, lower operational risks, aid in making the Company's financial statements and reports accurate and trustworthy, and enable the protection of the Company's assets and investors' money. A unit dedicated to internal auditing is in place to give assurance in accordance with the yearly plan, which is reviewed and approved by the chairman of the audit committee.

#### **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 has reviewed important items in the consolidated financial statements of the Company and its subsidiaries, both quarterly financial statements and fiscal year 2024 financial statements as well as having a meeting with the Company's auditor to independently exchange opinions on the financial statements without the presence of management on issues of material information of the financial statements and disclosures in the notes to the financial statements. It was found that the Company prepared financial reports in accordance with generally accepted accounting standards and disclosed sufficient information in the notes to the financial statements within a reasonable period of time as required by law and the 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 to ensure that the Company performs in compliance with all regulations and related governing laws**

The Company has a clear policy to comply with all regulations and related governing laws, and codes of conduct, to protect against the use of insider information. As announced in the Company's Rules and Regulations, any misuse of internal information shall be subject to disciplinary action, including dismissal. The Company supervises submission by the Management of reports of their shareholding in the Company to comply with related governing laws. The Company realizes the importance of information disclosure, including financial statements and other reports, and ensures that they are complete, accurate, reliable and timely.

#### **4. Risk Management Review**

The Company has established the Risk Management Committee, chaired by the Chairman of the Board of Directors, with members from the Company's Board of Directors. This Committee is responsible for considering the risk management structure, policies, framework, and plans, as well as reviewing and monitoring risks. Risk Management Department is responsible for preparing risk management reports and implementing and supporting risk management across the organization. The Company places importance on environmental risks from greenhouse gas emissions that affect climate change, risks arising from economic and technological crimes (cybercrime), and risks from various crises, etc. Through its Risk Management Committee and all units within the organization, the Company has continuously monitored the changing environment and considered the significant risks that may affect its operations. Measures to address risks at acceptable levels have been established in weekly executive meetings and are outlined in the annual work plan.

#### **5. Review of fraud investigations**

The Company has announced an Anti-Fraud and Corruption Policy through its Chief Executive Officer, which outlines guidelines for employees at all levels of the Company to understand and take part in the prevention and fight against corruption in the organization both directly and indirectly. This includes creating channels for whistleblowers or complaints about corruption actions related to the Company from both internal complainants and external stakeholders. The

Company provides protection to complainants and complaints will be kept confidential both during and after the investigation is completed. If the accused has actually committed an offense, the Company has imposed disciplinary action in accordance with the regulations set by the Company. If the offense is an unlawful act, the offender must be prosecuted and subject to legal penalties.

#### 6. Review of connected transactions or conflicts of interest

The Company has developed the Company's business ethics (Code of Conduct) for company directors, executives, and employees at all levels in order to acknowledge and strengthen the organizational culture that places importance on non-conforming operations with interests and conflicts of interest with the Company in order for the organization to benefit the most from business operations that are transparent and verifiable. The Audit Committee has reviewed the connected transactions and transactions that may have conflicts of interest from the relevant director's reports and found that the transactions were reasonable, did not cause the Company to lose benefits, and properly disclosed to the regulatory authority within the specified timeframe.

#### 7. To select, nominate, and propose the remuneration of the statutory auditors of the Company for the year 2025

The Audit Committee has taken into consideration the independence, performance, experience and an appropriate remuneration of auditors. The Audit Committee has passed a unanimous resolution to propose to the Company's Board of Directors for consideration and to propose to the shareholders' meeting to consider and approve the appointment of Miss Thanyalux Keadkaew, CPA registration no. 8179 or Mr. Ekkasit Chuthamsatid, CPA registration no. 4195 or Mr. Nattapongse Thantijattananon, CPA registration no. 8829, KPMG Phoomchai Audit Limited, to be the statutory auditors of the Company for the year 2025.

The Audit Committee considers that in the previous year, the Board of Directors as well as the Management of the Company, was in complete compliance with the principles of good corporate governance. They performed their duties and responsibilities ethically, with integrity, and in a professional manner, to achieve the objectives of the Company. In addition, a product quality system, in compliance with international standards and applicable laws, has been developed. The Audit Committee recognizes that the Company is committed to social and environmental responsibility. The Company has also prepared financial reports in compliance with generally accepted accounting principles, with an adequate disclosure of information, internal control and audit systems, and is able to ensure product quality and good corporate governance, without any material deficiencies.

### 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		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the executive committee)	0	/	0
2 Mr. PRATEEP LEOPAIRUT (Member of the executive committee)	0	/	0
3 Mr. PRAMUAN LEOPHAIRATANA (Member of the executive committee)	0	/	0
4 Mr. PRAYAD LIEWPHAIRATANA (Member of the executive committee)	0	/	0

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
5 Mrs. ORAPIN LEOPHAIRATANA (Member of the executive committee)	0	/	0
6 Mr. PAKORN LEOPAIRUT (Member of the executive committee)	0	/	0
7 Ms. TANYARATT IAMSOPANA (Member of the executive committee)	0	/	0

## The results of duty performance of Executive Committee

1. To govern and formulate the operational strategy of the business, goals and operational plans, the Company's 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 will 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. To monitor the performance of parties in accordance with the policy, business strategy, goals and operational plans, the financial goals and budgets of the Company approved by the Board of Directors to be effective and effective in favor of business conditions and provide advice, advice, management to senior management.
3. To consider selecting and appointing senior 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 offering them to the Board of Directors for approval. Define organizational structure and policies regarding the management of the Company. Consider and monitor replacement management creation plans, including workforce plans and remuneration guidelines and management's performance evaluation criteria.

## Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 1

List of Directors	Meeting attendance of Nomination Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee)	1	/	1
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance of Nomination Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee)	1	/	1
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee)	1	/	1
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee)	1	/	1
11 Mr. THAVICH TAYCHANAVALAKUL (Member of the subcommittee)	1	/	1
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee)	1	/	1
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1

## The results of duty performance of Nomination Committee

In 2024, the Nomination and Remuneration Committee held a single meeting, with 100% attendance from its members. As per the regulations governing the Nomination and Remuneration Committee of TPI Polene Public Company Limited, it comprises qualified experts in various fields. Mr. Khanchai Vijakhana serves as the Chairman of the Nomination and Remuneration Committee, while the entire Board of Directors collectively fulfills their duties as members of the committee. Additionally, Mr. Nitisit Jongpitakrat serves as both the Company Secretary and the secretary of the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee has fulfilled its duties as outlined in the Nomination and Remuneration Committee Charter approved by the Board of Directors. The committee reported the meeting results to the Board of Directors, addressing important matters, which can be summarized as follows:

1. Consider the nomination of new directors to replace those who retire by rotation based on knowledge, ability, experience, transparent work history, morality, responsibility, leadership, and professionalism. Additionally, board diversity is taken into account, and the Board Skills Matrix is defined to determine the qualifications of the directors to be recruited, considering appropriate qualifications, necessary skills, and consistency with the composition and structure of the Board in accordance with the Company's business strategy. Moreover, the criteria for recruiting directors in accordance with good corporate governance principles are utilized as a factor in recruiting new directors. New directors who have been appointed will be provided with orientation and encouraged to continuously advance their knowledge.
2. Consider the annual budget, and determine the remuneration of the Board of Directors based on evaluation criteria and the Company's performance. Additionally, take into account the appropriateness of the duties and responsibilities assigned, which are linked to the Company's performance and compared with companies in the same industry group and of similar size.
3. Consider and review the Nomination and Remuneration Committee Charter in compliance with the Corporate Governance Code (CG Code).

The Nomination and Remuneration Committee has independently carried out its duties in accordance with the Corporate Governance Code to ensure transparency and confidence in the recruitment and remuneration process for

shareholders and stakeholders across all sectors.

## Meeting attendance of Compensation committee

Meeting Compensation committee (times) : 1

List of Directors	Meeting attendance of Compensation committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee)	1	/	1
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee)	1	/	1
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee)	1	/	1
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee)	1	/	1
11 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee)	1	/	1
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee)	1	/	1
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1

## The results of duty performance of Compensation committee

In 2024, the Nomination and Remuneration Committee held a single meeting, with 100% attendance from its members. As per the regulations governing the Nomination and Remuneration Committee of TPI Polene Public Company Limited, it comprises qualified experts in various fields. Mr. Khanchai Vijakkhana serves as the Chairman of the Nomination and Remuneration Committee, while the entire Board of Directors collectively fulfills their duties as members of the



committee. Additionally, Mr. Nitisit Jongpitakrat serves as both the Company Secretary and the secretary of the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee has fulfilled its duties as outlined in the Nomination and Remuneration Committee Charter approved by the Board of Directors. The committee reported the meeting results to the Board of Directors, addressing important matters, which can be summarized as follows:

1. Consider the nomination of new directors to replace those who retire by rotation based on knowledge, ability, experience, transparent work history, morality, responsibility, leadership, and professionalism. Additionally, board diversity is taken into account, and the Board Skills Matrix is defined to determine the qualifications of the directors to be recruited, considering appropriate qualifications, necessary skills, and consistency with the composition and structure of the Board in accordance with the Company's business strategy. Moreover, the criteria for recruiting directors in accordance with good corporate governance principles are utilized as a factor in recruiting new directors. New directors who have been appointed will be provided with orientation and encouraged to continuously advance their knowledge.
2. Consider the annual budget, and determine the remuneration of the Board of Directors based on evaluation criteria and the Company's performance. Additionally, take into account the appropriateness of the duties and responsibilities assigned, which are linked to the Company's performance and compared with companies in the same industry group and of similar size.
3. Consider and review the Nomination and Remuneration Committee Charter in compliance with the Corporate Governance Code (CG Code).

