



SET Opportunity Day
March 5, 2026
2025 Performance



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Topics

Group Profile - Recent Developments
ESG Initiatives
New Development – Conflict in Iran

Financials – 2025 Performance
Business Outlook
Sustainability Related Activities
Q&A



1. Group Profile



Construction Materials

- **Green Cement** - 4 lines totaling 10.8m tons clinker capacity (13.5m tons cement basis)
 - Largest single location Cement plant with high **cost advantage** due to scale
 - First **pioneer on Green Cement** path with using MSW as Fuel
- **Mortar** - 4 plants with 3m tons capacity
 - **Largest mortar producer** in Thailand
- **Ready Mix Concrete & Light Weight Concrete**
 - Leading with 3.9 million cubic meters RMC and 300K cubic meters LWC capacity
- **Concrete Roof Tiles**- 4m sq. meters or 45m pieces
 - customized with roofing system, **heat-resistant coating** etc.
- **Fiber Cement**- 380,000 tons capacity
 - Environmentally friendly and asbestos-free and **confirming international standards**, comprising of board sheets, **substitute for wood product category**, digital board and wall & floor decoration
- **Pyrolysis & WTE-MSW** – 30,000 tpy, 10m liters of pyrolysis oil/year, current production 14,000 tpy
- **Adhesives-Paints**
- **Other Promising ventures**
 - **All Solid & Liquid waste disposal** including hazardous materials
 - **Life and Non-life Insurance**

Specialty Polymers/Chemical Products Bio-Organic Products For Agriculture /Livestock and Healthcare Products for Humans

- **Specialty Polymers** – 158,000 tons capacity
 - HVA, customized with in-house proven R&D
 - EVA Emulsion & powder – 25,000 tons capacity
 - **Nitrate** - 92,700 tons Ammonium Nitrate, 21,750 tons Nitric Acid
 - **Solar Sheets** - 10 lines with 20,100 tons capacity
- ### Food Safety and Food Security
- **Agriculture / Livestock/Aquaculture**
 - **Bio Organic** fertilizer & compounds for plants; **Wood Vinegar**-insect prevention liquid replacing chemical insecticides
 - **Probiotic & Synbiotics** for livestock farming and aquaculture to reduce Feed to Meat conversion ratios and methane gas emission from animals
 - **MicromKnox**, viruses killers of Foot & Mouth Disease and Bird Flu for livestock & poultry farming
 - **Wellness & Healthcare Products**
 - **Bio Knox** – RNA and DNA virus killer
 - **VIKNOX** - Lozenges for sore throat
 - **Bio San** – suppresses pathogenic bacteria, viruses and bad smell in the toilets and garbage piles
 - **Printemp Marie Rose Mouthwash** kills viruses and bacteria
 - **EESY Clean** dishwashing Liquid
 - **Drinking water**
 - **TPI Green** – fruit and vegetable cleanser
 - **Microme Knox solution** – bacteria and virus killer
 - **Provita** - Encapsulated probiotic drink to help digestive systems and suppress pathogenic E. coli bacteria to avoid food poisoning

Energy & Utilities

Waste to Power Plants

- **Current capacity 440 MW:** >65% Green power and target to **100% green by end 2025**
- **Alternative Fuels MSW Power Plant – 250 MW**
 - Largest in the World (privately-owned)
 - 15 pre-sorting facilities in key provinces
 - Nine new sorting facilities under construction
- **Waste Heat Recovery Power Plant - 40 MW**
- **MSW Power projects in two provinces** (under implementation)
- **Coal to MSW Power Plant – 150 MW**
 - Target 100% MSW by 2025; 1 boiler COD 8/24; Phase 1 will be online Jan-25
 - **MSW power plant**

Power from Green Energy

- **Solar Farm – 89 MWac**, 69MWac online, all complete by June 2025. PPA signed
- **Solar Roof capacity - 5 MWac**
- **Owns over 15,000 rai of land in strategic locations** across the country that can accommodate **up to 4,000 MW solar farms**
- **Petrol and Gas stations** - 8 petrol, 1 gas and 3 combo-petrol/gas stations. Six stations have EV chargers



ESG Initiatives: Always Innovation of New Products; Better, Friendly Environment, Better Society, Better Corporate Governance & Sustainability

- 1) Green Cement & Green Building Products**
- 2) Innovative Specialty Polymers**
- 3) Bio-organic Products for Food Safety & Food Security**
- 4) Green Energy & Power Capacity**
- 5) Cost efficiency via plant retrofitting**

ESG Initiatives (continued)

6) Zero Carbon & Friendly Environment

- * replacing most fossil fuel engines in the quarry by electric motors & conveyor belts creating corporate sustainability especially under the current environment of conflict between nations**
- * spraying water vapors from cooling towers to eliminate PM2.5 created by the heavy traffic on the Mitrapap Highway and create moisture for agricultural cultivation and plant growth in Muaklek district without irrigation. Muaklek District is the driest area between Khao Yai and Khaeng Koi districts**



NEW!

**Bring up solar capacity to 81.38MW (2026)
Retrofitting pyro-processing systems of the clinker facility**

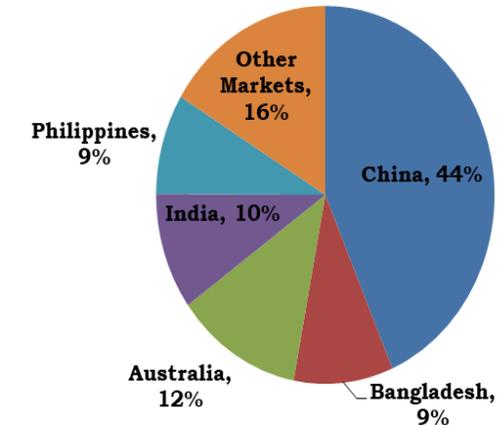
New Development – Conflict in Iran

In the breakout of Russia/Ukraine war several industries saw massive spike in prices and/or shortage in supply especially in energy and chemicals arising from disruption of supply chain supplies and shipping routes. The extent of the impact depended on the length of the disruption.

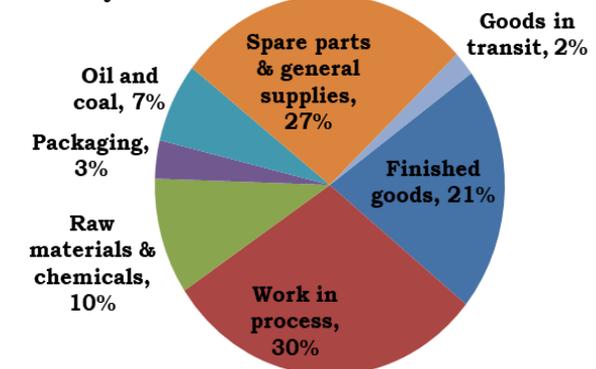
Specific to TPI Polene:

- Switch to EV in mining trucks & transportation reduced petrol usage
- Switch from coal to AFR-MSW insulates cement production from huge swings in coal prices
- Coal inventory sufficient
- Defensive strategy on spare parts inventory mitigates risk of delay of project roll-out due to supply/logistics disruption
- Product inventory is sufficient to meet sudden surge in demand from markets seeing supply disruption

Breakdown of export markets



Inventory Breakdown





2. Financials - 2025 Performance

Group sales dropped slightly due lower contribution from Energy & Utilities
Normal operating profit rose significantly from margin improvement in the ConsMat Division
EBITDA is up even with forex effect and the one-time charge for litigation-related expense

Operational Backdrop:

- **The lower contribution from Energy & Utilities was mainly due to adder expiry in April; power throughput was higher**
- **The Group's sales and EBITDA was supported mainly by the ConsMat Division**
- **Better demand allowed smaller price discounts, hence higher realized prices for cement products**
- **Clinker exports also resumed in March but fizzled starting 3Q due to unfavorable pricing**
- **Petrochem & Chemical also improved especially later in the year but EBITDA contribution is not significant**
- **Lower usage of fossil fuel, reducing CO₂ emission and climate changes**

2025 – Profit & Loss Summary

Core operations improved significantly!

THB million	FY24	FY25	YoY	Common Size	
				2024	2025
Sales - consolidated	35,770	34,628	-3.2%	100	100
COGS (inc dep'n)	(27,945)	(25,452)	-8.9%	(78.1)	(73.5)
Gross Profit	7,825	9,176	17.3%	21.9	26.5
SG&A *	(4,656)	(5,189)	11.4%	(13.0)	(15.0)
Operating Profit	3,169	3,987	25.8%	8.9	11.5
Net interest	(2,381)	(2,460)	3.3%	(6.7)	(7.1)
Pretax profit - consolidated	2,880	3,125	8.5%	8.1	9.0
Income Tax	(485)	(484)	-0.1%	(1.4)	(1.4)
Associates	30	32	6.8%	0.1	0.1
Total Group Profit	2,425	2,673	10.2%	6.8	7.7
Normal Operating Profit	2,822	3,791	34.3%	7.9	10.9
EBITDA - consolidated	8,830	9,150	3.6%	24.7	26.4

* 2025 includes one-time litigation expense; excl one time expense SG&A rose c.1.15% Y/Y

