

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.

In 2025, the Company identified eight highly material environmental sustainability topics, as follows:

1. Climate Change Management
2. Materials Management
3. Transportation
4. Energy Management

5. Water Consumption and Wastewater Management
6. Waste Management
7. Biodiversity
8. Supplier Environmental Assessment

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.

Reference link for environmental policy and guidelines : <https://www.tpipolene.co.th/en/sustainability/environmental-policy-en>

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

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

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

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

TPI Polene Group has systematically pioneered the **Transition to a Green Economy** by leveraging the distinct potential of each business unit. This approach enables cost-efficient operations and the development of innovative, eco-friendly products that remain highly competitive and responsive to evolving global consumer demands.

We prioritize strategic investments in projects that offer both robust business growth and significant greenhouse gas (GHG) reduction. Our operations are proactively aligned with emerging regulations, including Thailand's Climate Change Act and the European Union's Carbon Border Adjustment Mechanism (CBAM). We view the increasing intensity of climate change impacts as both a critical challenge and a catalyst for new opportunities.

Accelerated Decarbonization Targets

To align with global leading practices, TPI Polene Group has revised its mid-term and long-term targets to be more ambitious:

- **Carbon Neutrality:**We have accelerated our target to reach Carbon Neutrality by 2043 (B.E. 2586) - 7 years ahead of the national target of 2050.
- **Net Zero Emissions:**We have established a new long-term goal to achieve Net Zero GHG emissions by 2050 (B.E. 2593).

In pursuit of these goals, we utilize comprehensive climate management data in accordance with the Task Force on Climate-related Financial Disclosures (TCFD / IFRS S2) framework. This data informs our short, medium, and long-term GHG reduction strategies, investment planning, and sustainable financing initiatives, ensuring the organizations long-term resilience and environmental stewardship.

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

As a result of the analysis based on the aforementioned criteria, the Company identified highly material sustainability issues, which will serve as the framework for driving the Companys business and will be disclosed in the Sustainability Report for 2025.

ESG	High-priority Material Issues
Environment (7issues)	<ol style="list-style-type: none"> 1. Material Use 2. Energy 3. Water and Effuents 4. Climate Change Management 5. Waste Management 6. Logistic Management 7. Biodiversity

In terms of environmental strategic operations, the Company has successfully invested in initiatives aimed at reducing energy costs and carbon dioxide emissions in an environmentally friendly manner. The Company has improved production efficiency through the application of innovation and advanced technology, such as the cement kiln machinery improvement project designed to reduce heat consumption in the production process by using waste-derived fuel to replace coal. This initiative not only significantly reduces energy costs but also decreases reliance on fossil fuels, which are subject to price volatility. The project was gradually completed during the period from 2021 to 2025.

Moreover, the Company has upgraded its production and logistics processes to become modern and environmentally friendly in a comprehensive manner. These initiatives include improving the raw material transportation system through the use of conveyor belt systems, converting heavy machinery and transport trucks to electric systems (Electrification), increasing the proportion of clean energy (Green Energy) usage, and maximizing the utilization of by-products in accordance with the Zero Waste policy. Most of these projects were completed in 2024 and 2025 in line with the established targets. This achievement not only helps reduce energy costs and improve production efficiency, but also

serves as a key mechanism for reducing carbon dioxide emissions, moving toward carbon neutrality and a low-carbon society. The Company has also been certified under the international standard ISO 14064-1 (Carbon Footprint Verification).

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

Under the stakeholder engagement process, which drives key sustainability efforts during the reporting period, the company tracks and reports performance to the Sustainability Development Committee, covering Environmental, Social, and Governance (ESG) aspects. The summary for 2025 is as follows .

1. Environmental dimensions

TPI Polene Group is committed to elevating the organization toward a low-carbon society through strategic investments in green innovation and a decisive transition to clean energy. We prioritize production efficiency through advanced dust

collection systems while strictly adhering to the Bio-Circular-Green (BCG) Economy and Zero Waste principles. Our goal is to maximize resource efficiency while fostering ecosystem restoration and sustainable resource management. Our key initiatives are summarized as follows:

1.1 Transitioning to a Low-Carbon Society: In 2025, cement factories were able to use waste as fuel to replace approximately 9.5% of the total heat required, compared to the target of 25%. This was due to a production shutdown in 2025 for the installation of a Bag Filter dust collector to replace the Electrostatic Precipitator (ESP) dust collector, which aims to increase the efficiency of PM 2.5 dust collection to up to 99.99%. The installation of the machinery is expected to be completed in March 2025, so the average rate of using waste fuel instead of coal in 2025 did not reach the 25% target.

1.2 In 2025, the Company invested 125 million Baht in the procurement of Electric Vehicle (EV) Mining Trucks and EV Wheel Loaders to replace traditional internal combustion engine (ICE) vehicles. This investment is strategically aimed at optimizing transportation costs while simultaneously reducing greenhouse gas emissions and mitigating PM 2.5 dust.

1.3 In 2023- 2025, the Company invested Baht 498 million to convert 72 heavy mining machines and 169 concrete and cement trucks from internal combustion engines to electric power. This investment will help reduce transportation costs, greenhouse gas emissions, and PM 2.5 dust.

1.4 A new type of cement, hydraulic cement, has been developed to replace Portland Cement Type 1. It offers easy pouring and fast drying properties. By using hydraulic cement as a raw material for producing ready-mixed concrete or low-heat concrete, it helps reduce heat accumulation in large concrete structures and increases durability, allowing the concrete to withstand various environmental conditions effectively. It is also a sustainable product for green building construction, meeting LEED and TREES standards, helping to reduce work time and lower carbon dioxide emissions in the production process. In 2025, the Company produced 4,710,501.98 tons of hydraulic cement, reducing its Scope 1 greenhouse gas emissions by 0.3863 million tons of carbon dioxide equivalent. In addition, the Company has designed green products, including Green Clinker, Green Cement, Green Fiber Cement, and Green CRT. These products focus on utilizing alternative raw materials, alternative fuels, and electricity from renewable energy sources.

1.5 The Company has implemented a project to improve the efficiency of cement production by separating limestone and grinding it to reduce the proportion of clinker used in cement production. The project will begin in December 2025 with an investment budget of Baht 64 million. It has been completed in May 2025 and will enable the Company to reduce greenhouse gas emissions by 516,815 tCO₂e per year.