The Nomination and Remuneration Committee has independently carried out its duties in accordance with the Corporate Governance Code to ensure transparency and confidence in the recruitment and remuneration process for shareholders and stakeholders across all sectors.

## Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 1  
(times)

List of Directors	Meeting attendance of Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee)	1	/	1
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee)	1	/	1
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance of Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee)	1	/	1
11 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee)	1	/	1
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee)	1	/	1
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1

## The results of duty performance of Corporate Governance Committee

In 2024, the Corporate Governance Committee held a single meeting, with 100% attendance from its members, and provided valuable feedback to the management in developing good corporate governance for the TPI Polene Group. The summary of the Corporate Governance Committee's performance in 2024 can be outlined as follows:

- Promote the performance of the Board of Directors in compliance with the Corporate Governance Code and TPI Polene Group's Code of Conduct. Provide directors with knowledge about the prevention of insider information usage and the avoidance of conflicts of interest. In 2024, the Corporate Governance Committee conducted its operations thoroughly and did not encounter any material conflicts. This included encouraging directors to attend meetings and seminars on various subjects beneficial for carrying out their duties. For instance, courses such as the "Subsidiary Governance Program (SGP)" for the Company's Directors and top executives, and the "Role of the Chairman Program (RCP)" for the Company's Director who serves as the Chairman of the Board, organized by the Thai Institute of Directors Association (IOD), among others.
- Promote awareness and compliance with the principles of corporate governance and business ethics within the TPI Polene Group for directors, executives, and employees across all operational areas. Refresher training is provided in the form of E-Learning to directors, executives, and employees at all levels on the prevention of insider trading, conflicts of interest, and corruption, as well as promoting adherence to business ethics according to the Company's Code of Conduct. This Code has been developed to create awareness and provide guidelines for good practices among directors, executives, and employees at all levels. In 2024, new directors, executives, and employees at all levels took a test on the Company's Code of Conduct to assess their understanding. In addition, the Company promotes the establishment of processes and mechanisms for managing complaints, whistleblowing, violations of business ethics and the Code of Conduct, and corruption, to strengthen the organizational culture in alignment with the business ethics of the TPI Polene Group for sustainable growth. In 2024, there were no violations of the Code of Conduct, including cases of corruption, and no wrongdoings were found. Additionally, no whistleblowing or complaints were received regarding the misuse of insider information or conflicts of interest that would violate the principles of good corporate governance of the TPI Polene Group.
- Consider and review the scope of duties of the Corporate Governance Committee, Audit Committee, Nomination and Remuneration Committee to be in compliance with the Corporate Governance Code for Listed Companies 2017 (CG Code) of the SEC Office.
- Promote disclosure and transparency, prepare the Annual Registration Statement/Annual Report (Report 56-1 One Report) and disclose its quarterly operating results. This ensures continuous coverage of subject matters, completeness, sufficiency, reliability, and timeliness through various channels, such as the Stock Exchange of Thailand system and TPI Polene's website. Additionally, the Company actively participates in events such as Opportunity Day in collaboration with the Stock Exchange of Thailand on a quarterly basis and the SET AWARDS event.
- Promote quarterly disclosure of sustainability performance across three dimensions (Environmental, Social, and

Governance) to investors through the 56-1 One Report, Sustainability Report, and on the TPI Polene’s website.

As a result of TPI Polene Group’s continuous commitment to good corporate governance, the Company has been recognized in the Corporate Governance Report of Thai Listed Companies (CGR) assessment in the 2024 Corporate Governance Survey of Thai Listed Companies (CGR), receiving a 5-star rating of “Excellent” (Excellent CG Scoring) for two consecutive years (2023-2024). The survey was conducted by the Thai Institute of Directors (IOD) with support from the Stock Exchange of Thailand and the SEC Office.

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 Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee)	1	/	1
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee)	1	/	1
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee)	1	/	1
10 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee)	1	/	1
11 Mr. PISES IAMSAKULRAT (Member of the subcommittee)	1	/	1
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1

## The results of duty performance of Risk Management Committee

In 2024, the Risk Management Committee held one meeting, with 100% member attendance. They performed their duties by reviewing the risk management policy, overseeing, and monitoring the management of significant risks systematically to ensure risks were managed comprehensively, in accordance with the specified plan, and in a manner that built confidence and credibility for investors and stakeholders. The main points of the work can be summarized as follows:

1. Follow up on the use of waste fuel instead of coal in the cement production process, with a target of 25% of the required heat. For the power plant (managed by TPI Polene Power Public Company Limited, a subsidiary), the target is to use waste fuel instead of coal in the electricity production process, achieving 100% by 2025. Such actions not only help reduce energy costs but also minimize the risk of fluctuations in coal prices, given the relatively stable cost of waste fuels. Additionally, they help mitigate the risk of climate change, a globally important issue, supporting the goal of reducing greenhouse gases. They can also reduce the risk of carbon taxes through measures that decrease dependence on fossil fuels and promote the use of electricity generated from clean energy.

2. Monitor investment plans, progress, and returns on investment in various projects, considering a payback period of approximately 3–5 years to ensure risk management aligns with economic conditions, industry trends, and various uncertainties. Additionally, maintain control over the Net Debt/EBITDA ratio at an appropriate level to prevent any impact on the credit rating of TPI Polene Group.

3. Monitor financial liquidity management by preparing short-term and long-term financial forecasts in advance, enabling the Company to manage net cash flow and assess financial liquidity for effective financial planning in both the short and long term.

4. Use the MIS information system as a tool to manage production, raw materials, sales, transportation, inventory levels, debtors, EBITDA (earnings before interest, taxes, depreciation, and amortization), profit/loss, cash position, etc.

5. Manage foreign currency using the Natural Hedging principle. In cases of excess foreign currency, manage it in accordance with foreign exchange market conditions while considering appropriate exchange rates.

6. Prioritize IT security. The Company has a team responsible for overseeing and conducting system testing, as well as implementing various plans to prevent threats. In addition, auditors send inspectors to review and assess the controls of the information technology system once a year, with the results being satisfactory to the inspectors.

7. Review and consider risk management information by classifying risks into eight categories, including:

7.1 Strategic Risk is the risk arising from the inability to conduct business according to the plan, such as (1) managing the risk of using waste fuel to meet the target, and (2) investing in environmentally friendly projects, etc. Such projects must undergo feasibility studies and analyze the sensitivity of important factors before investing, including monitoring the progress of the investment to avoid the risk of investment returns not meeting the target, project implementation delays from the specified plan, and investments exceeding the budget, etc.

7.2 Operational risk, such as cost control, sourcing raw materials sufficiently and within budget, etc.

7.3 Financial risk refers to the use of prudent financial policies to reduce risks such as exchange rate fluctuations, interest rate changes, liquidity adequacy, etc.

7.4 Compliance risk refers to the risk of failing to comply with relevant rules and regulations. The Company has established a unit to oversee compliance with government regulations and policies, as well as to ensure adherence to the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand, etc.

7.5 Sustainability Risk: If investment is not considered, it will result in missed opportunities and an inability to sustain revenue, and the Company may eventually go out of business if it cannot keep up with the disruptive industry. Therefore, the Company must continuously invest to maintain its competitiveness.

7.6 Environmental risk refers to the risk of pollution from the production process affecting the environment.

Therefore, management must ensure that the Company's production process does not cause dust, chemical residues, excessive

energy and water use, waste, or garbage that could negatively impact the community’s environment, etc. In addition, the impact of climate change may affect product design, raw material sourcing, or result in increased costs from taxation in the industrial sector, especially for businesses that emit carbon dioxide. Therefore, the Company has a policy to use waste fuel instead of coal in the cement production process, focusing on the production of Green Products, using electric trains and conveyor belts instead of combustion-powered vehicles in mining operations, and producing hydraulic cement to reduce carbon dioxide emissions, etc.

7.7 Social Risk refers to risks related to labor issues, safety, occupational health, the working environment, and human rights. The Company has prepared a safety operations manual in accordance with industry standards. In addition, a complaint channel has been established, a welfare committee has been set up, and a policy has been implemented to ensure fairness to employees, business partners, and stakeholders in accordance with the Company’s regulations. The policy also provides protection to complainants, ensuring confidentiality of complaints, along with protective measures and remedial steps as prescribed by law. In 2024, **there were no incidents of human rights violations, no child labor, no forced labor, and no cases of involuntary labor.**

7.8 Governance Risk refers to risks related to the image, reputation, corporate governance, code of conduct, and the survival of the organization. For example, this includes the organization’s failure to disclose material information relevant to stakeholders or the lack of internal governance measures within the organization, etc. However, the Company has established supervisory units, including the Corporate Governance Committee, the Audit Committee, the Risk Management Committee, the Internal Audit Department, the Legal Department, the Compliance Department, and other relevant departments, to ensure organizational integration and maintain the highest level of corporate governance while preventing corruption within the organization.

The Company has integrated sustainability risk management (ESG risk) into its mission and corporate strategy by analyzing risks and sustainability issues to manage risks at various levels, building confidence among key stakeholders.

The Company fosters a culture of risk management across the organization, instituting it as a policy set forth by the management team. Furthermore, the Company has arranged a training course named ‘Risk Management’ to equip personnel at all levels—directors, senior executives, and employees—with comprehensive knowledge and understanding of risk management principles.

The Risk Management Committee has diligently fulfilled its responsibilities by independently overseeing risk management within the TPI Polene Group with caution and complete competence. This ensures effective risk management, thereby facilitating the achievement of the organization’s objectives and goals, and maximizing benefits for TPI Polene, its shareholders, and all stakeholders fairly and sustainably over the long term.