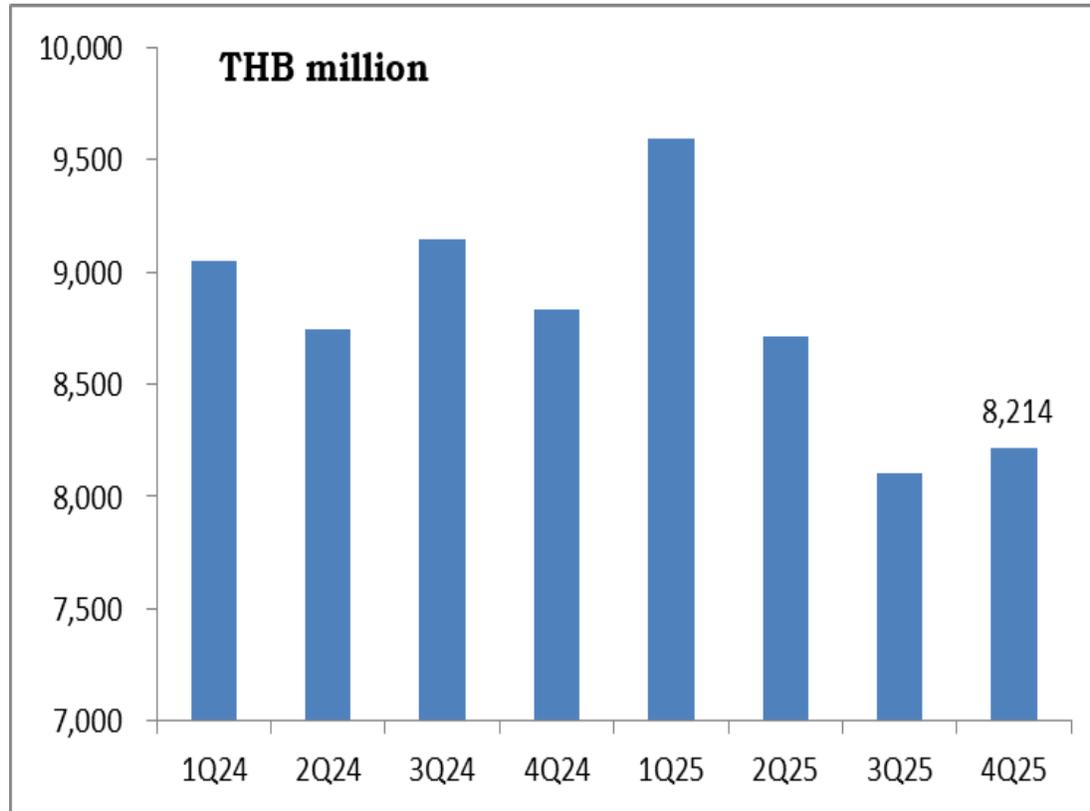


Gross margin improved to 26.5% from 22% the same period last year

Normal operating profit margin improved from 8% to 11%

EBITDA margin stable at c. 26% despite with one-time litigation expense & a forex loss

The Evolution of Sales

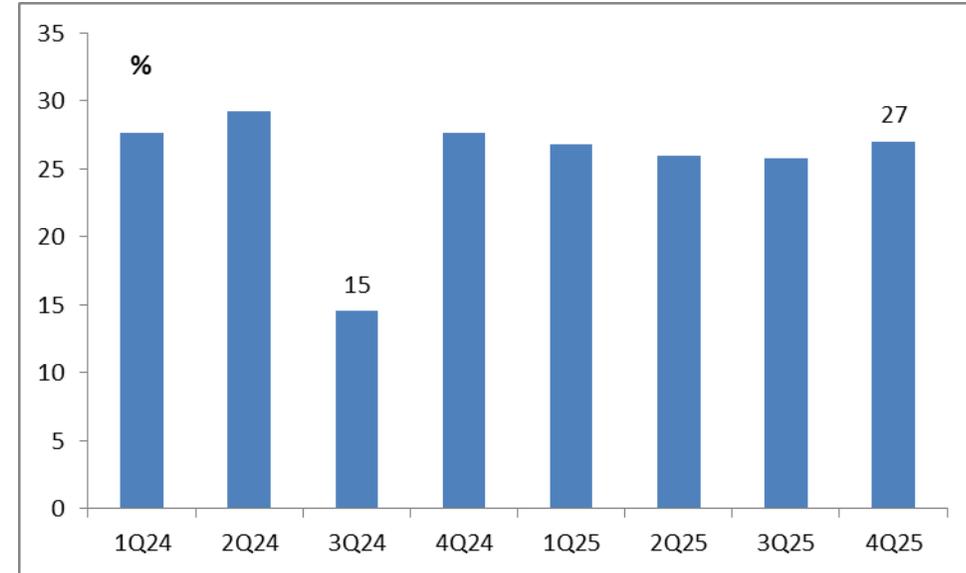
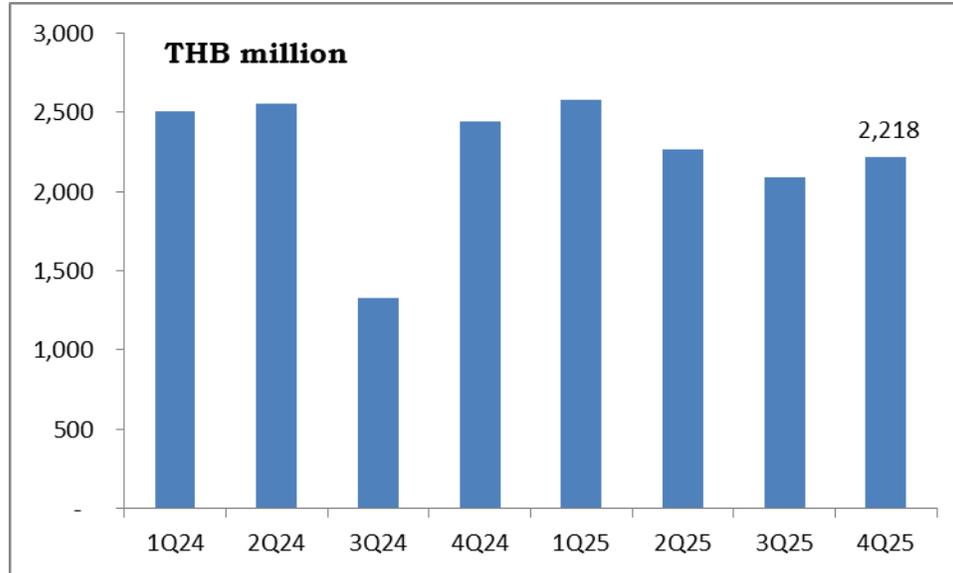


Sales in 1Q 2025 enjoyed two positive developments: improved demand in construction materials as government capex spending normalized and clinker exports resuming due to favorable prices for a short time

The significant drop in subsequent quarters especially starting 3Q 2025 was mainly due to lower sales contribution from Energy & Utilities division that was in turn largely due to the adder expiry

The slight QoQ rebound in sales in 4Q 2025 was due to improved sales in Petrochemical & Chemicals as well as recovery in Energy & Utilities sales aided by new capacity and completion of conversion project from coal to MSW

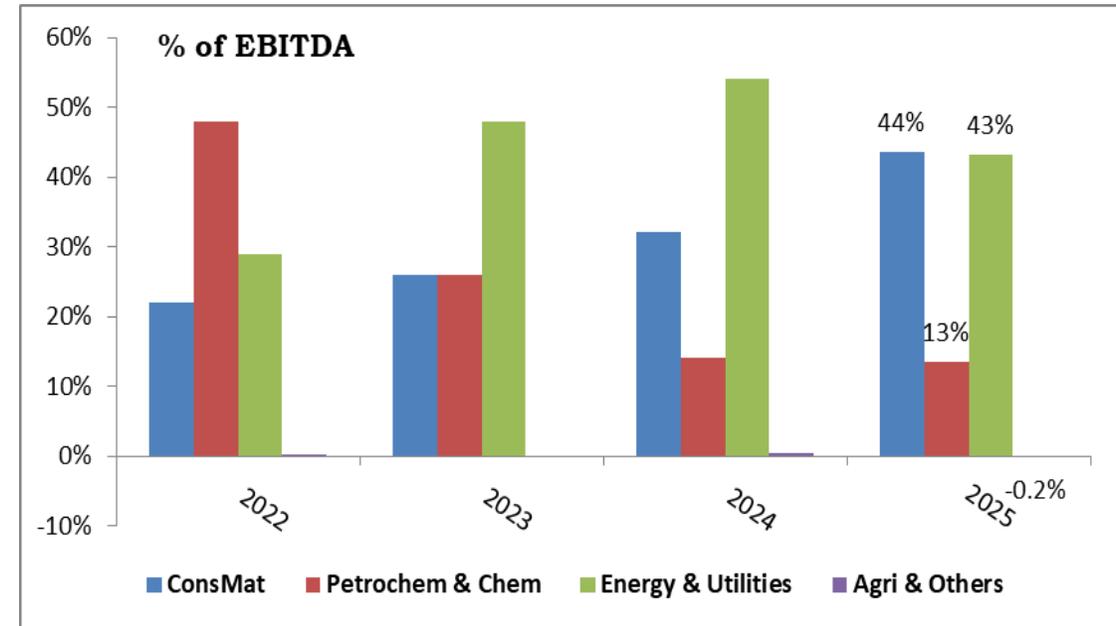
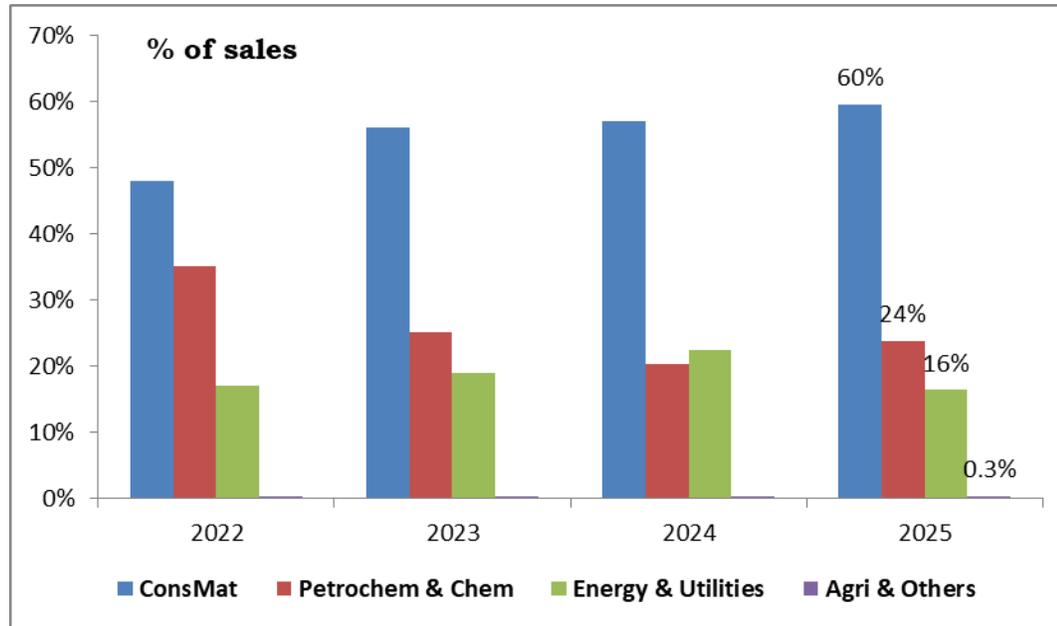
The Evolution of EBITDA