1.6 TPI Polene Group establishes a waste management policy based on the 1A3R principle (Avoid, Reduce, Reuse, Recycle) under the Zero Waste concept, ensuring that no waste, wastewater, used oil, chemicals, or other waste is released into the ground. Waste is disposed of in a cement kiln at temperatures exceeding 1,800 degrees Celsius in a closed system. This method is considered a modern, environmentally friendly technology. In addition, TPI Polene Group operates its business in line with the Bio-Circular-Green Economy (BCG) approach for sustainability, aiming to maximize the use of raw material resources. This includes the 100% reuse of leftover crushed rock from the construction stone production process and repurposing excess raw materials from one factory as inputs for another. The Company has set a goal to utilize $\geq 95\%$ of the total industrial waste generated. In 2025, the Company utilized industrial waste from the production process as alternative fuel and materials and recycled a total of 2,819.35 tons, accounting for 99.62% of the total industrial waste generated, exceeding the Company's target.

1.7 TPI Polene Group has implemented measures to restore the natural environment and protect the ecosystem by collaborating with government agencies or private sectors to rehabilitate forest areas.

1.8 Cement factories improve energy efficiency by setting targets for energy use per unit of production.

1.9 TPI Polene Group has a policy to manage water usage with maximum efficiency, ensuring that no water is released outside the factory. This includes controlling the quality of wastewater to meet the value of wastewater standards.

1.10 Operational impacts are minimized throughout the value chain.

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	1

Details of incidents and corrective measures for significant legal violations or negative environmental impacts

Year of incident	Details	Progress status
2016	<p>Incident Mining case</p> <p>Impacts that occurred or expected to occur</p> <p><u>Non-financial impact</u> -</p> <p><u>Financial impact</u></p> <ul style="list-style-type: none"> • Expected impact on financial statement : 479,000,000.00 Baht • Actual impact on financial statement : 0.00 Baht <p>Corrective or remedial measures</p> <p>The Company has commenced the execution of the Courts judgement by making return mineral for cement industry to the litigation areas and to restore such areas to its original conditions. The Company has recorded the expenses for estimated liabilities of damages from the litigation cases, totaling 5 cases, amounting to approximately Bath 479 million.</p>	Remediation plans being implemented

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	10
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	20.00

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
- The Company installed additional conveyor belt systems for raw material handling in the sand grinding process at the Golden Sand and Additive Mill to reduce truck transportation, lower fuel consumption, and decrease greenhouse gas emissions from transportation
- 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.
- Poly track 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 CO₂ 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 management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2026	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 2025

- Total energy consumption measurement (only cement plant, LDPE/EVA plants, and concrete roof tile and fiber cement plants) amounted to 29,559,607.73 gigajoules [103-2], accounting for 12.05% f decreasing compared to 2024, the details are as follows:

Cement Plant

Total energy consumption amounted to 28,421,776.71 gigajoules, representing a decrease of 10.79% compared to 2024, due to increased production capacity in response to customer demand, and the Companys continuous commitment to improving energy efficiency, the total energy consumption per unit of clinker production in 2025 was 3,488.17 MJ/ton, decreasing by 228.31 MJ/ton compared with 2024, representing a 6.14% reduction. When compared with the targets, the results are as follows:

- Total energy consumption per unit of clinker production was 3,280.90 MJ/ton, decreasing by 137.71 MJ/ton from 2024 or 4.01%, which met the target.
- Total energy consumption per unit of cement production was 149.61 MJ/ton, decreasing by 13.37 MJ/ton from 2024 or 8.20%, which met the target.
- Total energy consumption per unit of mortar cement production was 64.64 MJ/ton, increasing by 5.92 MJ/ton from 2024 or 10.08%, which was higher than the target due to a decrease in sales volume.
 - The reduction in energy consumption from using fossil fuels in clinker production by 280.40 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 tCO2e 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 tCO2e per year in Scope 1 greenhouse gas emissions.

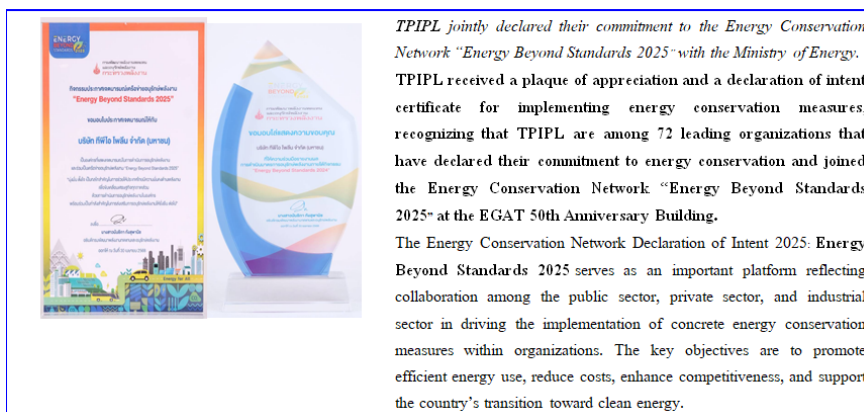
LDPE/EVA Plants

- Total energy consumption of 645,612.93GJ, representing an increase of 4.21% compared to 619,510.26 GJ in 2024, primarily due to higher production volumes. However, energy efficiency per unit of production improved. All energy consumption per production of LDPE & EVA resins was 4,311.47 MJ/ton.
- Total energy consumption per production of water-based adhesives, powdered adhesives was 1,198.90 MJ/ton.

CRT and FCB plants

- Total energy consumption of 492,218.08 gigajoules, increased by 5.60% compared to 2024 and all kinds of total energy per board production (FB)/ Tile (FR) / Tile Cover (FR)/ Synthetic Wood (FW) is equal to 1,693.75 MJ/Ton

Diagram of performance and outcomes in energy management



TIPL jointly declared their commitment to the Energy Conservation Network Energy Beyond Standards 2025 with the Ministry of Energy.