## Meeting attendance of Sustainable Development Committee

Meeting Sustainable Development Committee : 1  
(times)

List of Directors		Meeting attendance of Sustainable Development Committee		
		Meeting attendance (times)	/	Meeting attendance right (times)
1	Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	1	/	1
2	Ms. Chularat Danwattanachai (Vice-chairman of the subcommittee)	1	/	1
3	Mr. Panya Tangsingtrong (Member of the subcommittee)	1	/	1
4	Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1
5	Mr. Pakorn Leopairut (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance of Sustainable Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
6 Mr. Kanok Arunrassameesopha (Member of the subcommittee)	1	/	1
7 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1
8 Mr. Porakrit Leophairatana (Member of the subcommittee)	1	/	1
9 Ms. Thunthida Siraksa (Member of the subcommittee)	1	/	1
10 Mr. Malee Posaprichakul (Member of the subcommittee)	1	/	1
11 Ms. Oratai Jiaranai (Member of the subcommittee)	1	/	1
12 Mr. Nitisit Jongpitakrat (Member of the subcommittee)	1	/	1
13 Mr. Nopporn Suwannapura (Member of the subcommittee)	1	/	1
14 Mr. Hanchai Ekritvarodom (Member of the subcommittee)	1	/	1
15 Ms. Juthamas Surojrat (Member of the subcommittee)	1	/	1
16 Mr. Nithipong Vikittaset (Vice-chairman of the subcommittee)	1	/	1
17 Mr. Sanong Chiradarakul (Vice-chairman of the subcommittee)	1	/	1
18 Mr. Worawit Lerdbussarakam (Vice-chairman of the subcommittee)	1	/	1

## The results of duty performance of Sustainable Development Committee

In 2024, the Sustainable Development Committee held one meeting, with 100% attendance from its members. The Committee focused on promoting sustainable development at all levels, considering the goals and action plans for sustainable development, monitoring progress, and elevating sustainable development to the forefront of the industry. The Committee supported the preparation of the Sustainability Report, reviewed the prioritization of materiality for the business, and improved sustainability development plans and indicators to align with the situation and expectations of stakeholders. It also ensured that sustainable development efforts were in line with international sustainable development goals.

In 2024, the Company ranked the material issues of the business by considering their Double Materiality, in accordance with the Global Reporting Initiative standards and the European Sustainability Reporting Standards (ESRS). The analysis was conducted in the form of Double Materiality as follows:

1. Analysis of financial materiality resulting from economic, social and environmental factors that may affect the organization (Outside-in).
2. Analysis of impact materiality resulting from the organization's economic, social and environmental factors that may affect stakeholders (Inside-out).

Based on the analysis, the Company has identified 24 material issues for sustainable development as guidelines

for driving the business sustainably. These issues will be disclosed in the preparation of the 2024 Sustainability Report, covering all three aspects (ESG) as follows:

#### ESG

##### 24 High-priority Material Issues

###### Environment (6 issues)

1. Material Use
2. Energy
3. Climate Management
4. Waste Management
5. Water and Wastewater
6. Transportation

###### Society (11 issues)

1. Occupational Health and Safety
2. Products and Services
3. Local Community
4. Customer Health and Safety
5. Customer Satisfaction
6. Training and Education
7. Employment
8. Data Security and Customer Privacy
9. Labor Management and Labor Relations
10. Social Assessment for Business Partners
11. Product and Service Labeling

###### Corporate Governance (7 issues)

1. Economic Performance
2. Risk and Crisis Management
3. Anti-Corruption
4. Technology, Innovation and Services
5. Research and Development
6. Procurement Practices
7. Indirect Economic Impacts

In 2024, TPI Polene Group carried out environmental, social, and corporate governance activities by integrating business operations, setting targets, and establishing guidelines for zero greenhouse gas emissions. The Group aims for carbon neutrality through technology and innovation development strategies, pursuing a low-carbon society by increasing Green Energy, expanding renewable energy, producing Green Products, reducing energy costs, improving production efficiency, lowering production costs, and reducing carbon dioxide emissions to combat global warming, enhance competitiveness, and develop social responsibility operations. There were no incidents of human rights violations, no complaints of corruption, no labor disputes, no use of child labor, no forced labor, and no incidents of involuntary labor. Additionally, the Group has continuously strengthened its compliance with the principles of Good Corporate Governance (CG).

As a result of the Company's success in driving sustainability value in business operations, at the end of 2023 and 2024, the Company received awards and certifications from recognized organizations in promoting sustainable development, as summarized below:

##### International Awards

1. The Company received the Certificate of Achievement from World's Leaders Magazine Proudly Features, India.
2. The Company received the Certificate of Excellence 2024 AWARDEE 30 Fabulous Companies of the Year from The Silicon Review, USA.
3. The Company received the award for The Best ESG Practices for Sustainable Development in Thailand 2023 from The Global Economics magazine, a leading financial magazine in the United Kingdom.
4. Mr. Prachai Leophairatana, Chief Executive Officer of the Company, received a Business Excellence Award 2023 certificate from Biztech Outlook, United States.
5. On November 2, 2024, the Company received the Leading Industrial Conglomerate Group Thailand 2024 award from World Business Outlook magazine, Singapore.

##### National Awards

1. On March 23, 2024, the Company received ISO 14064-1 (Carbon Footprint Verification or CFV) certification, which is a standard for principles and organizational requirements for quantifying and reporting greenhouse gas emissions and reductions. This certification includes requirements for the design, development, management, reporting, and verification of an organization's greenhouse gas emissions and reduction inventory, issued by BSI Group (Thailand) Co., Ltd., British Standards Institution.

2. On July 12, 2024, Thaipat Institute announced that the Company was ranked in the ESG100 for 2024 for the third consecutive year (2022, 2023, and 2024) as a company with outstanding performance in the areas of Environmental, Social, and Governance (ESG) within the real estate and construction sectors.

3. The Company received the "Outstanding Social Activity Organization of the Year 2024" certificate in the business sector category on the occasion of National Social Welfare Day and Thai Volunteer Day 2024, awarded by the Ministry of Social Development and Human Security.

4. On October 28, 2024, the Company received an "Excellent" or 5-star corporate governance rating for two consecutive years (2023-2024) in the Corporate Governance Report of Thai Listed Companies (CGR) 2024 survey project, conducted by the Thai Institute of Directors with support from the Stock Exchange of Thailand and the Securities and Exchange Commission. This reflects the commitment of the Board of Directors, executives, and employees to continuously develop and enhance good corporate governance.

5. On November 28, 2024, the Company received the Sustainability Disclosure Award for the third consecutive year for the disclosure of sustainability information in 2024 from Thaipat Institute.

6. On December 16, 2024, the Company received the "Sustainable Stocks Level AA" assessment for the year 2024 (SET ESG Ratings: AA) for two consecutive years (2023-2024) from the Stock Exchange of Thailand. This reflects the Company's ongoing efforts to create sustainability with responsibility towards stakeholders, taking into account Environmental, Social, and Governance (ESG) factors.

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

#### Sustainability Policy Framework and Management

The Board of Directors and the top management of TPI Polene have established sustainability policies with a focus on being instrumental in driving the organization to achieve its sustainability vision in line with the direction and strategy of business operations by supporting the Sustainable Development Goals (SDGs) of the United Nations in order to balance the economy, environment, and society under good corporate governance with a policy framework and sustainability management as follows:

- 1. Economic Dimension:** With an emphasis on the adoption of technology and innovation in the production process of quality products and services with an effective management at every stage, and with R&D results to further constantly develop business models and create added value for products and services as well as seek investment opportunities that offer high returns on investment. In addition, the company has formulated a strategy for both short-term and long-term business growth, with the ability to adapt flexibly, taking into account all internal and external risk factors, being ready in terms of systems and production efficiency.
- 2. Environmental Dimension:** In pursuit of developing a low-carbon society and mitigating greenhouse gas emissions, the organization recognizes the necessity for climate risk management as a crucial sustainability imperative. The overarching goal is to achieve carbon neutrality by 2043, leveraging climate management data aligned with the framework of the Task Force on Climate-related Financial Disclosures (TCFD) to support the strategy formulation. This entails establishing both short-term and long-term greenhouse gas reduction objectives, alongside investment and financial planning initiatives, all aimed at ensuring the organization's sustainability. By improving production efficiency and adopting environmentally friendly technologies, such as utilizing waste as fuel instead of coal in the cement production process, reducing dependence on fossil fuels, and sourcing electricity from renewable sources including biomass energy derived from production waste, along with employing electric vehicles and heavy machinery like EV Dump Trucks, the Company implements both short-term and long-term low-carbon strategies to mitigate climate change risks and achieve its goal of reducing greenhouse gas emissions. Furthermore, factories within the TPI Polene group adhere to both Thai and international standards, ensuring compliance with environmental certifications and other related standards. In addition, the Company emphasizes the importance of the **Green Economy** policy and utilizes clean energy. It produces environmentally friendly products, such as hydraulic cement, to reduce greenhouse gases, decrease fossil fuel usage, enhance energy efficiency, and bolster the utilization of renewable energy sources. Furthermore, the Company is committed to addressing waste management issues, prioritizing the **Bio Economy** policy by advocating for organic agriculture, promoting biotechnology, and minimizing chemical use in agriculture to prevent soil degradation. It also seeks to reduce chemical usage in livestock farming for the betterment of animal and human health as consumers. Additionally, the Company champions a **Circular Economy** policy, aiming to maximize resource utilization, minimize waste generation, effectively utilize waste, prioritize biodiversity preservation, mitigate soil degradation, and judiciously employ water resources. Moreover, it strives to mitigate operational impacts across its value chain, including employees, suppliers, customers, and the social communities, ensuring a balanced response to the needs of all stakeholders.
- 3. Social Dimension:** Conducting the business with social responsibility, creating balanced consideration for all stakeholders, respect and protection of human rights with stakeholders throughout the value chain, including employees, partners, customers, and social communities, creating good returns on investment for shareholders, occupational health and safety, hygiene and creating a good working environment, and continuously manage and develop talent and skills for personnel, customer health and safety, evaluating social partners and providing clear product label information, respect privacy of information, promote youth in education and contribute to creating value and improving the quality of life of the community and society to grow sustainably protect labor rights, do not use child labor and illegal labor, respect human rights principles, and provide diversity and equality and non-discrimination.
- 4. Corporate Governance Dimension:** Adhering to the principles of accuracy and compliance with applicable laws and regulations under business ethics with an operating framework based on good corporate governance principles with transparent disclosure of information and performance with versatile risk management and flexibility in management. Anti-corruption, have a transparent and fair procurement system, do not use inside information to seek benefits, and have the security of data and information systems.