EBITDA generation in 2025 has been stable and very resilient despite:
lower EBITDA from Energy & Utilities Division
one-time litigation expense
forex effects

This was achieved by:
keeping a tight lid on operating costs
falling cost of production thanks to the benefits from Sustainability related capex
higher plant efficiency

Evolution of Divisional Sales & EBITDA

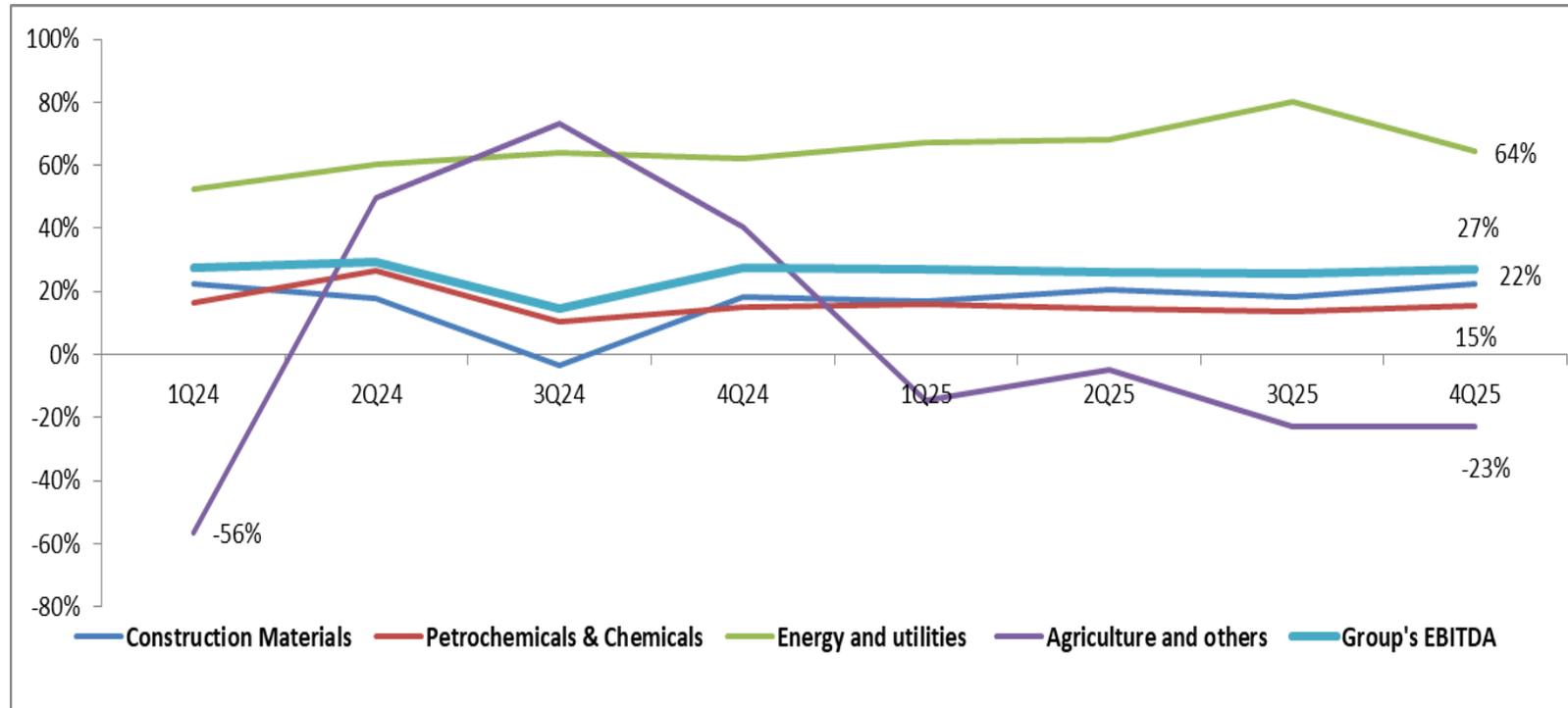


In 2025, the ConsMat division remains the main revenue contributor
However, there was a switch between Petrochem & Chem and Energy & Utilities
In 2024 Energy & Utilities generated 22% of the group sales but this dropped to 16% in 2025,
whereas, Petrochem & Chem generated 20% of sales in 2024 and increased to 24% in 2025

In terms of EBITDA, the composition has also changed with ConsMat generating 44% of total in 2025 up from 32% in 2024. Had there been no one-time expense, the EBITDA contribution would have been higher



EBITDA Margin - By Division

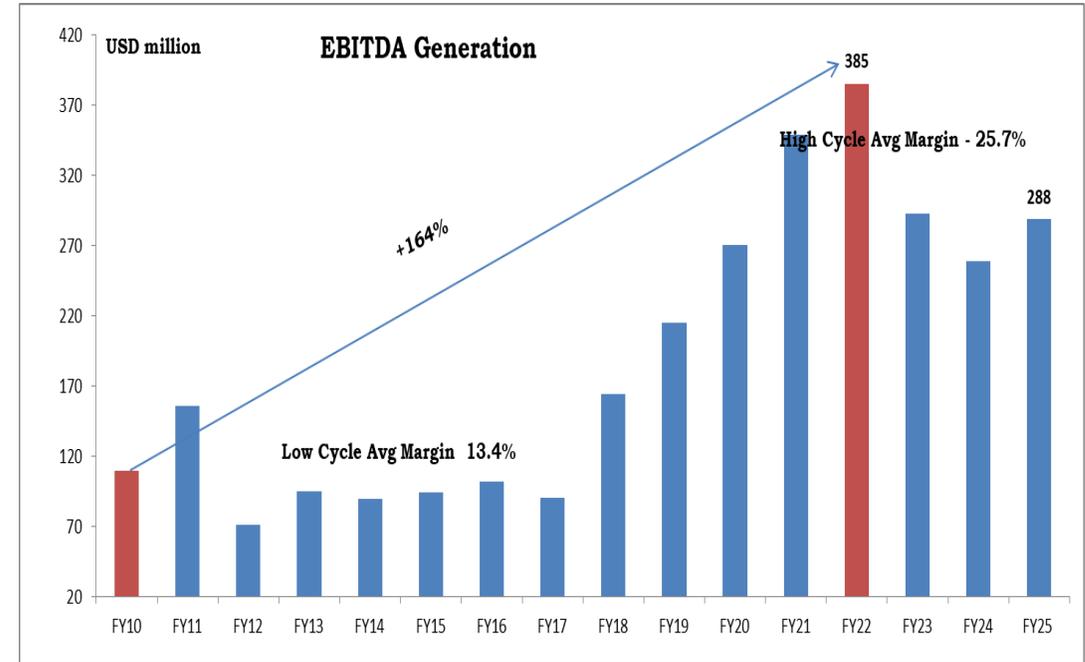
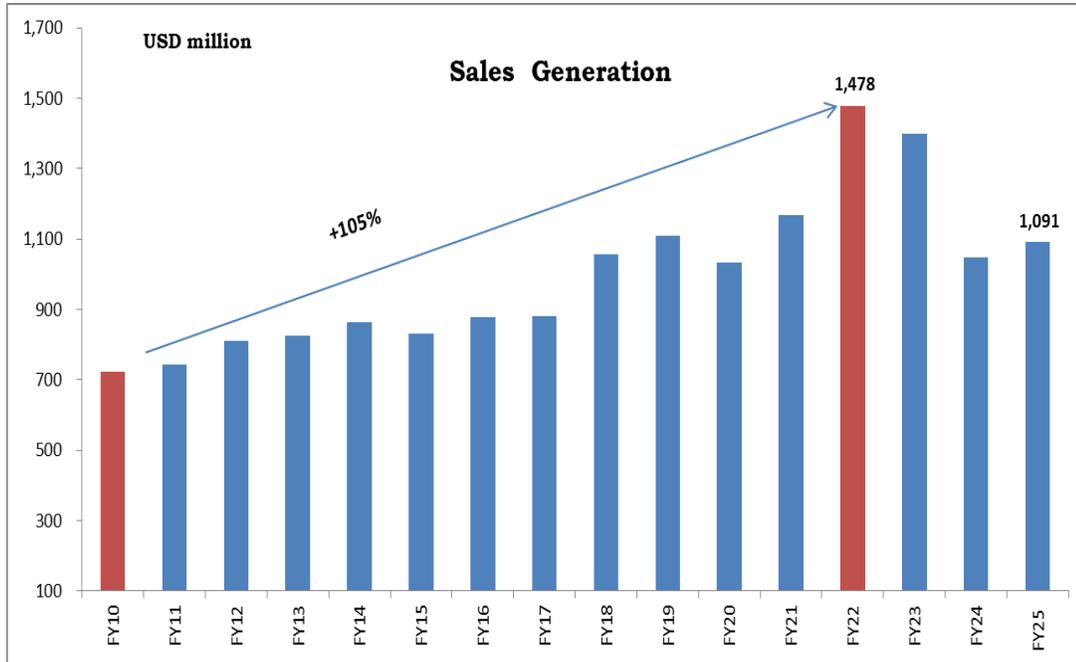