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,371,493,430.34	1,256,628,799.09	1,317,636,533.12
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,371,493,430.34	1,256,628,799.09	1,317,636,533.12
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	136,643.76	127,330.91	137,943.52

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

Electricity Consumption Intensity

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

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	5,638,705,394.91	4,834,040,482.20	4,548,351,174.78
Percentage of total electricity expense to total expenses (%) ^(**)	14.72	14.83	14.84
Percentage of total electricity expense to total revenues (%) ^(**)	12.57	12.80	12.50
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	561,791.91	489,820.70	476,167.42

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	12,739,266.89	10,321,436.00	8,297,730.06
Fuel oil (Litres)	3,359,414.89	3,631,278.00	4,033,726.00
Natural gas (Standard Cubic Feet)	14,376,871.21	6,732,952.61	1,462,029.28
Steam (Metric tonnes)	57,674.70	55,691.28	60,721.80
Coal (Metric tonnes)	1,088,926.07	910,178.84	1,095,561.28

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	33,609,161.81	26,796,599.91	29,559,607.73

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.74895883	0.70939567	0.81251136
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.74895000	0.70939000	0.81251000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	10
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	20.00

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.

Performance Targets

Short-term Goals within 5 years	Long-term Goals more than 5 years
<ul style="list-style-type: none"> ● Control the amount of water drawn from the Pa Sak River to not exceed 11,000,000 cubic meters per year. ● Reduce the amount of water drawn from the Pa Sak River by 1 million cubic meters per year in 2026. ● Reduce the use of water resources from the Pa Sak River by reusing surface water and used water, with water usage not exceeding 275 liters per ton of cement in 2022, 225 liters per ton of cement in 2023, 200 liters per ton of cement in 2024, and 180 liters per ton of cement in 2025, and 170 liters per ton of cement in 2026 respectively. 	<ul style="list-style-type: none"> ● Control the amount of water drawn from the Pa Sak River to not exceed 10,000,000 cubic meters per year. ● Reduce water consumption from the Pa Sak River by reusing surface and used water, with a limit of no more than 160 liters per ton of cement by 2030.

Measures and Guidelines for Water Conservation and Loss Reduction

1. Cement Factory and Concrete Roof Tile and Fiber Cement Plant (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)

2.1 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	2025 : Water withdrawal 180.00 liters per ton of cement	2026 : Reduced by 170.00 liters per ton of cement

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Key Performance in 2025

- The use of water resources from significant sources affects the environment (only for cement plants, LDPE and EVA plants, CRT and FCB plants).
- In 2025, 6,182,427 cubic meters of water from the Pa Sak River, it does not exceed 12,000,000 cubic meters per year.
- In 2025, water consumption at cement part was 142.25litres/ton decreased by 23.29% compared with the same in 2024.
- Total amount of water to be used of 9,090,442 cubic meters decreased by 4.80% compared with the same in 2024, classified as water with a total amount of solids dissolved in water $\leq 1,000$ mg/litre of 8,751,407 cubic meters decreased by 5.05% compared with the same in 2024 and total amounts of soluble solids $> 1,000$ mg/l of 339,035 cubic meters, representing an increase of 2.23% compared with the same in 2024.
- Total sewage volume of 17,166.30cubic meters, classified as water with a total amount of solids dissolved in water $\leq 1,000$ mg/litre of 17,166.30cubic meters of water and total amount of soluble solids $> 1,000$ mg/litre of 0 cubic meters, representing a significant increase of 130.36% compared to 2024. The increase is primarily due to the polymer plant expanding its production hours to meet rising market demand, which subsequently led to a higher volume of effluents from the manufacturing process
- Total water consumption of 2,104,077.30 cubic meters represents a decrease of 11.26% compared with the same in 2024.
- Total reusable water content of 1,152,811cubic meters, a decrease of 3.85% % compared with the same in 2024 and accounted for 54.79% 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 2025 are all under standards.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,538,748.00	2,371,070.00	2,104,077.30
Water withdrawal by third-party water (cubic meters)	538,314.00	539,106.00	584,416.30
Water withdrawal by surface water (cubic meters)	1,683,872.00	1,500,340.00	1,180,626.00
Water withdrawal by groundwater (cubic meters)	316,562.00	331,624.00	339,035.00

	2023	2024	2025
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	252.94	240.25	220.28
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.06	0.06	0.06

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	15,343.00	7,452.00	17,166.00
Wastewater discharged to third-party water (cubic meters)	15,343.00	7,452.00	17,166.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	2,523,405.00	2,363,618.00	2,086,911.30

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	1,362,200.00	1,110,051.00	1,152,811.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.05623248	0.06257288	0.05736338

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	9,030,100.00	9,140,980.00	10,284,000.00
Total water withdrawal expense from third-party water (Baht)	9,030,100.00	9,140,980.00	10,284,000.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.02	0.03	0.03
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.02	0.02	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	899.68	926.23	1,076.63

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	10
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	20.00

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.

Action Plan

- Implement Zero Waste to Landfill policy by disposal of waste without harmful the environment with the method of co-fired together with the main fuel at the rotary kiln at temperatures above 1,800 degrees Celsius in the closed system, it is considered a modern and technological advancement and environmentally friendly compared to the conventional landfill waste that causes problems for communities and the environment. For this reason, the Company's business operations will limit and not release carcinogens such as methane, nitrogen oxide (NO_x) and sulfur dioxide (SO₂) and fly ash into the atmosphere, making it an effective and sustainable way to manage waste or industrial waste.
- Implement the BCG strategy to ensure the cost-effective use of raw material resources, such as the use of excess of waste from sorting process to produce fuel, through the production process to produce organic fertilizer under fertilizer projects. This increases productivity and reduces costs of using chemical fertilizers for agriculturalists and does not cause residues in the soil. The waste concrete tile scraps of the production process are used as new raw materials in the production process. The use of raw materials waste caused by recycling water filtration in the fiber cement board production process is used through stirring and wet grinding to be recycled as new raw materials. The use of dust caused by dry bending process and scrap fiber cement boards that are waste from the production process through a fine grinding process to be used as a new raw material, such as cement, pulp and sand as well as supporting renewable energy consumption and increasing energy efficiency by using waste to produce coal

renewable fuels in cement plants, which reduces environmental problems, caused by the disposal of conventional waste using landfill methods, causing air pollution and Waste Gas. By- products from EVA production process is used as raw material in the production of EVA Emulsion and EVA Powder.