## Sustainability management goals

Does the company set sustainability management goals : Yes

### Sustainability Management Policies and Goals

The Board of Directors, along with the Sustainability Development Committee and top executives, have formulated sustainability policies, viewing them as instrumental in guiding the organization towards realizing its vision of sustainable development. These policies are aligned with the direction and strategies of business operations and are committed to supporting the United Nations' Sustainable Development Goals (SDGs), striving to foster equilibrium among the economy, environment, and society within a framework of sound corporate governance. The framework of sustainability policies and management is as follows:

**1. Economic Dimension:** With an emphasis on the adoption of technology and innovation in the production process of quality products and services with effective management at every stage with R&D results to further constantly develop business models and create added value for products and services as well as seeking investment opportunities that offer big returns on investment. Strategies for short-term and long-term business growth with flexibility in adaptability, taking into account all internal and external risk factors, system readiness and production efficiency.

**2. Environmental Dimension:** The Company is committed to transitioning towards a low-carbon society, with a focus on reducing greenhouse gas emissions and implementing climate risk management practices. Achieving carbon neutrality by 2043 is a key objective, supported by climate management strategy data aligned with the Task Force on Climate-related Financial Disclosures framework for establishing strategies. This involves setting both short-term and long-term goals for reducing greenhouse gas emissions. The achievement of carbon neutrality by 2043 is a key objective, which involves setting both short-term and long-term goals for reducing greenhouse gas emissions, alongside investment and financial planning initiatives aimed at enhancing sustainability for the organization. Strategies include enhancing production efficiency, adopting environmentally friendly technologies, which includes the utilization of waste as fuel instead of coal in cement production, and reducing reliance on fossil fuels by sourcing electricity from renewable energy, and utilizing biomass energy derived from waste materials generated in the production process. The Company implements electric-powered vehicles and heavy machinery (EV Dump Trucks) in lieu of fossil-powered engines (Diesel). Employing both short-term and long-term low carbon strategies, the Company effectively mitigates climate change risks, facilitating the reduction of greenhouse gas emissions. Furthermore, factories within the TPI Polene Group adhere to both Thai and international standards, ensuring certification of environmental and related standards.

Furthermore, the Company emphasizes its commitment to Bio Circular Green Economy policy, prioritizing clean energy and the production of environmentally friendly products such as hydraulic cement to mitigate greenhouse gas emissions. Efforts include decreasing reliance on fossil fuels, enhancing energy efficiency, and leveraging renewable energy sources while solving garbage and waste issues. Additionally, the Company advocates for the Bio Economy policy, endorsing organic agriculture and biotechnology to minimize chemical usage in farming, thereby preserving soil health and promoting the well-being of both animals and human consumers. Moreover, the Company has embraced Bio Circular Green Economy policy, aiming to optimize resource utilization, minimize waste production, harnessing waste materials, while also prioritizing biodiversity preservation and soil health, implementing water conservation measures, and mitigating operational impacts across the entire value chain, encompassing employees, suppliers, customers, and local communities, with a commitment to addressing all stakeholders equitably.

**3. Social Dimension:** The Company conducts business responsibly by prioritizing all stakeholders in a balanced manner, operating with respect for and protection of human rights throughout the value chain. This encompasses employees, suppliers, customers, and social communities, thereby generating favorable returns for shareholders and ensuring occupational health and safety alongside a positive working environment. Continuously managing and developing abilities and skills of personnel, the Company pays attention to customer health and safety, evaluates social partnerships, provides clear product label information, respects personal data, promotes youth education, and collaborates in creating value and enhancing the quality of life for communities and society to foster sustainable growth.

**4. Corporate Governance Dimension:** A framework based on good corporate governance principles, transparent information and performance disclosure, comprehensive risk management, flexibility in management, anti-corruption, transparent and fair procurement system, not using insider information for gain, and having information and system security information, adhere to the principles of accuracy and compliance with applicable laws and regulations under the Code of Conduct and Business Ethics.

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 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions
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## Information on review of policy and/or goals of sustainable management over the past year

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

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

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

#### Linkage to Sustainable Development Goals (SDGs)

The Company recognizes the importance of using materials efficiently to reduce environmental impact and support long-term sustainable development. As a result, material usage has been identified as one of the key business priorities, with the Company focusing on the following areas:

1. Reducing the use of new materials through product design that minimizes resource use, selecting materials that can be recycled, and using renewable materials, such as leftover crushed stone from the construction stone production process. This crushed stone undergoes a recycling process and has been reused in the amount of 766,505.00 tons, accounting for 100% of the total leftover crushed stone.
2. Focusing on waste reduction and recycling by using waste fuel to replace coal in the clinker production process (with machines stopped to improve the efficiency of the dust collector from 99.5% to 99.99%), which accounts for 12% of all fuels.
3. Waste material management to support the Circular Economy by using 2,873,985.30 tons of recycled and renewable materials, marking an increase of 17.07% from 2023.
4. Promoting a sustainable supply chain by collaborating with responsible suppliers who meet environmental standards, in accordance with the Supplier's Code of Conduct, which upholds ethical, labor, and environmental standards.

**Linking to the Sustainable Development Goals:** The Company's material use issues are linked with the following Sustainable Development Goals (SDGs):

#### SDG 12: Responsible Consumption and Production

- Promote efficient material management throughout the product lifecycle, reduce waste, and support recycling.

#### SDG 13: Climate Action

- Reduce resource and energy consumption by using sustainable materials, which helps lower greenhouse gas emissions.

#### SDG 15: Life on Land

- Reduce the environmental impact of material sourcing and promote the conservation of biodiversity.

The Company will continuously monitor and evaluate its performance to ensure that its material use practices support the United Nations Sustainable Development Goals.

## Information on impacts on stakeholder management in business value chain

### Business value chain

#### Integration of Sustainability in Value Chain

The Company prioritizes the integration of sustainability approaches across all processes, from responsible raw material procurement and clean energy-efficient production to transportation that reduces greenhouse gas emissions, the use of environmentally friendly products, and waste management focused on reuse or recycling, all aimed at reducing environmental impacts and maximizing resource utilization efficiency. With effective stakeholder management and the integration of sustainability concepts throughout its operations, the Company can create sustainable value for business, society, and the environment, laying a strong foundation for stable and sustainable growth in the future.

### Stakeholder Management Strategy

TPI Polene Group has appointed a Corporate Social Responsibility Management Committee and Working Group (as per Factory Announcement No. 013-014/2566 and No. 014/2566) to facilitate consultations between the organization's representatives and the community, carrying out activities and developing the community in a step-by-step manner. The Company places special attention on continuously communicating and exchanging feedback with each stakeholder group to understand their perspectives and expectations regarding the Company's operations. The identification of stakeholders is carried out by assessing the impacts and influences between them, which enables the Company to plan and manage potential impacts carefully and effectively. This approach allows the Company to improve and develop its operational strategies for greater efficiency while creating a balance between the interests of the organization, society, and the environment.

### Integration of Sustainability in the Value Chain

TPI Polene Group identifies its stakeholders through an analysis of relevance within the value chain, spanning from raw material procurement to post-consumer waste recycling. The assessment considers the impact and influence between various stakeholders,

### Identification and Analysis of Stakeholders

The Company has conducted an analysis and identification of stakeholders, considering their relevance across the value chain, from upstream to downstream. The key stakeholders in the value chain include:

**Suppliers and Business Partners:** Providers of raw materials, technology, and essential services for the production process.

**Customers and End Users:** Contractors or consumers who choose to use the Company's products.

**Employees and Workforce:** Human resources that serve as a critical driving force for the organization.

**Communities and Society:** Individuals and groups affected by the Company's operations in economic, social, and environmental aspects.

**Government Agencies and Regulatory Bodies:** Entities responsible for establishing policies and regulations that the Company must comply with to ensure adherence to relevant standards and legal requirements.

The identification of stakeholders is based on an assessment of the mutual impact and influence between the Company and its stakeholders. This approach enables the Company to strategically plan and effectively manage potential impacts in a comprehensive and responsible manner.