Energy & Utilities still yields the highest EBITDA margin and despite adder expiry the percentage is still within recent historic range

ConsMat division remains the most important factor in determining the Group's EBITDA margin. In 2025 the ratio has been improving and the trend has been more stable



Long Cycle : Revenue & EBITDA moved to a new & higher normal



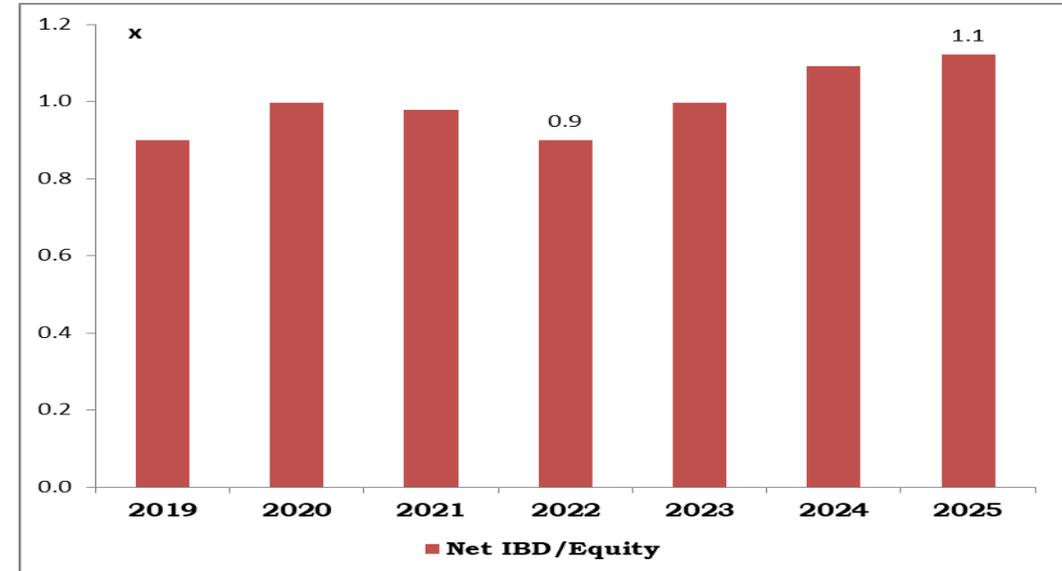
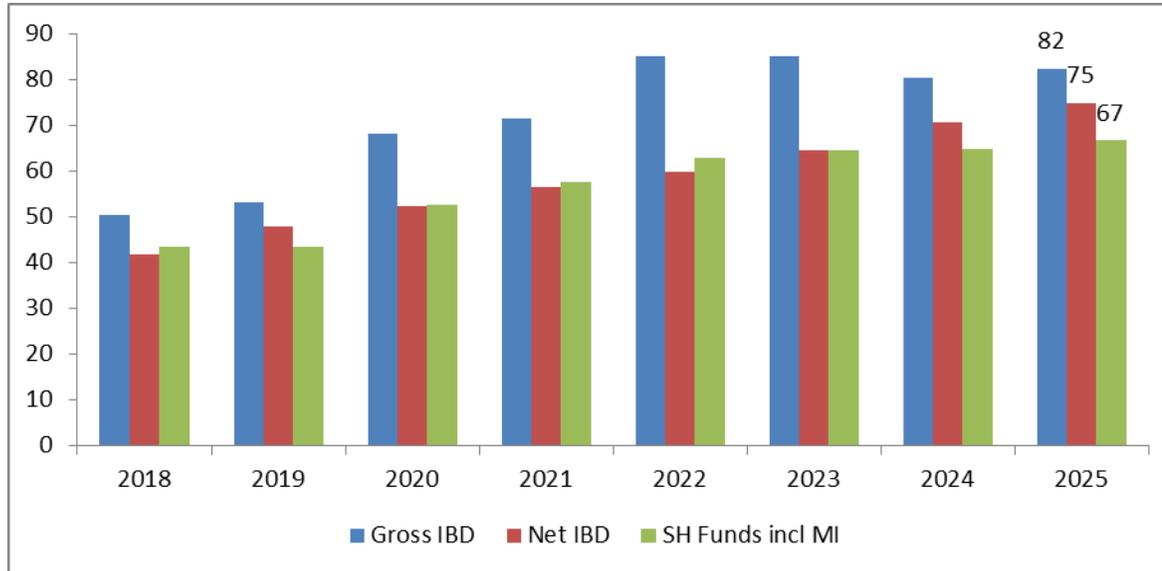
New normal in Sales level is around One Billion Dollars
High cycle average EBITDA margin at nearly 26%



Leverage Still Manageable

Net IBD/EBITDA = 8.18x

TPIPL TRIS rating BBB; Stable
TPIPP TRIS rating BBB; SACP “a-”



Cash & cash equivalents plus other current financial assets was THB7,509 million, at end of 2025

Net debt/equity is still below internal target

Book value per share at the end of 2025 was 3.52 baht; a very **deep discount** relative to the share price; this is not justified

The Court Case, which has been the overhang for a long time, has already been concluded and the restitution is through Site Restoration whose estimated cost has already been booked in the third quarter



3. Business Outlook

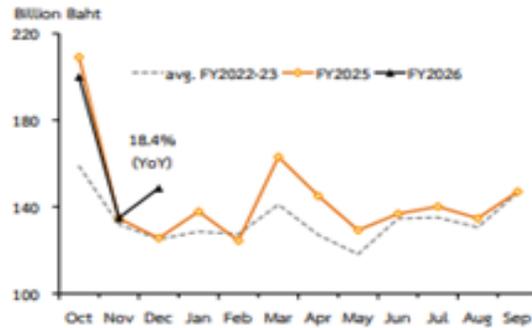
Government capex in infrastructure – key driver to cement demand

Regional manufacturing activity drives polymer demand

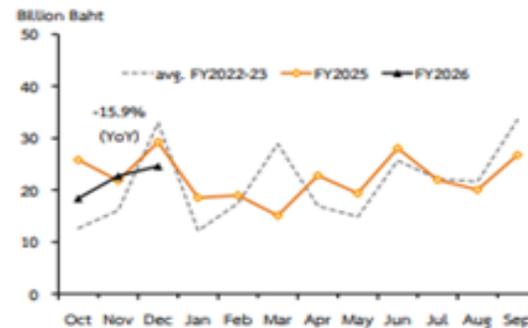
Demand Drivers for ConsMat

Gov't capex spending improved

Central Government Current Expenditure (Excl. Subsidies/Grants and other)



State Owned Enterprises Capital Expenditure



Border conflict affected construction in some provinces

High household debt limits affordability; retards house purchasing esp at the low-end market

Concerns of household NPLs tightens mortgage lending

Government capex remains the most important demand driver

Exportation remains a function of Thai Baht exchange rate

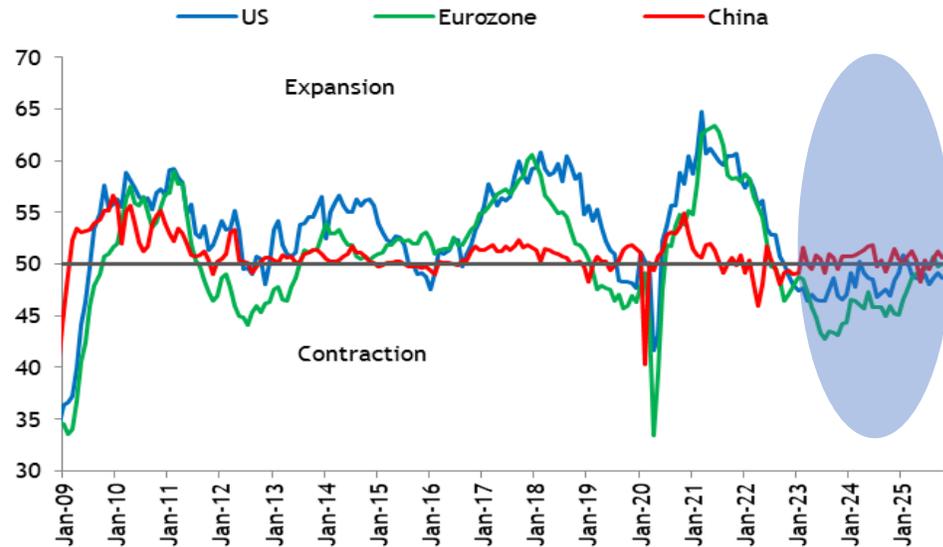
Construction Types	2024	1Q25	2Q25	3Q25	4Q25	2025	2026F
Infrastructure	-4%	15%	5%	5%	0%	6%	3.0-3.5%
Commercial	-2%	5%	5%	-7%	-2%	0%	1% - 2%
Residential	-4%	0%	-1%	-5%	-5%	-3%	-1% - 1.5%
Weighted average	-4%	7%	3%	-1%	-2%	2%	1.5% - 2.5%