● The Company has a procedure for information collection and assessment in relation to waste as follows:-

1. Industrial waste management must comply with the Ministry of Industry Announcement on the Disposal of Sewage or Disused Materials B.E. 2548 (2005)

2. Exploiting industrial waste, such as renewable fuels, renewable materials, recycle or disposable must obtain permission with the Department of Industrial Works at all times and provide details of waste, disposal method, weight and waste disposal recipient.

3. To exploit industrial waste, such as renewable fuel, as a renewable material, recycle or dispose of it, transportation documents must be issued at all times they are transported for legal evidence.

4. Accounting for collecting data and controlling the weight of industrial waste that has been exploited, such as renewable fuels, renewable materials, recycle or disposable.

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	2026 : Increased by 95%	<ul style="list-style-type: none"> • Reuse • Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

- Total amount of industrial waste to be exploited was 2,819.35 tons, representing 99.62 % of the amount of industrial waste generated in 2025.

- The quantity of safe landfill waste was 0 tons, accounting for 0% of the industrial waste generated in 2025. Therefore, the company no landfills waste in 2025.

Scrap quantity and waste management (only cement plant, LDPE/EVA plants and CRT and FCB plants)

Unit: Tons

Scrap and Waste Management	2023	2024	2025
1. 1. Total waste content classified by type of waste			
● Hazardous waste	3,091.93	2,012.10	2,093.93
● Non- hazardous waste	3,029.92	873.05	736.04
Total quantity of waste	6,121.85	2,885.15	2,829.97
1. 2. Exploitation*			
Hazardous waste			
● Substitute fuel	2,779.42	1,820.72	1,599.89
● Substitute material	184.76	169.05	195.60
● To be recycled	119.79	22.33	298.44
Non- hazardous waste			
● Renewable fuel	44.91	28.77	167.82
● Substitute material	78.44	107.65	72.96
● To be recycled	2,879.82	727.95	484.64
Total utilized waste content	6,087.14	2,876.46	2,819.35
1. 3. Disposal of waste			
Hazardous waste			
● Safe landfill	7.96	0	0
Non- hazardous waste			
	26.75	8.68	10.62
Total disposal waste content	34.71	8.68	10.62

Note: * Utilization and disposal occur within the physical boundaries under the Company's control and management (onsite).

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	6,121,850.00	2,885,150.00	2,829,970.00

	2023	2024	2025
Total non-hazardous waste (kilograms)	3,029,920.00	873,050.00	736,040.00
Total hazardous waste (kilograms)	3,091,930.00	2,012,100.00	2,093,930.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.14	0.08	0.08
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.02	0.02
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.05	0.06

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	2,999,610.00	750,280.00	2,987,170.00
Reused/Recycled non-hazardous waste (Kilograms)	2,879,820.00	727,950.00	893,240.00
Reused/Recycled hazardous waste (Kilograms)	119,790.00	22,330.00	2,093,930.00
Percentage of total reused/recycled waste to total waste generated (%)	49.00	26.00	105.55
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	95.05	83.38	121.36
Percentage of reused/recycled hazardous waste to hazardous waste (%)	3.87	1.11	100.00

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	:	Business Group
Total number of disclosure boundaries	:	10
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	10.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

TPI Polene Group has systematically pioneered the transition to a green economy by leveraging the distinct potential of each business unit. This approach enables cost-efficient operations and the development of innovative, eco-friendly products that remain highly competitive and responsive to evolving global consumer demands. By prioritizing investments, the Group focuses on projects with the potential to lead to business growth with good returns and greenhouse gas reduction. Operations are adapted to respond to changing regulations, such as Thailand's Climate Change Act and the European Union's Carbon Border Adjustment Mechanism (CBAM), which are considered new challenges and opportunities, as well as the significantly intensifying impacts of climate change.

TPI Polene Group has adjusted its medium-term and long-term targets to be more challenging and intensive to align with the current situation and the direction of leading global companies. This involves accelerating the target to achieve Carbon Neutrality 7 years ahead of the national target, moving from 2050 to 2043, and adding a new long-term goal to achieve Net Zero greenhouse gas emissions by 2050. This relies on climate management data in accordance with the Task Force on Climate-related Financial Disclosures (TCFD / IFRS S2) framework to support the formulation of short-term, medium-term, and long-term greenhouse gas reduction strategies and targets, as well as investment and financial planning for corporate sustainability and the environment.

TPI Polene Group Roadmap to Net Zero Emissions by 2050

Phase 1: Short-Term (2020-2030) Transition to a Low-Carbon Society

The primary objective of this phase is to reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 35% by 2030, relative to the base year 2020, by transitioning from fossil fuels to renewable and clean energy sources.

The Company will reduce Scope 1 and Scope 3 greenhouse gas emissions, particularly Category 3 (Fuel- and energy-related activities) and Category 4 (Upstream transportation and distribution) by replacing combustion-engine machinery with electric-powered equipment, such as using conveyor belt systems instead of trucks and transitioning to electric vehicles (EVs) in cases where trucks are required for transportation. The Company will also increase the proportion of alternative fuels in clinker production, such as using municipal waste as fuel instead of coal.

The Company also promotes eco-friendly and low-carbon products by integrating alternative and recycled raw materials to reduce the proportion of clinker used in cement production, aiming to reduce greenhouse gas emissions per production unit. This includes producing hydraulic cement instead of Portland Type 1 cement and improving filtration efficiency.

The Company aims to achieve zero Scope 2 emissions by using 100% clean electricity from TPI Polene Power Public Company Limited, which generates power from renewable energy sources.

Phase 2: Medium-Term (2031-2049) Driving Green Innovation

This phase focuses on investments in innovation and research to identify and implement Deep Tech solutions to support the transition toward Net Zero, such as Carbon Capture, Utilization, and Storage (CCUS) and hydrogen

technologies, in order to reduce Scope 1 greenhouse gas emissions. The Company will also expand the use of clean energy and renewable energy systems, as well as increase reforestation activities to generate carbon credits for offsetting greenhouse gas emissions. These initiatives aim to prepare the Company to achieve Carbon Neutrality and become a sustainable industry for the future.