## Analysis of stakeholders in the business value chain

### Details of stakeholder analysis in the business value chain

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

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>- Compensation Industry-aligned welfare</li> <li>- The organization has stability and progress in its work.</li> <li>- Developed potential</li> <li>- The organization has a good image.</li> <li>- Fair Evaluation System</li> <li>- Safety and quality of life at work</li> <li>- Allow comment</li> <li>- Equal Practice</li> <li>- Respect personal information</li> <li>- Respect human rights</li> <li>- Employees receive training appropriate to their positions, averaging 26.14 hours per person per year.</li> <li>- Statistics on accidents and illnesses in the organization have decreased.</li> <li>- Attracting and retaining the abilities of employees</li> </ul>	<ul style="list-style-type: none"> <li>- Strict employment regulations and strict practices, including career progress without limiting gender, age, social sources class Ethnicity, religion, educational institutions, by policy on employment and working conditions are standard.</li> <li>- There is a fair evaluation system.</li> <li>- Provide feedback and feedback channels</li> <li>- Provide returns comment and opinions</li> <li>- Offer welfare and benefits comparable to other companies in the same industry.</li> <li>- Occupational health and safety system</li> <li>- The Company shall not hire expatriates, which include contractors and sub-contractors.</li> <li>- Comply with human rights requirements and respect personal information</li> <li>- Provide opportunities and support the further education of employees.</li> <li>- Provide training to develop potential and career path</li> <li>- Savings cooperative.</li> <li>- Respect human rights and personal information</li> <li>- Establishing channels for employees to directly express</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
		<p>their opinions and complaints to management</p> <ul style="list-style-type: none"> <li>- Developing the potential of employees by using indicators that are clear and consistent with international assessment standards.</li> <li>- Improvements could include upgrading shuttle buses to air-conditioned ones, enhancing parking spaces for cars or motorcycles, upgrading residential areas, expanding and enhancing restroom facilities, installing additional lighting, and more.</li> </ul>	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Good Performance, share price and dividends are at an appropriate level.</li> <li>Consistent business expansion</li> <li>Disclose important information of the Company in a timely basis, transparent and reliable way through channels that are easily accessible to shareholders.</li> <li>Provide shareholders equal rights to attend annual shareholders' meetings.</li> <li>Organize activities to create and to keep relationship with shareholders</li> <li>Conduct business with environmental, Society and Corporate Governance considerations, or ESG</li> <li>Financial stability</li> <li>Transparency</li> <li>Risk management system</li> <li>Enhancing business competitiveness and defining business direction.</li> <li>Organizational risk management, both short-term and long-term</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Report</li> <li>Proper risk mitigation</li> <li>All shareholders are entitled and treated equally.</li> <li>Manage the organization in accordance with the Company's vision and corporate governance principles with integrity, caution, free from personal conflicts of interest.</li> <li>Clarify details about the shareholders' meeting as well as all information related to matters that require shareholders to make decisions at the meeting in advance.</li> <li>Business Ethics</li> <li>Innovation and technology management</li> <li>Research and development to further top up the business operation</li> <li>Have a strong policy of maintaining liquidity and financial stability</li> <li>Reviewing and enhancing business efficiency to effectively address ever-changing situations.</li> <li>Analyzing, monitoring, and preparing measures to manage organizational risks in the short term, as well as emerging risks expected to occur over the next 3-5 years.</li> <li>Disclosing information in a transparent and consistent manner</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Annual General Meeting (AGM)</li> <li>Complaint Reception</li> </ul>



Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		<p>according to international standards</p> <ul style="list-style-type: none"> <li>- Providing shareholders with the opportunity to directly express their opinions and complaints to the Company.</li> </ul>	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Transparent, fair, non-discriminatory, corruption-free purchasing system</li> <li>Creating long term relationships to grow together</li> <li>Comply with the established agreements and do not exploit customers, pay on timely basis.</li> <li>Respect human rights</li> <li>Respect personal information</li> <li>Payment on schedule</li> <li>Occupational health and work safety</li> <li>Conducting business with suppliers in compliance with the Code of Conduct of manufacturers supplying products, raw materials, and services.</li> <li>Suppliers receive knowledge to develop technology and innovation of environmentally friendly products</li> <li>Confidence and stability in doing business together</li> </ul>	<ul style="list-style-type: none"> <li>Comply with Supplier Code of Conduct</li> <li>The Company will not engage with trade suppliers who deal with businesses that act against the law.</li> <li>Support ESG knowledge to enhance trade partner operations to mitigate risk associated from operation and reputation.</li> <li>Establish measures to operate suppliers, including the use of digital and online technologies for safety during the COVID-19 pandemic crisis.</li> <li>There is a procurement system that is transparent, verifiable, strictly complies with trade terms and contracts made with suppliers.</li> <li>Take into account the mutual benefits of trade suppliers and business equity.</li> <li>Employees in the group must not claim benefits in the procurement.</li> <li>Establishing Supplier Code of Conduct for supplying products, raw materials, and services</li> <li>Conducting business responsibly in accordance with good corporate governance principles and policy, and Code of Conduct</li> <li>Delivering products and services according to customer</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Online Communication</li> <li>Complaint Reception</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		<p>expectations, and providing channels for listening to customers' voices.</p> <ul style="list-style-type: none"> <li>- Implementing projects that support the development of suppliers' potential, such as building cooperation with suppliers to jointly develop new products and services, and organizing training to provide knowledge and practice skills on safety for suppliers, etc.</li> </ul>	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Quality/safe products and services</li> <li>Fair price.</li> <li>Easy and convenient to purchase</li> <li>Promotional campaigns.</li> <li>Choose from a wide range of products</li> <li>Customers receive products according to the standard and on time.</li> <li>In case of problems which are not caused by the customer's fault, the damage can be claimed immediately.</li> <li>Providing good before- and after-sales service</li> <li>Delivery on time</li> <li>Respect personal information</li> <li>Respect human rights</li> <li>Customers receive products with features that meet their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Satisfy the needs of customers</li> <li>Must not act in any way that is deceptive or oblivious to the quality of goods and services by producing safe products and services that are harmless for the health of consumers.</li> <li>Create brand loyalty to products</li> <li>Contains product information and application.</li> <li>Systematic and secure storage of customer data and not misuse data</li> <li>Set prices for products and services fairly</li> <li>Provide representatives to be responsible for providing feedback, knowledge, products specification and services, as well as solutions and receive customer complaints.</li> <li>Hold customer seminars to regularly educate information about products.</li> <li>Respect human rights and personal information</li> <li>Organize stucco art contests and social service events</li> <li>The information that the customer suggests will be sent to the relevant departments to further develop the Company's products.</li> <li>Delivering products and services according to customer expectations, and</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Online Communication</li> <li>Complaint Reception</li> <li>Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		<p>providing channels for listening to customers' voices.</p> <ul style="list-style-type: none"> <li>- Implementing projects that support the development of customers' potential, such as building cooperation with customers to jointly develop new products and services, etc.</li> </ul>	
<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Creditor/Bondholder/Analysts/ Credit Rating Institute/Insurance Companies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Good Corporate Governance</li> <li>- Business Administration with transparency</li> <li>- Careful risk mitigation</li> <li>- Full and on-time payment</li> <li>- Good performance and the potential to pay off debts</li> <li>- Comply with terms and conditions in the loan agreements</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct business with transparency, auditable, under good corporate governance</li> <li>- Fully comply with the terms and conditions in loan agreements</li> <li>- Complete payment on timely basis</li> <li>- Provide complete financial information</li> <li>- Effective management, ensure confidence and maximum return on investment</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> </ul>