Source: Compiled from various sources

Demand Driver for Polymers

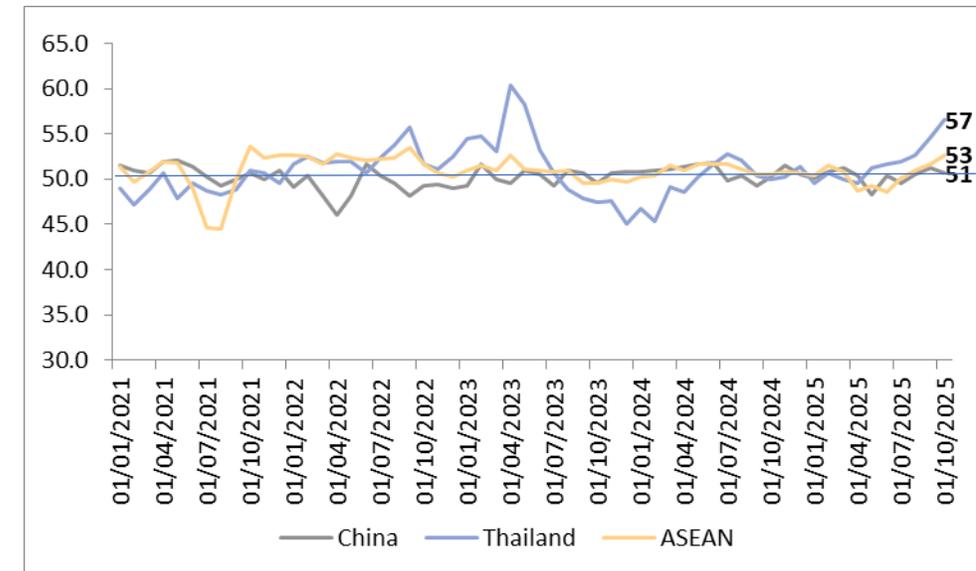
Manufacturing outlook remains soft

Global



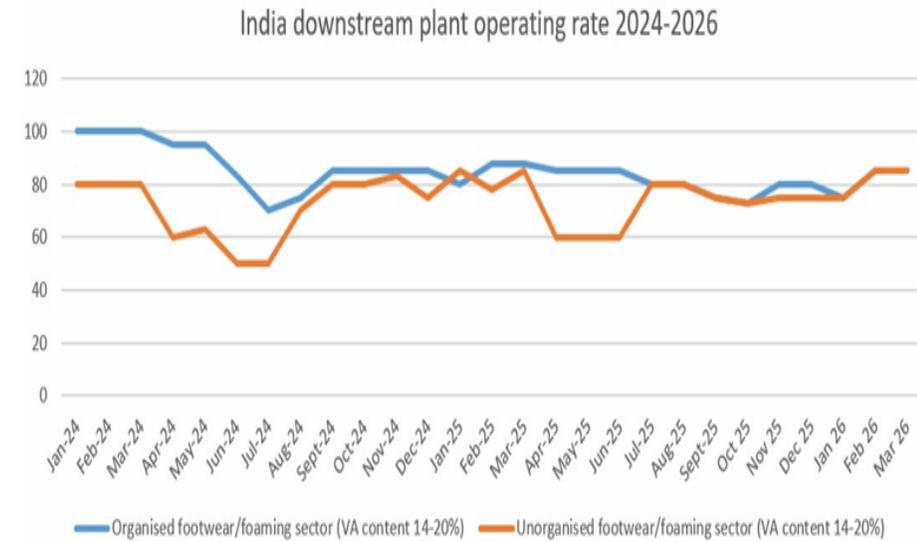
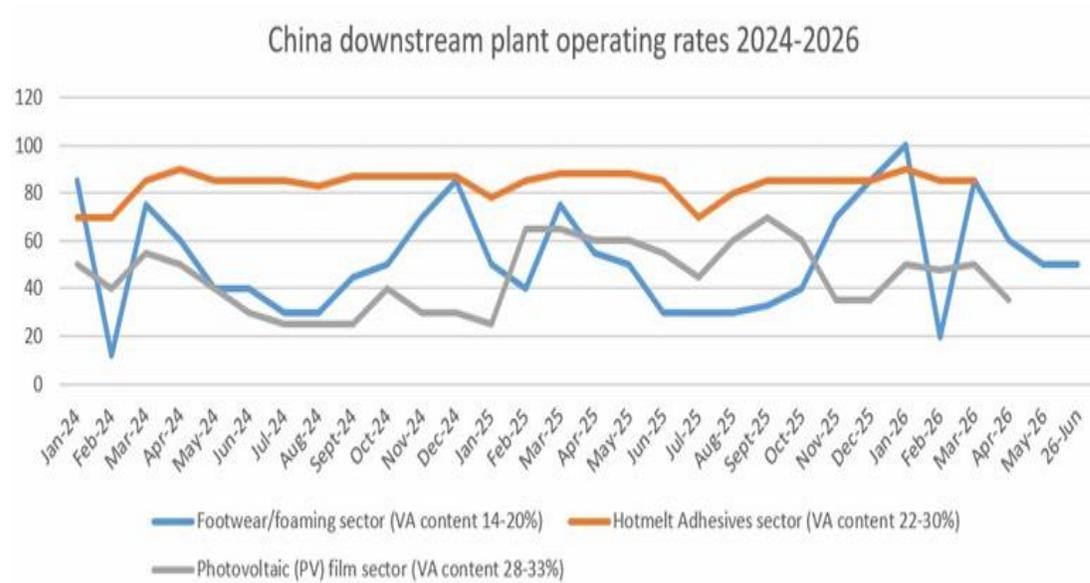
Source: Bloomberg

ASEAN PMI doing better vs Global



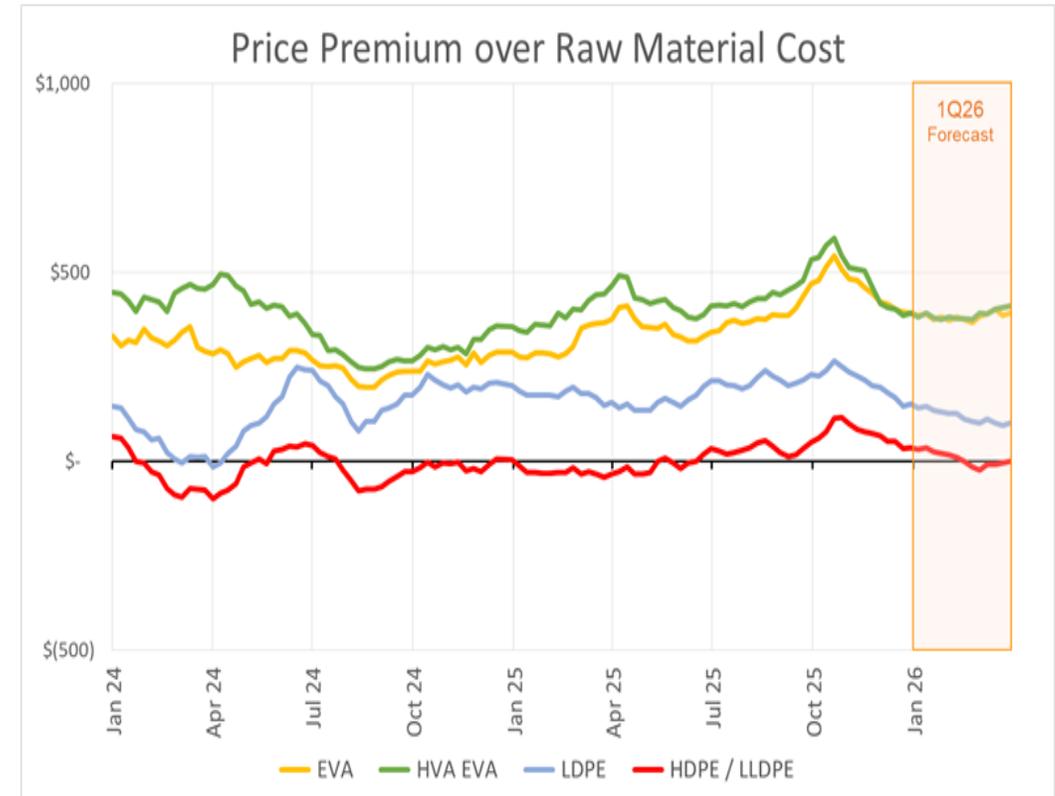
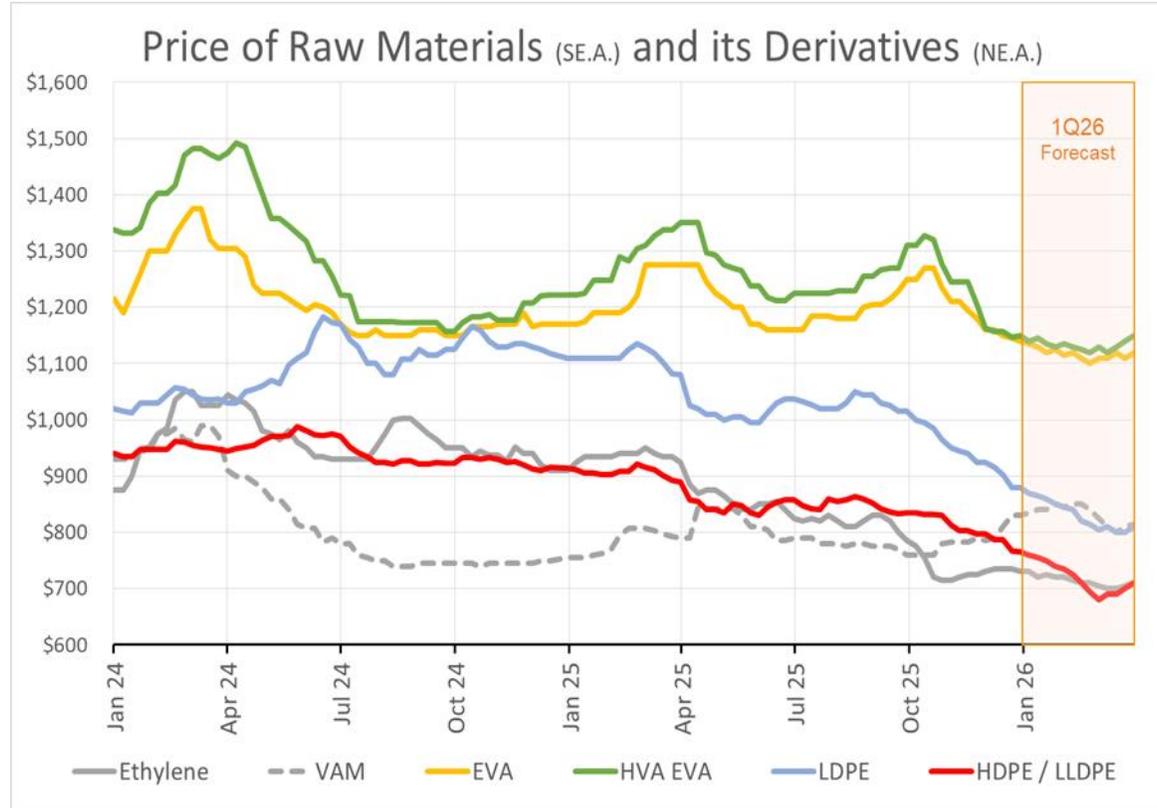
Soft outlook on utilisation rates signals slow demand