Phase 3: Long-Term (2050) Achieving Net Zero Emissions

By 2050, TPI Polene Group intends to achieve Net Zero GHG Emissions through a complete transformation of production technologies and supply chain management into a fully Green Process. The Company will leverage flexible and competitive clean technologies to strengthen business resilience. Central to this goal is the transition to negative carbon production, such as bio-based processes (utilizing carbon-sequestering fuels or raw materials). The integration of Carbon Capture, Utilization, and Storage will be the final pillar in neutralizing any remaining emissions to successfully reach net zero targets.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2020 : Greenhouse gas emissions 9,346,018.31 tCO ₂ e	2030 : Reduced by 35% in comparison to the base year	2043 : Reduced by 100% or 0.00 in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
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Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2020 : Greenhouse gas emissions 9,346,018.31 tCO ₂ e	2030 : Reduced by 35% tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

- ***TPIPL** jointly declared their commitment to the Energy Conservation Network Energy Beyond Standards 2025 with the Ministry of Energy.*

TPIPL received a plaque of appreciation and a declaration of intent certificate for implementing energy conservation measures, recognizing that TPIPL are among 72 leading organizations that have declared their commitment to energy conservation and joined the Energy Conservation Network Energy Beyond Standards 2025 at the EGAT 50th Anniversary Building.

The Energy Conservation Network Declaration of Intent 2025: **Energy Beyond Standards 2025** serves as an important platform reflecting collaboration among the public sector, private sector, and industrial sector in driving the implementation of concrete energy conservation measures within organizations. The key objectives are to promote efficient energy use, reduce costs, enhance competitiveness, and support the countrys transition toward clean energy.

- ***TPIPL** received the prestigious 3G Excellence Award for Green Innovation and Solutions 2025 in recognition of its strong commitment to leadership in renewable energy, conducting its business in alignment with global environmental commitments, and its dedication to supporting the United Nations Sustainable Development Goals (SDGs). The Companys long-term goal is to achieve carbon neutrality by 2043.*
- ***TPIPL** received the Industrial Energy Efficiency Award Thailand from the ESGBUSINESS Awards 2025, reflecting its outstanding performance in energy and environmental management.*

The award recognizes organizations with exceptional achievements in efficient energy utilization and business operations in accordance with Environmental, Social, and Governance (ESG) principles.

- ***TPIPL** received The Global Economics Awards 2025, reinforcing its leadership in sustainable cement manufacturing at the international level.*

TPIPL was honored with The Global Economics 2025 Award in the category of Excellence in Sustainable Cement Manufacturing from the Annual Global Economics Awards Program 2025, organized by The Global Economics Limited, United Kingdom.

This prestigious award reaffirms the Companys outstanding commitment to sustainability and innovation in cement manufacturing, promoting environmentally friendly production, reducing greenhouse gas emissions, and enhancing production standards in alignment with international Sustainable Development Goals. It also reflects TPI Polenes strong performance in continuously integrating Environmental, Social, and Governance (ESG) principles into its business strategy, marking another significant achievement that confirms the Companys leadership at the regional level.

This accomplishment reflects TPI Polenes determination to develop its business alongside environmental conservation, social responsibility, and high-standard corporate governance. The Company remains committed to being a key driving force in advancing Thailand and the region toward a sustainable future.

● **TPIPL Certified with ISO14064-1 (Carbon Footprint Verification or CFV)**

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

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	8,638,405.29	7,420,181.98	8,052,384.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	7,280,461.01	5,497,656.64	6,504,085.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,153,818.52	1,314,464.27	923,675.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	204,125.76	608,061.07	624,624.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.192501	0.196437	0.221338
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	860.66	751.87	843.01

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Income in thousand baht)	0.19075200	0.19228600	0.22133761

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

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

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

Verification of the company's greenhouse gas emissions : Yes

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

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/0212/2025/1776647453473.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : TPI POLENE 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, Supplier rights

Human Rights Practices

The Company recognizes the vital importance of respecting and protecting human rights across all business processes. To ensure systematic management, the Risk Management Committee has been designated as a sub-committee responsible for overseeing human rights issues. This structure ensures that business operations are conducted with responsibility toward all stakeholder groups, maintaining a balance under the principles of Good Corporate Governance, transparency, and fairness.

To support sustainable development, the Company has integrated human rights principles into its organizational management framework. This is formalized through the Human Rights Policy (Announcement No. 006/2559) and the Personal Data Protection Policy (Announcement No. BC 0017/2564). We are committed to integrity and strict compliance with relevant laws and regulations, aligning with the governments BCG Model (Bio-Circular-Green Economy). This alignment aims to enhance the quality of life within Thai communities and society, promote the distribution of opportunities, and effectively reduce inequality.

Our human rights commitment extends across the entire Value Chain, encompassing employees, business partners, customers, and local communities. We have established clear policies and guidelines, including the Code of Conduct and the Supplier Code of Conduct, which are implemented in collaboration with our partners in procurement and contracting to elevate standards of responsible and fair operations.

Furthermore, the Company adheres to international human rights principles and labor standards, including the six core principles of the United Nations Global Compact (UNGC):

- Principles 12: Respecting and supporting the protection of human rights and ensuring non-complicity in human rights abuses.
- Principles 36: Upholding freedom of association, the elimination of forced and compulsory labor, the abolition of child labor, and the elimination of discrimination in employment.

The Company is committed to human rights practices for all stakeholders across its value chain, including employees, business partners, customers, and local communities. This commitment is formally established as the Company's policies through the Business Code of Conduct and the Supplier Code of Conduct (covering procurement, sourcing, and employment) mutually agreed upon with our partners. Furthermore, the Company strictly adheres to the provisions set forth in international human rights principles and international labor standards.

This includes the United Nations Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the Thai Labour Protection Act B.E. 2560 (2017), and fully respects the principles of the International Labour Organization (ILO).

Management Approach

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

The Company recruits employees based on principles of fairness, equality, and non-discrimination emphasizes equality and fairness in its recruitment process, without discrimination based on race, religion, gender, age, sexual orientation, or nationality. It provides equal employment opportunities and strictly prohibits the use of child labor, conscripted labor, and forced labor.