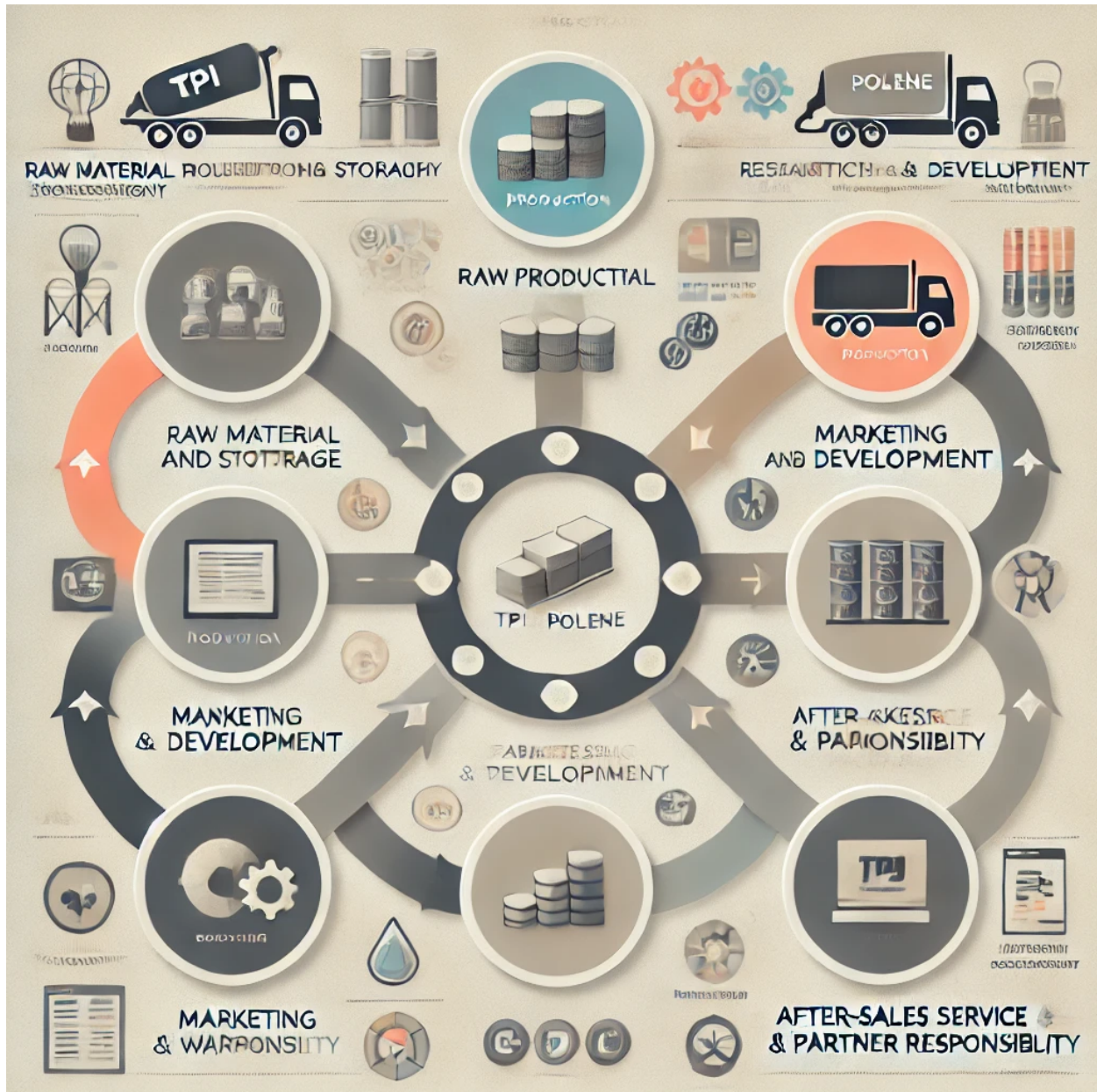
Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>Conducting business with caution and strict adherence to the law. Additionally, actively participating in addressing and mitigating the impacts of climate change, targeting both international and national levels</li> <li>Compliance with legal regulations, rules and policies of Supervisory Divisions</li> <li>Social and environmental responsibility</li> <li>Sustainable Coexistence</li> <li>Having a good environmental management and safety system</li> <li>Providing support and cooperation to government authorities</li> <li>Concrete action to reduce climate change</li> <li>Payment of taxes and other related fees</li> <li>Enhance operational measures to achieve the Sustainable Development Goals (SDGs).</li> </ul>	<ul style="list-style-type: none"> <li>The use of waste as a renewable fuel for coal in cement production process to reduce greenhouse gases to comply with the government's environmental policy.</li> <li>Conduct transparent business</li> <li>Preparation of Sustainability Reports</li> <li>Social and environmental responsibility</li> <li>Sustainable community coexistence</li> <li>Compliance and cooperation, supporting projects of government authorities</li> <li>Appropriately coordinating with government agencies</li> <li>Cooperating with government, private and non-profit organizations</li> </ul>	<ul style="list-style-type: none"> <li>External Meeting</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>- Develop surrounding communities</li> <li>- Preserving the surrounding environment</li> <li>- Create work and strengthen the economy for the community.</li> <li>- Operation of the establishment to ensure environmental safety and livelihoods</li> <li>- Support for community activities and ongoing participation</li> <li>- Educational Assistance</li> <li>- Focus on community feedback</li> <li>- Ensure clear, accurate, and prompt disclosure of company operations information, while actively listening to feedback, opinions, and complaints from communities, society, and non-profit organizations.</li> </ul>	<ul style="list-style-type: none"> <li>- Community Visit and create acceptance</li> <li>- Support public activities that benefit the community</li> <li>- Educate and train employees at all levels as appropriate to create employees' awareness of the environment and community issues</li> <li>- Explore community needs and feedback</li> <li>- Organize mobile medical units to serve the community continuously for better quality of life.</li> <li>- Prepare a replacement forest plantation and rehabilitation project after mining</li> <li>- Promoting traditions in the community</li> <li>- Develop communities and encourage employment to improve the economy in the community</li> <li>- Provide budget for community development including education, career /job creation for the community</li> <li>- Consideration of impacts on communities, society, and the environment due to the Company's operations.</li> <li>- Disclosing news and information including the Company's operating results correctly and in a timely manner.</li> <li>- Transparent and</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		<p>verifiable operations and operation to for respond.</p> <ul style="list-style-type: none"> <li>- Communicating and disclosing complete, accurate, and timely information about the Company's operations, as well as listening to opinions and complaints from communities, society, non-profit organizations and mass media</li> </ul>	
<ul style="list-style-type: none"> <li>• Competitors</li> </ul>	<ul style="list-style-type: none"> <li>- Create fair competition conditions together</li> <li>- Maintain market share</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct business within the rules of free and fair competition.</li> <li>- Do not slander to damage the reputation of the competitors.</li> <li>- Do not infringe intellectual property and copyrighted work of the competitors.</li> <li>- Not to violate identifiable information of the competitors</li> <li>- Behave in accordance with a good trade framework</li> <li>- Innovation and Technology Management</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> </ul>
<ul style="list-style-type: none"> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>- To be a company that conducts business with a focus on sustainable ESG.</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct business with a focus on community, society, and environment by appropriately and consistently disclosing and disseminating information that is beneficial to society.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> </ul>

Diagram of the stakeholder analysis in the business value chain





## Information on organization's material sustainability topics

### Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

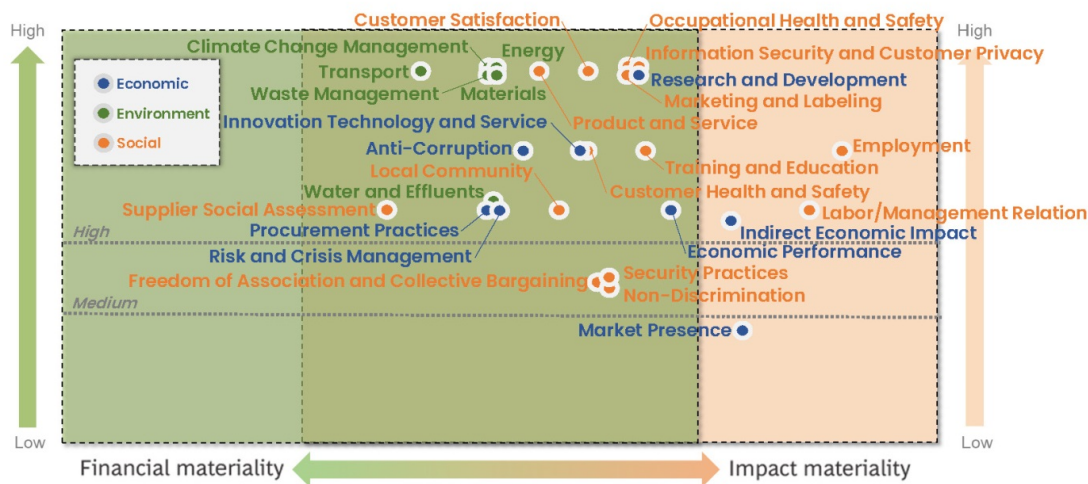
Over the past year, the company has reviewed its sustainability materiality topics : Yes

### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
identified relevant sustainability issues in the economic, environmental and social dimensions	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste and Waste Management</li> <li>• Greenhouse Gas Management</li> </ul>

Diagram of organization’s material sustainability topics

# TPIPL Double Materiality Matrix



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards guidelines

# Sustainability risk management

## Information on risk management policy and plan

### Risk management policy and plan

Risk management is considered an important foundation of business management. The Company emphasizes systematic risk management throughout the organization and continuously develops it to ensure effective responses to uncertain situations in accordance with established operational strategies. The Company has established a risk management framework and guidelines, including systematic, efficient, and effective monitoring and processing to manage risks that may arise across the organization. Additionally, the Company has a system for monitoring internal and external factors to identify potential future risks.

The Company has a risk management process aligned with its policy and has also adopted the criteria of the Committee of Sponsoring Organizations of the Treadway Commission – Enterprise Risk Management (COSO-ERM) as a framework for risk management to ensure that business operations align with sustainable development goals. According to the COSO-ERM criteria

In 2024, the Company has continued to focus on managing sustainability risks, or “ESG Risks,” which are related to environmental, social, and governance issues. The Company recognizes the importance of human rights in ensuring the organization's sustainability and has therefore established respect for human rights as a fundamental corporate practice. It also acknowledges the significance of governance risks and has introduced an anti-fraud and anti-corruption policy to ensure that everyone in the organization complies with it consistently and in alignment with the organization's risk management process.

The Company also emphasizes on promoting risk management culture throughout the organization by focusing on laying down a systematic risk management foundation for short-term and long-term, cultivating risk management awareness among the management and all employees, as well as creates an atmosphere and a culture of risk management to raise awareness and put it into practice, leading to success in alignment with the sustainable development goals set by the Company, as follows:

- The Company monitors and reviews the risks of all units in the organization annually. The Risk Management Department collects the risk reviews from all units, analyzes, evaluates, and summarizes them into a risk management report, which is submitted annually to the Risk Management Committee (RMC) and the Board of Directors.
- Training is provided to disseminate knowledge on risks and systematic risk management to all levels of personnel, including directors, senior executives, and employees, through the “Organizational Risk Management” course at least twice a year.

## Information on ESG risk factors management standards

### ESG risk factors management standards

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

## Information on ESG risk factors

### Risk factors on business operation

### Operational risk associated with the Company or the group of companies

#### Risk 1 Strategic Risk - Risks from Investment and Business Expansion

Related risk factors	:	<u>Strategic Risk</u> <ul style="list-style-type: none"><li>• New business risk</li></ul>
ESG risk factors	:	No

#### Risk characteristics

TPI Polene Group aims to enhance the advancement of waste energy and alternative energy sources through its

investment and business expansion initiatives. This involves harnessing technology and innovation to foster sustainable growth within its current operations. For instance, the Company has adopted waste fuel over coal in its cement plant, reducing production costs, it is implementing electric vehicle (EV) Dump Trucks and modifying other vehicles such as drilling trucks, Wheel Loaders, and Back Hoe to transition from oil-fueled combustion engines to EV systems, with the goal of cutting transportation expenses. The Company's initiatives have transformed its operations into an environmentally friendly, green business, enhancing its potential for business growth while simultaneously mitigating greenhouse gas emissions responsible for climate change. Regarding new business expansion, TPI Polene Group will explore collaborative ventures with partners possessing expertise in the target businesses. However, expanding investments entail the risk of falling short of the targeted return on investment, compounded by slower project implementation and exceeding the budget allocation.