Projected lower utilization rates on key proxy industries





Soft manufacturing outlook means spreads will stay low



Energy prices remain manageable

Coal prices off the 2021/22 highs...

Platts SEAT vs FOB Kalimantan (basis 4,200 kcal/kg GAR)



Source: S&P Global Energy

... and gas prices also remain low



Source: tradingeconomics.com

Sequentially higher reflecting seasonality but trend remains soft

Sustained spikes in gas prices could drive coal prices higher if substitution effect kicks in



4. Sustainability Related Activities

Government capex in infrastructure – key driver to cement demand

Regional manufacturing activity drives polymer demand

Towards Carbon Neutrality

TPIPL Group Flow to Carbon Neutrality



Carbon Neutrality Target Year Unchanged

1. Use of Alternative Energy

- 1.1 uses 15-25% of alternative energy i.e. Municipal Waste to replace coal
- 1.2 uses of Municipal Waste to generate electricity
- 1.3 uses of solar cell to generate electricity
- 1.4 uses pyrolysis oil produced from waste tyres and rubber to replace coal/fuel oil

2. Use of decarbonized raw materials to reduce clinker factor and cement factor

- 2.1 uses copper slags, gypsum
- 2.2 uses of ashes from burning municipal waste boilers
- 2.3 uses of CDE limestone, sand, shale

3. Waste-heat-recovery (W-H-R) and improved efficiency measures

- 3.1 operates W-H-R to electricity
- 3.2 improves the heat recovery and filter systems

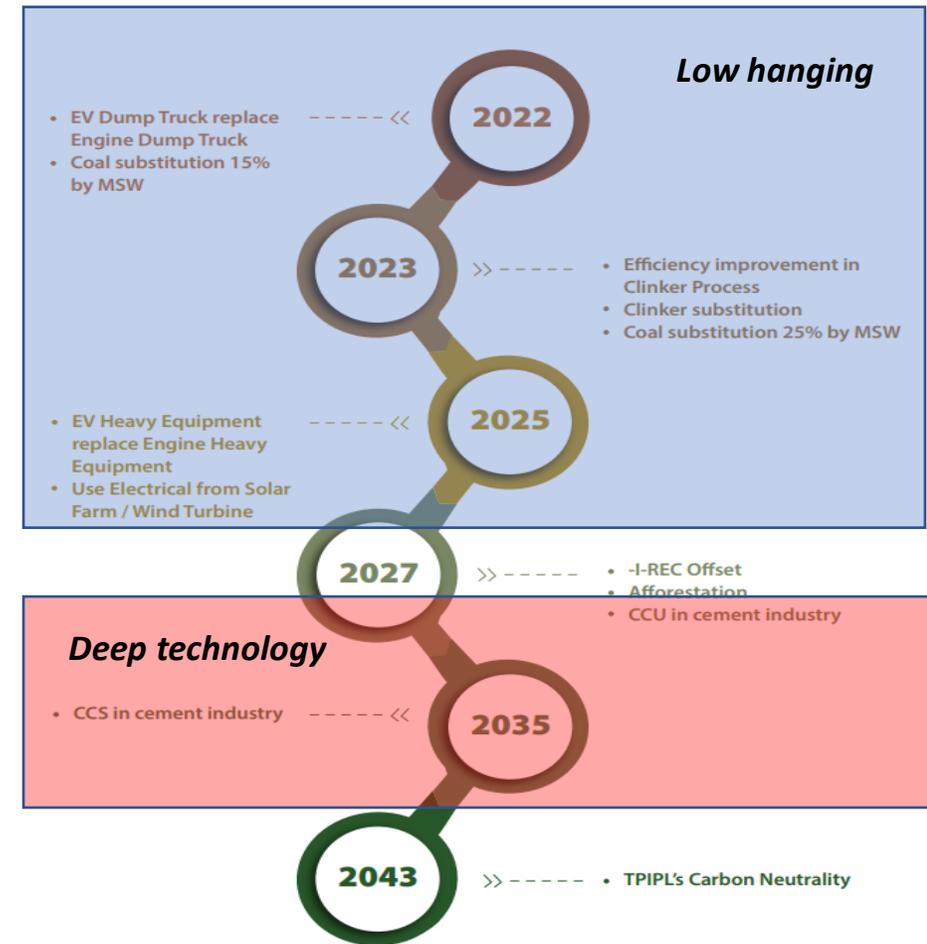
4. Increase the CO₂ capturing capacity of the environment

- 4.1 manufactures FCB to replace wood and eventually increases the capacity to absorb more CO₂ by increased forest area
- 4.2 produces organic fertilizer to accelerate the plant growth thus increasing the CO₂ capturing capacity of the environment
- 4.3 produces symbiotic for animals to reduce the waste from animal turning the animal feeds to meat reducing the methane gas from fermentation of the waste
- 4.4 produces Biosan to reduce fermentation of waste into a bad smell of CH₄ and sulfide

5. Electrification to replace fossil fuel vehicles

- 5.1 Changes to conveyor belt to replace trucks, and
- 5.2 Charges from fossil fuel trucks and mining equipment, forklifts to electric motor-driven trucks, equipment, cranes, etc

TIPL's (Cement) GHG Reduction Strategies



TIPL's Task Force on Climate-Related Financial Disclosure 2023

Lower Carbon & Environmentally Friendly Operations



Cooling Towers Releasing Water Vapors:

*** To eliminate PM2.5 created by the heavy traffic on the Mitrapap Highway – a 509 kilometers of multi lane artery and the primary logistical route connecting Bangkok to the Northeast region of Thailand; also considered as part of the Asian Highway**

*** To create moisture for agricultural cultivation and plant growth in the Muaklek District of Saraburi province, the driest area between Khao Yai & Khaeng Khoi. Even with that the area is important to the prominence of the Saraburi province that is known for dairy farming, rice & corn cultivation. Saraburi aims to be a premier food hub within Thailand.**

Increased Revenue from Green Cement Products

TPI Polene is the 1st to introduce Hydraulic Cement to Thailand in 2013

TPI Hydraulic Cement Type GU – or TPI 299

Certified Green Industry Level 4 (Green Culture)

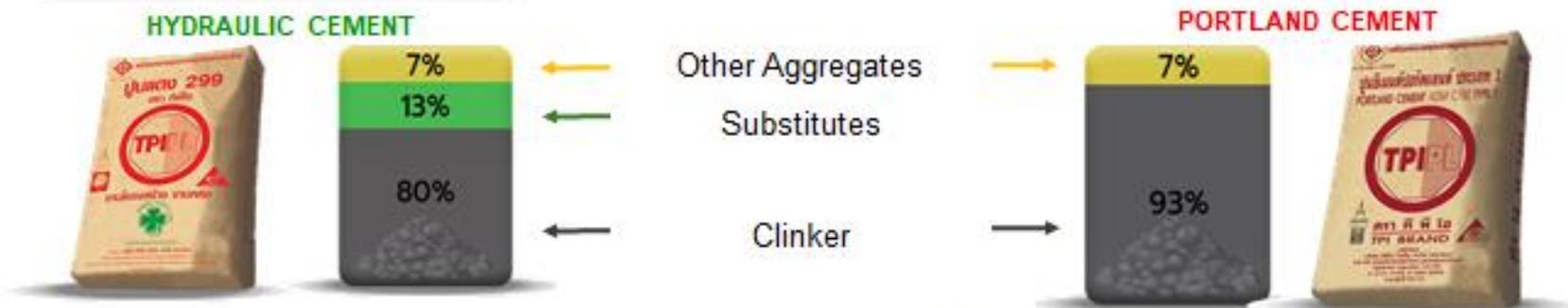
>80% of sales

Green Product



Production of Hydraulic Cement or Green Cement. Replacing the normal Portland Cement helps reduced the CO₂e emission during Clinker production.