The Company provides equal access to employment opportunities for all individuals, including persons with disabilities and disadvantaged groups. These commitments are upheld through the Company's Code of Business Conduct, alongside the continuous disclosure of information related to equality and human rights. The Company also respects Indigenous Rights. The Company promotes 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.

Human Rights and Labor Training

Targets

- 100% of employees to complete training on ethics, labor practices, and human rights by 2026 (B.E. 2569).
- 100% of executives and supervisory-level employees to complete advanced training on Human Rights Due Diligence by 2027 (B.E. 2570).
- At least 90% of critical suppliers to receive communication or training on the Code of Business Conduct and human rights by 2027 (B.E. 2570).

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.

Occupational Health and Safety

Targets

- Reduce the Lost Time Injury Frequency Rate (LTIFR) by 15% by 2027 (B.E. 2570), compared with base year 2024 (B.E. 2567).
- Maintain Zero Fatalities continuously each year.
- Ensure 100% of employees and contractors complete safety training prior to commencing work.
- Conduct Safety Talks at least 12 times per year per department/unit.

The Company attaches great importance to respecting the rights of suppliers/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 in alignment with the United Nations Global Compact (Principles 16) and EcoVadis assessment framework. We maintain a zero-tolerance policy towards human rights violations and strictly refrain from holding shares in, or entering into partnerships with, any organization involved in such abuses. To ensure compliance throughout our supply chain, all suppliers are required to acknowledge and adhere to the Supplier Code of Conduct (Procurement and Contracting). This code encompasses rigorous guidelines on human rights protections and anti-corruption measures.

In 2025, a 99.65% of the Company's 1,750 total suppliers, signed and committed to following these established requirements.

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. In instances where non-compliance or risks are identified regarding human rights, labor practices, health and safety, or environmental standards, the Company requires the respective supplier to develop a Corrective Action Plan (CAP) within a specified timeframe. The CAP must clearly outline the root causes, proposed remediation measures, responsible personnel, and a definitive timeline for completion.

The Company actively monitors the progress and evaluates the effectiveness of these corrective measures through periodic follow-ups. This process ensures that all identified non-compliances are addressed appropriately and remediated in a sustainable manner.

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.

Statement of Principles and Process for Community Investment

TPI Polene recognizes that sustainable business growth necessitates the respect, protection, and promotion of human rights for all stakeholders, particularly the local communities surrounding our operational sites. Accordingly, the Company has established these Principles and Processes for Community Investment, anchored in a development approach that prioritizes human dignity, equality, non-discrimination, and meaningful community participation.

Our community investments aim to generate sustainable positive social impacts, reduce inequality, and support access to fundamental opportunities in alignment with International Human Rights Principles and the Sustainable Development Goals (SDGs). We have defined our focus areas as follows:

1. Educational Facilitation, Learning, and Community Development

The Company prioritizes the right to access education and lifelong learning for children, youth, and community members. This is demonstrated by providing scholarships to youths with good academic performance and conduct who lack financial resources in the areas surrounding the Saraburi plant. This initiative aims to create equal educational opportunities and alleviate the financial burden on their families. Furthermore, the Company offers employment opportunities within the organization for qualified local youths upon their graduation. Additionally, the Company opens its facilities for community site visits and educational tours to observe its management and operations, which helps enhance knowledge sharing, mutual understanding, and positive relationships between the Company and the community.

2. Enhancing Quality of Life, Health, and Public Sanitation

The Company supports the right to health and an adequate standard of living by leveraging corporate resources to enhance public health, local economies, and vocational skills:

- **Public Health Support:** In collaboration with the 2nd Regional Blood Center (Lopburi) and the Saraburi Red Cross Chapter, our executives and employees donated over **80,000 cc** of blood to assist patients in Saraburi and nearby provinces.
- **Nutrition and Sustainable Agriculture:** We initiated the **Chemical-Free Agriculture for School Lunches** project at Ban Sap Bon School, Saraburi. This serves as a learning hub for organic farming, promotes better nutrition, and generates supplemental income from school produce.
- **Institutional Support:** TPI drinking water and beverages are consistently donated to support government and educational health-promoting activities.

- **Vocational Excellence:** Programs such as the **Top Plastering and Painting Craftsman** competition are organized to elevate the skills and standards of the local construction workforce.
- **Mobile Medical Units:** We deploy mobile medical teams to provide health check-ups directly to community members.
- **Infrastructure Development:** In partnership with the Kaeng Khoi District Life Quality Development Fund, the Company assists in repairing and constructing homes for the underprivileged, persons with disabilities, and the chronically ill in the Kaeng Khoi area.
- **Transparent Communication:** We maintain open channels for community feedback. Accurate and timely information regarding company operations and human rights knowledge is disseminated via **Polene News** and through active engagement with community committees.
- **Volunteerism and Civic Engagement:** The **TPI Volunteer** group was established to drive community service activities. Our Community Relations department coordinates these efforts and encourages employees to serve as consultants or representatives in local administrative organizations (e.g., Sub-district Administrative Organizations and Municipal Committees).
- **Economic Empowerment:** By upgrading our production processes to utilize 25% Refuse-Derived Fuel (RDF) as a coal substitute, we source waste from local producers across 16 provinces. This initiative creates local jobs, reduces waste, and addresses economic inequality. Additionally, we support local occupational groups by providing production tools, agricultural drip-irrigation systems, and expert speakers for educational institutions.

Environmental Conservation and Local Culture

The Company respects the rights of communities to preserve their natural resources, way of life, and cultural heritage. We actively engage with local communities to promote and carry forward their unique identities through various initiatives, such as:

- **Thailand Plaster Art Competition:** Organized in collaboration with government agencies and educational institutions to conserve and evolve traditional Thai plaster arts.
- **Public Art (Street Art) Volunteers:** Supporting community-based art projects to enhance cultural value and foster local pride.
- **Preservation of Cultural Heritage:** Participating in religious merit-making and cleaning activities at Wat Ban Hin Lap and Wat Ban Sap Bon. The Company also manages the landscape of Pha Sadet, a significant historical site, and organizes the annual tribute ceremony for the royal statue of King Chulalongkorn (Rama V).