#### **Risk-related consequences**

However, expanding investments entail the risk of falling short of the targeted return on investment, compounded by slower project implementation and exceeding the budget allocation.

#### **Risk management measures**

TPI Polene Group entrusts its Board of Directors and top executives with the responsibility of scrutinizing investment decisions. Prior to presenting proposals to the Board of Directors, diverse opinions are solicited to ensure thorough consideration. Upon making investments, project outcomes undergo vigilant monitoring and reporting to the Executive Committee and top executives, aiming for optimal benefit and efficiency. Continuous analysis and periodic follow-ups on investment projects are carried out to enhance operational results, evaluate investment plans, and mitigate project risks to manageable levels. Projects are executed within the predetermined budget and in compliance with pertinent laws and regulations.

#### **Risk 2 Compliance Risk - Risks from Changes in Laws, Rules and Regulations**

Related risk factors	: <u>Compliance Risk</u>
	• Change in laws and regulations
ESG risk factors	: No

#### **Risk characteristics**

The provisions of the government's rules, legal regulations and policies are an important factor in the strategy of business operations and the expenses of TPI Polene Group

#### **Risk management measures**

- A dedicated team is in place to monitor and report updates in government policies, laws, rules, and regulations pertinent to TPI Polene Group's business operations, ensuring adherence and compliance.
- A team of legal advisors and tax advisors to give advice to TPI Polene Group to comply with relevant regulations.
- There is a procedure to support legal risks in advance by monitoring new legal issues and new regulations, to analyze the issue and problems, and prepare discussions on the clarity of the guidelines in order for the ongoing business operation of TPI Polene Group to comply with legal regulations and new rules that will be enforced in the future, as well as to be factored in the consideration of investment in projects.
- There is a regulatory process to comply with rules and legal regulations to comply with good corporate governance guidelines, in accordance with good governance principles and adequate internal affairs control and all-round risk considerations are considered to reduce the risk of operations that do not comply with applicable rules and legal regulations.
- Embed values for employees to comply with the Group's business ethics and Employee Manual in accordance with TPI Polene Group's commitment to be a responsible manufacturer for the community, environmental surroundings, as well as stakeholders in all sectors.

#### **Risk 3 Strategic Risk - Competitiveness Risk**

Related risk factors	: <u>Strategic Risk</u>
	• Competition risk
ESG risk factors	: No

#### **Risk characteristics**

Amidst dynamic economic and social shifts, the TPI Polene Group has witnessed significant transformations,

including the rise of new competitors, intensified competition, demographic shifts towards an aging society, evolving consumer behaviors, and the emergence of a "New Normal" trend alongside disruptive industries. In response, the Company has fortified its competitive edge, enhanced operational resilience, and cultivated flexibility in tackling challenges and adapting to varying circumstances. This entails leveraging strategic advantages to navigate external fluctuations and sustainably foster business growth.

#### **Risk management measures**

TPI Polene Group reduces the risk of losing opportunities to maintain sustainable growth (Sustainability Risk) by considering investments in order not to lose the opportunity and thus being able to maintain sustainable income. This is achieved by raising the level of innovation, including new technology, continuously modernization and innovation for its factories, and developing the production process into a Smart Plant to increase efficiency and reduce production costs. This includes developing personnel to have knowledge in technology, digital trends, and digital marketing, as well as acquiring new knowledge, in order to keep up with the digital disruption that has significantly changed the business.

#### **Risk 4 Strategic Risk - Climate Change Risk**

Related risk factors : Strategic Risk  
 • Climate change and disasters  
 ESG risk factors : Yes

#### **Risk characteristics**

From the globally focused climate change issue, it has led to the goal of reducing greenhouse gas emissions, which may direct future greenhouse gas emissions guidelines to mitigate the risk of catastrophic climate change and severe natural disasters caused by greenhouse gas emissions

#### **Risk-related consequences**

The risk of catastrophic climate change and severe natural disasters caused by greenhouse gas emissions

#### **Risk management measures**

The Board of Directors, along with the Risk Management Committee and top executives, have evaluated risks and supportive measures, and considered the opportunities stemming from climate change. Their objective is to attain carbon neutrality by 2043, surpassing Thailand's official target of achieving the same by 2050. The Company has assessed climate change risks concerning factors of law or regulation regulating greenhouse gas emissions. This includes implementing mechanisms to regulate responses to arising issues, such as the collection of carbon taxes, employing carbon taxation as trade barrier tools through the Carbon Border Adjustment Mechanism (CBAM), and advocating for the adoption of electric vehicles and clean energy electricity production, etc. All of these factors pose risks to TPI Polene Group's cement and energy production businesses. The Company has assessed such risks, resulting in the need for the Company to allocate capital to improve production efficiency and technology to be environmentally friendly. This includes processing waste into fuel instead of coal in the cement production process, reducing dependency on fossil fuels, using electricity from renewable energy sources, and employing electrical vehicles and heavy machinery (such as EV Dump Trucks) instead of engines that use fossil fuels (such as diesel). The Company employs a combination of short-term and long-term low carbon strategies to mitigate climate change risks, thereby enabling the attainment of the goal to decrease greenhouse gas emissions as outlined.

#### **Risk 5 Risk associated with potential coal price fluctuations**

Related risk factors : Operational Risk  
 • Shortage or fluctuation in pricing of raw materials or productive resources  
 ESG risk factors : No

#### **Risk characteristics**

Coal is a primary source of fuel in the manufacture of cement. Coal price fluctuation depends on a supply from major exporters in Australia and Indonesia. In case demand for coal from major importers of coal in China increases, coal prices will be adjusted upward. Therefore, the Company's fundamental approach to managing coal price fluctuation risk is to identify extensive supply sources for coal, and establish import sales contracts throughout the entire year, with an appropriate allocation of short-term and long-term contracts, in order to efficiently manage cement production costs.

#### Risk-related consequences

Coal price fluctuation depends on a supply from major exporters in Australia and Indonesia. In case demand for coal from major importers of coal in China increases, coal prices will be adjusted upward

#### Risk management measures

the Group has a policy of using renewable waste to replace coal fuels in both cement plants and coal-fired power plants, which can mitigate risks associated with fluctuations in coal prices. In particular, production costs will be reduced while also decreasing carbon dioxide emissions which cause global warming, which is a sustainable integrated solution.

#### Risk 6 Risk associated with safety, occupational health and environment

Related risk factors	: <u>Operational Risk</u>
	• Safety, occupational health, and working environment
ESG risk factors	: Yes

#### Risk characteristics

It is the control of safety, occupational health, and environmental risks that may lead to loss of life, injury, illness due to the work of employees and contractors that cause disruption and continuity in business operations and may affect communities, society, and the environment.

#### Risk-related consequences

risks that may lead to loss of life, injury, illness due to the work of employees and contractors that cause disruption and continuity in business operations and may affect communities, society, and the environment.

#### Risk management measures

Therefore, TPI Polene group has a policy of guidelines for compliance with quality policy frameworks, Quality, Security, Safety, and Health and Environmental Policy to create safe attitudes for all parties involved. Each plant has appointed an Occupational Safety and Health and Working Environment Committee to drive safety and environmental work in accordance with occupational health policy as well as developing, improving and promoting occupational health and safety work for employees, contractors and stakeholders entering the plant area to work safely.

#### Risk 7 Risk associated with the Impact of COVID-19 and Other Viruses

Related risk factors	: <u>Strategic Risk</u>
	• Pandemic risk
ESG risk factors	: Yes

#### Risk characteristics

Although the current situation of the Covid-19 epidemic and various viruses shows a decreasing trend in patient numbers, TPI Polene Group has implemented various measures to mitigate potential risks by prioritizing the safety of its employees. The Company has arranged for influenza vaccinations, which protect against four strains: strain A (H1N1), (H3N2), and strain B (Victoria), (Yamagata). Additionally, alcohol-based hand sanitizers have been placed at various points within the building to eliminate viruses, and health advice is provided to employees to ensure continuous monitoring, prevention, and control of diseases and other health threats.

#### Risk-related consequences

The safety of employees

#### Risk management measures

TPI Polene Group has implemented various measures to mitigate potential risks by prioritizing the safety of its employees. The Company has arranged for influenza vaccinations, which protect against four strains: strain A (H1N1), (H3N2), and strain B (Victoria), (Yamagata). Additionally, alcohol-based hand sanitizers have been placed at various points within the building to eliminate viruses, and health advice is provided to employees to ensure continuous monitoring, prevention, and control of diseases and other health threats.

#### Risk 8 Risk associated with rapid changes and use of advanced technology

Related risk factors : Operational Risk  
• Information security and cyber-attack  
ESG risk factors : Yes

#### **Risk characteristics**

Presently, technology and digital technology are developing quickly and continuously, impacting market changes, product development, business models, business opportunities and challenges, and the exponential growth of automatic machinery, artificial intelligence and robotics that improve business efficiency. At the same time, it poses a challenge to develop infrastructure and develop human resources in line with the advancement of new technologies, as well as rapid Big Data analytics, which may pose a risk of human rights violations and is contrary to ethical principles., etc.

#### **Risk-related consequences**

which may pose a risk of human rights violations and is contrary to ethical principles., etc.

#### **Risk management measures**

TPI Polene Group has increased the level of innovation work because it is aware of the changes in advanced technology. This includes bringing in new technologies to modernize the plant, transforming the plant into a Smart Plant to boost competitiveness by concentrating on business operations that do both, as well as increasing cyber threat management and educating people to be consistent with new technologies.