By using less clinker in cement production, which **Hydraulic Cement** uses less clinker than normal Portland Cement by 13 %, reducing to carbon emission by 82 kgCO₂/tons of cement



Hydraulic Cement Production : 6,310,000 Tons/year
Reducing the GHG emissions in the production process by 517,420t CO₂/year

Green Products – Wood Substitute

Patent US 11 739 026 B2

29-Aug-23

Lightweight Fiber-Reinforced Cement Material

Looking to expand to more overseas markets



TPI Digital Printing Board

- Elegant and Classy
- Can be use indoors and outdoors
- Termite-free
- Water Resistance

“Wood substitute equaling to planting 159,857 trees per year”

Coal Replaced with MSW in clinker production – higher utilization



For more details:

Link https://drive.google.com/file/d/1h3yYa8c2eoeSM7U2NZ-Ut_qmICfdJyU-/view?usp=share_link

* Other local cement producers use mainly IW – industrial wastes

Green Products via Materials with Recycling

Green Raw Materials

Using leftovers of other production process or By Products for value-added process to reduce natural resources needed, which can uses By Products by more than 2,000,000 tons/year; hence reducing the GHG emission by more than 7,000 tonCO₂e/year



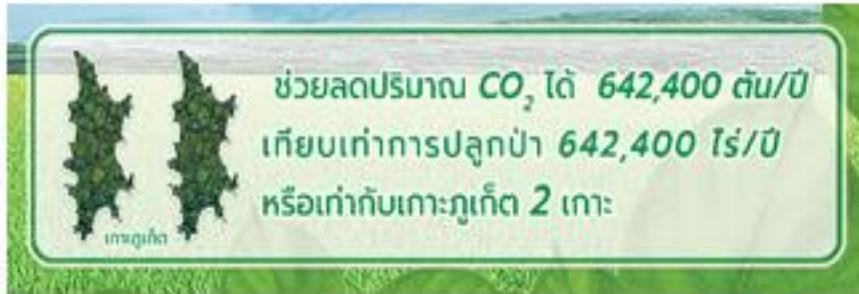
Using mining By Products for recycle to be used as raw material for cement production or Aggregates by cleaning process using the CDE Plant, which is a Washing Recycle Plant.



Process Innovation Actively Pursued

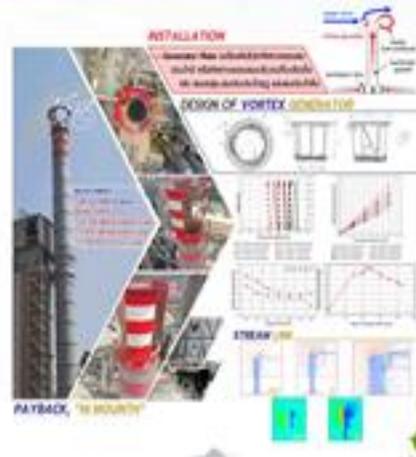
Green Innovation

-CO₂ Capture and Usage (CCU)



-Vortex Generator

This technology lowers energy usage, increases the textural strength of the cement, shortens processing time



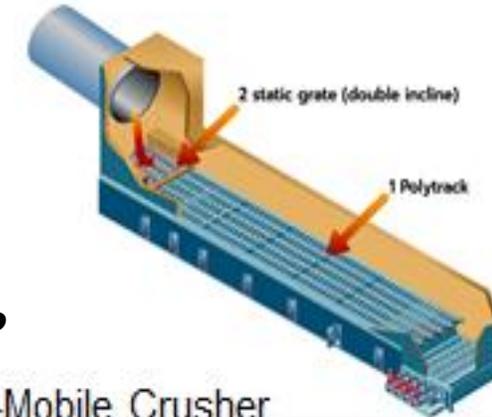
Higher thermal efficiency; rapid quenching (fast cooling) so higher strength of cement (smaller & more reactive crystals) so easier to grind



Saves fuel

Green Technology

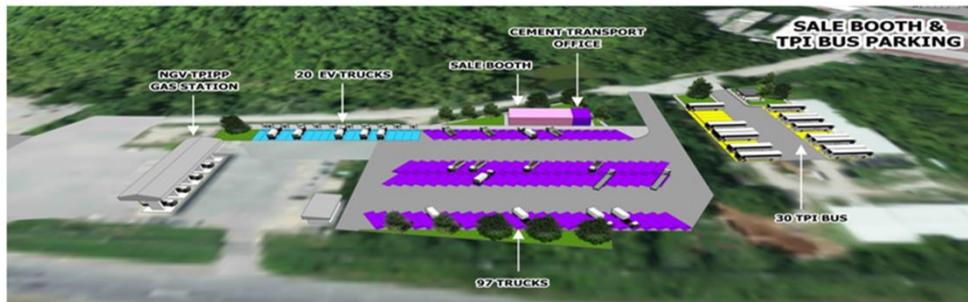
-Double inclined Clinker Cooler



-Mobile Crusher



Green Energy – Fossil Free Starting 2026



Has begun converting the 12 petrol stations into a hybrid petrol + EV stations
 Has begun converting delivery trucks and executives' cars to EV or hybrid

Green Energy

Transformation of energy from Fossil fuel to electric energy of the Mining trucks and main equipment used in the factory, including mining equipment.



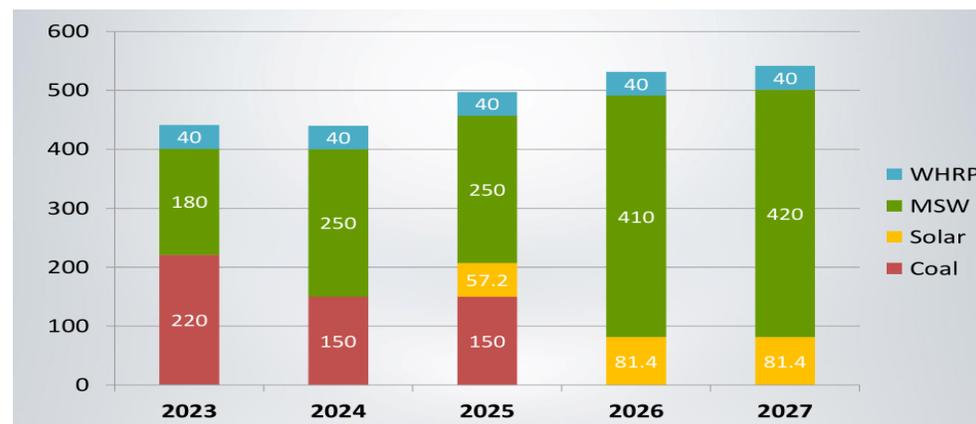
60 Tons Electric Dump Trucks
41 Trucks needed to transport raw materials from mining sites



15 pick-ups and 25 Forklifts used in distribution of products



Transform all mining equipment that use fossil fuels, such as driller, loader and Backhoe, totaling 100 vehicle into electric vehicle. The group saves Diesel oil by 15,000,000 liters and saves NGV by 657,000 kg, reducing the carbon emission by 42,395 tons of CO₂/year



United Nations Global Compact – Helps w/ Benchmarking

TPI Polene Joins the United Nations Global Compact

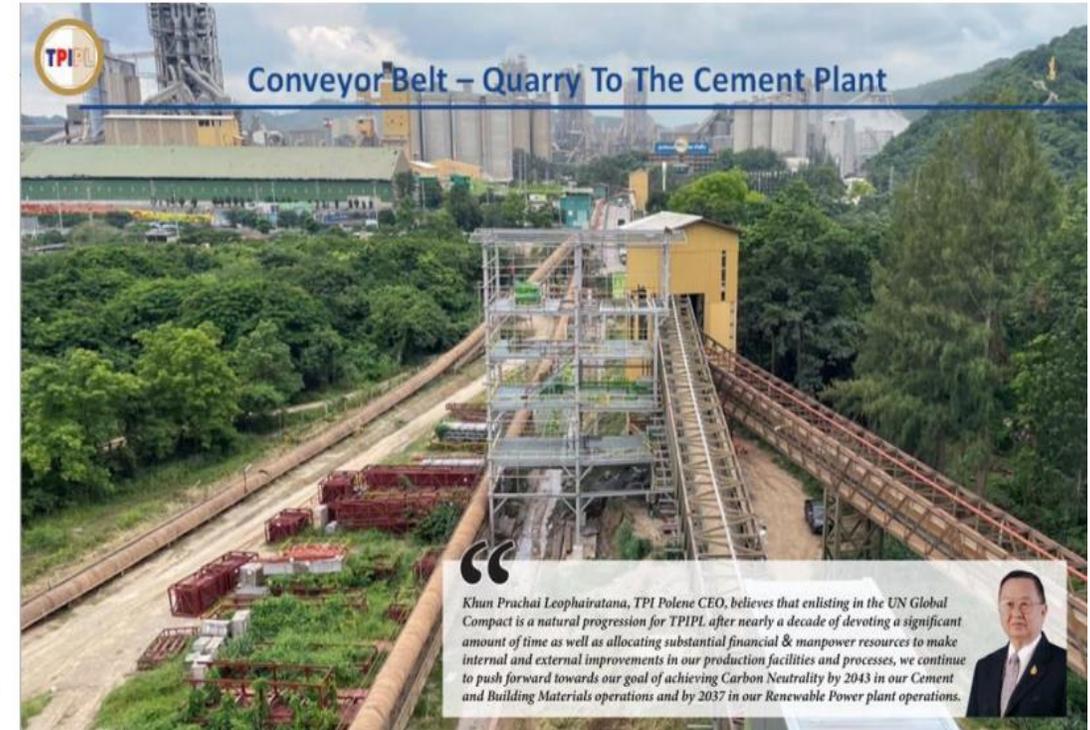
WE SUPPORT



TPI Polene Public Company Limited (TPIPL), a leading industrial conglomerate based in Thailand with strong commitment to carbon reduction and sustainability, has become a Participant of the United Nations Global Compact. The United Nations confirmed TPIPL's inclusion into UN Global Compact on 24 July 2025. TPIPL is proud to be counted as part of the network of organizations committed to responsible business practices in areas of human rights, labor, environment and governance encompassed in the UN's Sustainable Development Goals (SDGs) towards a more sustainable future for the planet as a whole whilst creating shareholder's value and growing the enterprise at the grassroots level.