Community Investment Process

The Company's community investment is managed through a transparent and systematic process, comprising the following stages:

1. **Needs Assessment:** Listening to community feedback, requirements, and concerns through active engagement with community leaders, committees, and formal surveys.
2. **Impact Assessment:** Evaluating the Company's operational impact on the local economy, society, and overall quality of life.
3. **Project Implementation:** Designing and executing community investment projects that align with the local context and relevant human rights issues.
4. **Monitoring and Reporting:** Conducting annual performance reviews and reporting via frameworks such as CSR-DIW Continuous, Socio-Economic Monitoring Reports, and Community Satisfaction Surveys.
5. **Continuous Improvement:** Utilizing evaluation results and community suggestions to refine operations, aiming to minimize negative impacts while maximizing sustainable positive outcomes.
6. **Market Access and Fair Trade:** Providing dedicated spaces within the Company's premises for Saraburi farmers to sell their agricultural products, thereby strengthening the local economy and ensuring fair market access.

Indigenous Peoples Rights

The Company is committed to respecting and protecting the human rights of all stakeholder groups, including the rights of indigenous peoples, in all areas of potential operation. Our approach honors their unique cultures, traditions, customs, and livelihoods in accordance with international standards. Specifically, the Company upholds the principle of Free, Prior, and Informed Consent (FPIC) in the event that business operations or expansions may impact indigenous communities.

Currently, the Company's operational sites are located outside of indigenous territories, with no indigenous populations residing within a 5-kilometer radius of our plants. Despite this, we remain steadfast in our commitment to applying these principles in any future operations by integrating meaningful stakeholder engagement into our corporate decision-making processes.

Security Management and Human Rights

The Company recognizes the critical importance of maintaining security while strictly upholding the human rights of our employees, local communities, and all stakeholders. We have established written policies and guidelines for the management and oversight of security personnel, encompassing both direct employees and external contractors.

The Company's security operations are aligned with the Voluntary Principles on Security and Human Rights (VPSHR) and the UN Guiding Principles on Business and Human Rights (UNGPs), emphasizing the appropriate and proportionate use of force in accordance with the law, as well as treating all parties with respect, non-discrimination, and regard for human dignity.

The Company provides training for security personnel on human rights issues, including the peaceful prevention and management of incidents. Furthermore, the Company establishes fair, transparent, and accessible grievance and investigation mechanisms for security-related incidents to prevent and mitigate human rights risks across all operational areas.

Reference link for social and human rights policy and guidelines : <https://www.tpipolene.co.th/en/sustainability/sustainability-en-inv>
Page number of the reference link : 45-56

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

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

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

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

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

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

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

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

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

More details can be found on the Company's website : <https://www.tpipolene.co.th/th/aboutus/supplier-code-of-conduct-th>

and details of the Sustainable Procurement Policy at <https://www.tpipolene.co.th/th/aboutus/sustainability-procurement-policy>

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

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.Remediation and Mitigation

1. Policy Commitment

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
<ul style="list-style-type: none"> ● Non-discrimination ● Diversity, Equity & Inclusion (● Freedom and collective bargaining ● Occupational health and safety ● Personal data protection ● Child labor ● Conscripted and forced labor 	<ul style="list-style-type: none"> ● Non-discrimination ● Occupational health and safety ● Personal data protection ● Child labor ● Conscripted and forced labor ● Security practices 	<ul style="list-style-type: none"> ● Efficiency, readiness, and reliability of the electrical system ● Personal data protection 	<ul style="list-style-type: none"> ● 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 2025, the Company did not receive any reports or complaints regarding human rights violations.

Preventive Measures and Impact Mitigation

Related Stakeholder	Impacts	Mitigation and Remediation
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<p>Suppliers</p>	<ul style="list-style-type: none"> ● Illegal labor hiring ● Discrimination against suppliers 	<ul style="list-style-type: none"> ● Signing for acknowledging the Code of Conduct of manufacturer supplying products, raw materials and services ● Complying with the supply chain management system ● Monitoring the performance of suppliers through suppliers self-assessment ● Supplier Survey ● Auding suppliers performance according to the sustainability potential assessment form ● Explaining guidelines to traders at their operational level, ensuring their understanding and compliance, aligning operations consistently with the requirements, the Company's standards and the labor laws established by the International Labor Organization (ILO) concerning labor rights
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<p>Employees</p>	<ul style="list-style-type: none"> ● Discrimination against employees based on gender (female, male, LGBTQ+), race, age, religion, ethnicity, culture, or socioeconomic class ● Employee health and safety ● Employment conditions ● Personal data of employees may be at risk of leaking outside the organization 	<ul style="list-style-type: none"> ● Related policies include the Company's human rights policy, its policy to prevent sexual harassment, the personal data protection policy, as well as guidelines for good corporate governance, and the Code of Conduct and ethics for manufacturers supplying products, raw materials, and services ● Promoting the health and safety of employees through system standards (i.e.ISO 45001, OHSAS 18001 ● Establishing measures to deal with the COVID-19 crisis, such as Work From Home and conducting online meetings ● Establishing a welfare committee that promotes the bargaining power of employees ● Conducting annual employee satisfaction surveys and employee engagement surveys ● Ensuring a fair and equitable recruitment process, with a strategic emphasis on local hiring from surrounding communities. To optimize person-job fit, psychometric testing has been integrated into our screening process, ensuring that personnel possess the appropriate qualifications and alignment with the organizations mission.
<p>Community</p>	<ul style="list-style-type: none"> ● Standard of living and quality of life for people in the community ● Occupational health and community safety ● Community access to clean water sources 	

		<ul style="list-style-type: none"> ● Related policies, such as the Human Rights Policy, Sustainable Water Management Policy and Plan, and the policy of refraining from obstructing access to clean water sources, include measures such as avoiding blocking water sources or depleting community water until it causes drought ● Establishing Environmental Management System ● Strictly adhering to the preventive and corrective measures outlined in the environmental impact assessment report for environmental impacts ● Conducting community engagement through social projects / Conducting community satisfaction surveys such as project preparation, annual community participation and development (Public Relations Department plan with policy setting, monitoring, inspection and evaluation of the results from the process of dialogue with the community (CSR-DIW Continuous Report 2025)