#### **Risk 9 Risk associated with adaptation to cope with the crisis of natural disasters and interest rates**

Related risk factors : Financial Risk  
• Fluctuation in exchange rates, interest rates, or the inflation rate  
ESG risk factors : No

#### **Risk characteristics**

TPI Polene Group needed funds to improve productivity and working capital for business operations. Therefore, sources of financial support that are difficult to obtain can cause problems for investment projects. The Company has resolved the issue by obtaining approval of long-term credit lines from commercial banks and financial institutions to support the expansion of investments in projects of the Group. In addition, TPI Polene Group has maintained good relations with financial institutions and has sufficient revolving credit limits from financial institutions to serve as working capital in business operations.

#### **Risk-related consequences**

Therefore, sources of financial support that are difficult to obtain can cause problems for investment projects.

#### **Risk management measures**

The Company has resolved the issue by obtaining approval of long-term credit lines from commercial banks and financial institutions to support the expansion of investments in projects of the Group. In addition, TPI Polene Group has maintained good relations with financial institutions and has sufficient revolving credit limits from financial institutions to serve as working capital in business operations.

However, TPI Polene Group attaches importance to monetary policy by maintaining a level of capital structure comparable to leading companies in the same business by maintaining liquidity in accordance with business operations appropriately.

The Company has a policy to mitigate foreign exchange risk through natural hedging by balancing its foreign currency revenues and expenses. These measures will partly protect the Company against currency fluctuations, by balancing its cash flow in foreign currencies, revenue and expense's structure. The Company can use a number of financial mechanisms against risk caused by fluctuations in currency exchange rates by exporting products for payment in US dollars and maintaining a US dollar deposit account for repayment of the principal and interest to creditors, to mitigate foreign exchange risk through natural hedging.

In addition, the Company has also applied a policy to mitigate risk associated with foreign exchange to use financial instruments, which is apt for hedging to enter into a Forward Contract and/or Cross Currency Swap, as considered appropriate; to hedge its foreign exchange exposure, the Company will closely monitor potential adverse currency movements, by balancing the income generated in US dollars and the payment of expenses in foreign currencies.

#### Risk 10 Impact on human rights

Related risk factors	:	<u>Operational Risk</u>
		• Impact on human rights
ESG risk factors	:	Yes

#### Risk 11 Risk of Dependency on a Limited Number of Suppliers

Related risk factors	:	<u>Strategic Risk</u>
		• Reliance on large partners / distributors or few partners / distributors
ESG risk factors	:	Yes

#### Risk characteristics

**Economic Risk Assessment from Business Partners:** The assessment of economic risks arising from business partners is a key component of the company's risk management process, aimed at preventing potential impacts on operations. Evaluating the financial stability of business partners is a critical aspect of risk assessment.

#### Risk-related consequences

**Impact:** Delays or issues in product deliveries from key suppliers may disrupt production processes and affect the company's ability to fulfill customer orders.

#### Risk management measures

##### Risk Management Measures:

- Expanding the number of suppliers in critical product and service categories.
- Establishing backup suppliers to mitigate emergency situations.
- Entering into long-term contracts with provisions for unforeseen circumstances.
- Conducting regular financial assessments of key suppliers.
- Monitoring news and events that could affect supplier stability.
- Reducing risk by diversifying procurement across multiple suppliers.

#### Risk 12 Risk of Substandard Products/Services

Related risk factors	:	<u>Strategic Risk</u>
		• Other : Risk of Substandard Products/Services
ESG risk factors	:	Yes

#### Risk characteristics

The risks associated with receiving products or services that do not meet quality standards

#### Risk-related consequences

**Impact:** Substandard products could damage the company's reputation and increase production costs.

#### Risk management measures

##### Risk Management Measures:

- Implementing stringent quality control processes for products and services from suppliers.
- Defining quality requirements in contracts and evaluating suppliers based on established standards.
- Strengthening relationships with suppliers to encourage continuous quality improvement.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP)	:	Yes
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- The Board of Directors has established a Risk Management Committee to supervise and be responsible for the development and monitoring of the Group's risk management policy and requires that the results be reported to the Board of Directors on an annual basis.
- Requiring that managing risks and opportunities related to climate change is one of main goals of the organization and



a part of environmental risk management by identifying important issues, assessment of impacts, opportunities and management of climate change risks based on steps set out in "Risk Management Manual"

- Managing "ESG Risk", the risk related to Environmental, Society and Governance issues under the Company's risk policy.
- There is a risk management process under the Company's policy and has also applied the criteria of The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management (COSO-ERM) as a framework for managing the Company's risks in order to conduct business in accordance with the sustainable development goals.
- Promote a risk management culture throughout the organization by providing risk management training to employees to build knowledge, understanding, participation, and systematic risk management. There will be training every year at least twice a year.

- **Crisis Management**

The Company has a Business Continuity Plan (BCP) to deal with significant risks and potential public health risks. To enable business operations to identify key risks, including fire, fire, terrorism, etc. Riot protests, cyber threats

-Activity/ Major tasks of the department

- Events, situations or problems arising from significant risks.
- Impacts
- Activities and solutions
- Support plans and troubleshooting steps
- Person in charge, coordinator

The central working group and related departments will jointly monitor it. Review and evaluate the BCP plan on an annual basis.

## 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 policy and : Yes  
guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company’s sustainable supply chain management plan : Yes

#### Supply Chain Management (204-1)

The Company supports local procurement to generate economic benefits for the areas where it operates. It has set a target that at least 70% of the annual procurement value is allocated to local suppliers.

#### Managing suppliers based on the Supplier Code of Conduct by specifying criteria for selecting suppliers required for Onsite ESG Audit, as follows:

Tier 1 suppliers refer to suppliers who directly produce or provide services to the organization. The Purchasing Department will send an evaluation form to suppliers for self-assessment at least once every 2 years. This process aims to review and summarize the list of suppliers, enabling the preparation of a monitoring plan and the conduct of on-site audits.

Non-Tier 1 Suppliers refer to suppliers who produce or provide services to Tier 1 Suppliers without indirect suppliers. The Company utilizes a risk management process as outlined in its policy, adopting the principles of The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management (COSO-ERM).

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : Yes  
new suppliers?

	2022	2023	2024
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.tpipolene.co.th/en/aboutus-en/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 acknowledge : Yes  
compliance with the supplier code of conduct?

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	97.50

## 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

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	N/A	N/A	66.52

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

Research and development to create innovations and technologies to develop products that meet customer needs and are environmentally friendly by emphasizing on the development of high value added products to meet customer needs.

- Green Research and Development has been designed products to reduce energy consumption during the production process, such as super mixed cement (40 kg. container), which can be used in equivalent to mixed cement (50 kg. container) and hydraulic cement

- Research and development of Alternative Raw Material, including the reuse of waste from the production process to reduce the use of raw materials which are natural resources.

-The number of R&D projects as follows:-

1. In 2021, the study to use steel fibers as by-products from renewable fuel production processes in concrete production, separation and selection of probiotic bacteria for animal feed production. Economic animal type, Research and development of selection of lactic acid bacteria probiotic microorganisms for the production of powdered probiotics, Development of healthy beverage products with vitamin water and probiotics suitable for consumers of different ages.
2. In 2022, including concrete block products from heavy ash and fly ash from waste power plants, further development of TPI Biosan effluents treatment products to have features to increase the elimination of nuisance larvae, anopheles larvae, research and develop products from natural minerals for potted plants (Soil Booster).
3. In 2023, this includes the development of liquid organic fertilizer with the property of decomposing leaf litter or stubble that is difficult to decompose, the development of powdered calcium and vitamin C supplements, and high-quality calcium carbonate to replace clinker in hydraulic cement/Portland cement/mixed cement in order to reduce the carbon footprint of cement.

##### - R&D projects undertaken in 2024

1. A research and development project on the effectiveness of hand wash liquid soap mixed with herbal extracts in destroying pathogenic bacteria.
2. Production of modern medicine for humans Phase 1 (tablets, powder and liquid)
3. Product development of three types of herbal mouthwash (ginger, fingerroot, and zanthoxylum limonella)
4. Research and development of baby talcum powder, cold loose powder, face powder, and pressed powder containing calcite, a by-product of the cement production process, along with the utilization of corn starch and refined corn starch to replace talcum.
5. The research and development project focuses on creating handwashing and disinfectant soaps specifically tailored for industrial use in both human food and animal feed manufacturing factories. The objective is to address all seven types of food disinfection requirements while ensuring that the products are free from triclosan.
6. Study project aiming to use EVA as a binder in lithium-ion battery terminals
7. EVA film development project for safety glass

### Information on organization's 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

With an emphasis on the adoption of technology and innovation in the production process of quality products and services with an effective management at every stage, and with R&D results to further constantly develop business models and create added value for products and services as well as seek investment opportunities that offer high returns on investment. In addition, the company has formulated a strategy for both short-term and long-term business growth, with the ability to adapt flexibly, taking into account all internal and external risk factors, being ready in terms of systems and production efficiency.

Researching, developing, and improving the Company's products and services is considered a critical process for researching, developing and improving products and services each time, so the Company must truly understand consumer needs or satisfaction with products. This is done by surveying current consumer demands, budgets used, duration, and implementation of new technologies or innovations in the process of product and service development. Also, the Company's production processes of goods and services must be controlled to meet the Quality Management System Standard (ISO 9001:2015), environmental management system standard (ISO 14001:2015), and management system standard, Occupational Health and Safety (ISO 45001:2018) and Energy Management System Standards (ISO50001:2011), to provide quality, safety, standardized products through modern, environmentally friendly means and that are versatile to meet consumers' needs.

## 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 from : Yes  
innovation development?

	2022	2023	2024
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	0.00

#### Non-financial benefits

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

	2022	2023	2024
Number of the company's innovation projects that have been patented (Projects)	0.00	0.00	1.00

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