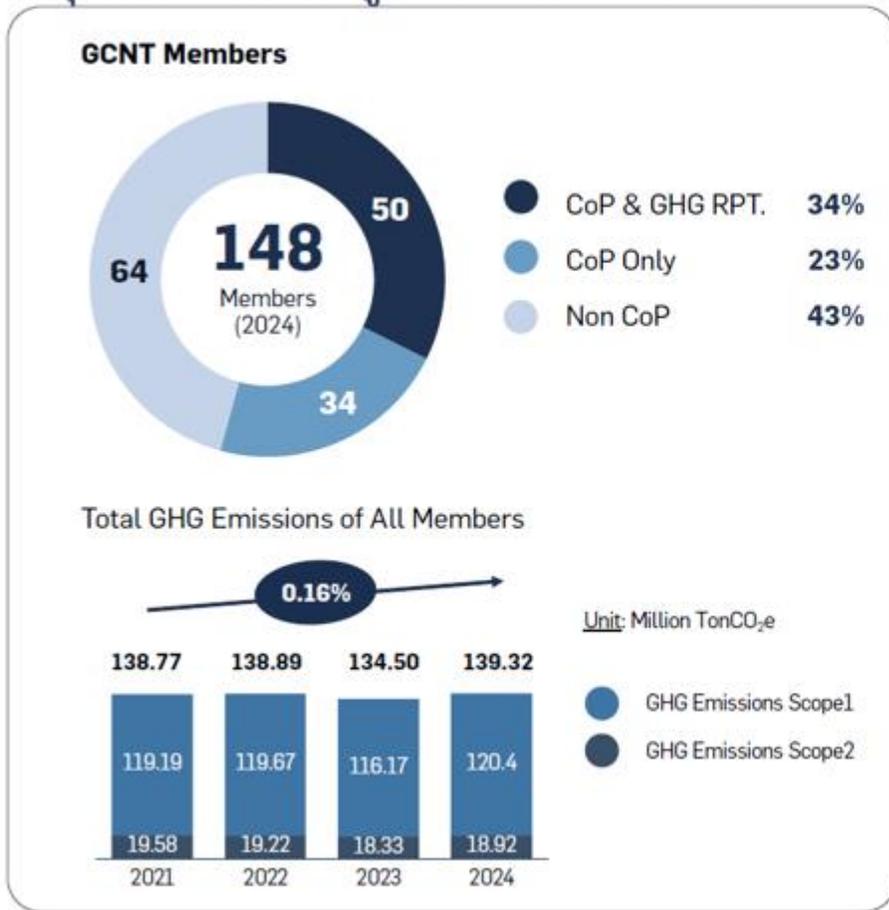
The quantification of the carbon reduction we have achieved, thus far, is still progressing. In addition, the Group is currently sitting on **nearly three million** carbon credits certified by the local agency tracking the country's GHG emissions –Thailand Voluntary Emission Reduction Program (**T-VER**) developed by Thailand Greenhouse Management Organization (**TGO**). Moreover, we hold **nearly four million units** of Renewable Energy Certificates (RECs) on our green power capacities.

As we prepare to embrace the next milestone in our journey and we view our participation in the UNGC as one of the avenues where we can gain insights from the experiences and lessons learned by over 20,000 like-minded companies and entities from over 160 countries indirectly via the mandated Communication of Progress (CoP) reporting. We hope this will assist us in taking the next strides; in the most cost efficient and expeditious manner.



Global Compact Network: Ranked 2nd in Top Ten GHG Reduction

สรุปการดำเนินงานสู่ Net Zero ของสมาชิก GCNT



Top 10 GHG Reduction Performance Companies FY 2021/2024

Company	2021	2024	Change (%)
SCG	33.52	25.48	-24%
TPI Polene	8.75	6.81	-22%
Thai Union	0.51	0.40	-21%
SCG Packaging	4.87	4.11	-16%
IRPC	4.28	3.77	-12%
K BANK	0.08	0.07	-10%
C.P. Group	6.41	5.81	-9%
ECGO	6.09	5.54	-9%
PTT GC	8.55	8.08	-5%
Berli Jucker	1.27	1.20	-5%

TPIPL Certified Green Industry Level 4 (Green Culture)



TPI Polene, represented by Mr. Pakkapol Leopairut, Senior Executive Vice President, received Green Industry Award Level 4 (Green Culture) from the Ministry of Industry.

Green Industry Level 4, or “Green Culture,” signifies that an organization has successfully cultivated a truly environmentally friendly corporate culture by fully integrating environmental responsibility into all activities - not just temporary initiatives.

“#Sustainability is not just a policy, but a corporate culture.”

Employees at all levels, all departments, share common environmental values and practice them as part of their daily work.

This is continuously communicated to all stakeholders, including communities, customers, and suppliers, to foster sustainable engagement.



TPIPL Cement Boards – Green Label certified





Certification: IS 13601 (India) only one in five worldwide



Bureau of Indian Standards
The National Standards Body of India



IS 13601 (1993)

Certified in May 2024

ETHYLENE VINYL ACETATE (EVA) COPOLYMERS
SPECIFICATION FOR SAFE USE IN CONTACT WITH
FOODSTUFFS, DRINKING WATER and PHAMACEUTICALS
(18%-50%VA CONTENT)



TPIPL, is the only IS 13601:1993 certified company in Southeast Asia and one of only Five companies worldwide... proudly joining an elite global group

...in unlocking new opportunities in the Indian market



Recognized for its contribution in Reforestation & Afforestation

Green Environment

การลดผลกระทบด้านสิ่งแวดล้อม โดยตั้งสถานีตรวจวัดคุณภาพด้านสิ่งแวดล้อม การอนุรักษ์ธรรมชาติและฟื้นฟูพื้นที่ป่าและพื้นที่ทำเหมืองให้คงสภาพ ด้วยการปลูกป่า (Afforestation) เพื่อช่วยดูดซับก๊าซเรือนกระจกสู่ชั้นบรรยากาศตามหลัก Green Economy



Corporate Merits – International ESG-Specific Awards



The **ESGBusiness Awards** celebrates companies that are leading the way in building a sustainable future. The awards program honors businesses that demonstrate outstanding commitment and achievement in environmental, social, and governance (ESG) practices.

Business community plays a pivotal role in driving positive change and shaping a more sustainable world. The award program aims to showcase and acknowledge companies that are actively working towards sustainable development goals, embracing innovation, and making a meaningful impact in areas such as climate change mitigation, resource conservation, social responsibility, and ethical governance.

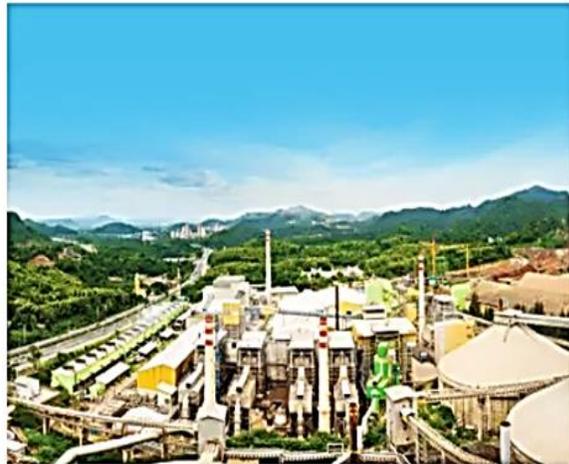
Corporate Merits – TPIPP’s diversified renewable/green portfolio



ENERGY EXCLUSIVE FEATURED

TPI Polene Power: Leading Thailand’s AFR efforts through municipal waste

November 3, 2025



TPIPP aims to make its power generation completely coal-free by 2026



International Finance Business Desk



Recently, International Finance recognized TPI Power as the “Most Innovative Diverse Energy Business Company – Thailand – 2025.” The company follows a simple business philosophy: T-ech-nology, P-roduct, and I-nnovation, and the rule has been codified into the company’s efforts.

TPIPP has broadened its operational portfolio, extending beyond waste-to-energy (WTE) fuelled principally by municipal solid waste (MSW) to utilities (oil/NGV petrol stations/EV charging stations), solar farms and roofs, and Alternative Fuel Resources (AFR) based on municipal waste.



Litigation Cases

Mining Case	Case Date	Plaintiff	Charge/Offense	Restitution	
				Refill Rocks (Mil. Tons)	
Sor Vor 4/2559	8/7/2015	Department of Primary Industry and Mines	The violation in mining activity (under Mineral Acts B.E. 2510 and Environmental Act B.E. 2535)	31,522,374.26 tons	Concluded – Site Restoration
Sor Vor 5/2559	24/3/2016			12,484,023.50 tons	Conclude – Site Restoration
Sor Vor 6/2559	24/3/2016			2,447,906.76 tons	Concluded – Site Restoration
Sor Vor 1/2560	2/3/2017			1,220,599.02 tons	Concluded – Site Restoration
Sor Vor 2/2561	21/6/2018			249,159 tons	Concluded – Site Restoration

CASE CLOSED
OVERHANG REMOVED



**The End
Thank you
Q&A**