		<ul style="list-style-type: none"> ● Establishing annual community engagement and development projects under the Corporate Communications Department. We implement robust policies for monitoring, auditing, and evaluation through Structured Community Dialogues. Active engagement activities are conducted in communities surrounding our production facilities to continuously listen to concerns, provide care, and mitigate impacts. Furthermore, a formal Grievance Redress Mechanism (GRM) is in place to ensure appropriate and timely responses to community feedback. ● Promoting and Supporting Education: The Company supports education by providing scholarships to youths with good academic performance and conduct who lack financial resources in the areas near the Saraburi plant. To foster community engagement, the Company also offers employment opportunities for these graduates to join the Company. Additionally, the Company subsidizes tuition fees for employees' children, supports external teaching staff programs, serves on school boards, and accepts student interns from educational institutions.
Environment	<ul style="list-style-type: none"> ● Negative impacts on the environment, such as air pollution emissions, improper waste management, and the occurrence of unexpected events. 	<ul style="list-style-type: none"> ● Establishing Environmental Management System ● Monitoring and reporting all types of emissions resulting from the Company's operations

		<ul style="list-style-type: none"> ● Promoting and Safeguarding Cultural Heritage:The Company is committed to preserving local heritage through active volunteerism. This includes religious site maintenance at Wat Ban Hin Lap and Wat Ban Sap Bon, as well as the landscaping and upkeep of Pha Sadet, a significant historical landmark. Furthermore, the Company organizes an annual tribute and worship ceremony for the royal statue of King Chulalongkorn (Rama V). ● Job Creation and Local Economic Strengthening:To stimulate the community economy, the Company has optimized its production processes to substitute 14% of coal with Refuse-Derived Fuel (RDF). By sourcing waste from local suppliers across 16 provinces, the Company fosters job creation, reduces landfill waste, and helps bridge economic inequality. Additionally, the Company supports local vocational groups by providing production tools, installing agricultural drip irrigation systems, and sharing expertise through guest lectures in collaboration with educational institutions.

		<ul style="list-style-type: none">● The Company operates under the BCG Economy model throughout its value chain to optimize resource utilization. For instance, the organic fertilizer production project, which utilizes waste resources, helps increase agricultural yields and reduce costs for farmers without leaving residues in the soil. Furthermore, the Company regularly conducts community satisfaction surveys and monitors socio-economic impacts on the community, alongside providing mobile medical unit services and community health promotion programs.
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<p>Customers</p>	<ul style="list-style-type: none"> ● Health and safety ● Discrimination against customers ● Data privacy ● Customer satisfaction in various services. 	<ul style="list-style-type: none"> ● Developing and promoting product manufacturing, promoting the Bio Economy, and ensuring hygiene ● Labelling products indicating health and safety for customers ● Assessing the risk of hazardous substances in products, implementing a health risk assessment system, establishing guidelines for risk assessment criteria, chemical risk control guidelines, and conducting environmental risk assessments ● Establishing Customer relationship management system (CRM) ● Conducting an assessment of customer satisfaction in various services using Systematic Sampling ● Considering customer complaints for improvement and resolution, then inform customers the progress and ask for their feedback regarding the solutions and also give opportunity for customers to provide additional comments and analyze the complaints to prevent the recurrence and train employees to manage complaint efficiently.
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Remedies and Complaints Channels

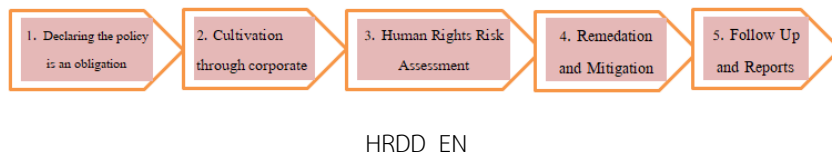
TPI Polene Public Company Limited
 No. 26/56 TPI Tower, Chantaimai Road, Thungmahamek, Sathorn, Bangkok 10120
 Tel.02 2131039
 EMAIL: orapin@tpipolene.co.th

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



Information on other social management

Plans, performance, and outcomes related to other social management

Human Rights Performance in 2025

In 2025, the Company conducted its operations with a steadfast commitment to human rights across all stakeholder groups, achieving the following milestones:

Respect for Employee Rights

- Employee Representation: The Company facilitated the election of a new Welfare Committee for 2025. This committee serves as the official representative body for employees, playing a vital role in negotiating agreements and discussing policies that impact the workforce.
- Equal Opportunity Employment: Embracing diversity and inclusion, the Company hired 570 new employees in 2025. This group includes 440 general staff, 83 elderly persons, and 47 persons with disabilities, ensuring equitable access to employment.
- Training and Development: The average training duration for employees across all programs was 24.79 hours per person per year. This exceeds the Companys strategic target of maintaining an average of at least 20 training hours per person per year to enhance workforce potential.
- Employee Engagement: The overall Employee Satisfaction and Engagement rate reached 84.35%, significantly surpassing the established target of 75%. The Company utilizes these survey insights to continuously develop initiatives that foster positive workplace relationships and maintain peak satisfaction levels.
- Occupational Health and Safety: The Company achieved its "Zero Harm" targets, reporting zero fatalities, zero high-consequence work-related injuries, and zero incidents of occupational illness. These results strictly align with the Companys predefined Occupational Health and Safety (OHS) objectives.

Respect for Customer Rights

- Quality and Safety Assurance: The Company remains dedicated to manufacturing and delivering products that meet the highest quality and safety standards for all customers.
- Customer Satisfaction: The 2025 satisfaction assessment for TPI Cement and Mortar products and services yielded an average score of 85.52%. This performance exceeds the Companys minimum satisfaction target of 80% for TPI Cement customers.

Childrens Rights Policy and Commitment Statement

1. Principles and Commitments

The Company recognizes that children are a vulnerable stakeholder group and that business operations may directly or indirectly impact their rights. Therefore, we prioritize the respect, protection, and promotion of children's rights across

all operational processes throughout our value chain. Our commitment extends beyond the elimination of child labor to encompass the quality of life, health, safety, education, and potential development of children and youth, in alignment with international principles and standards, including:

- The United Nations Convention on the Rights of the Child (UNCRC)
- The Childrens Rights and Business Principles (CRBP)
- The UN Global Compact Principles, specifically Principles 16 regarding Human Rights and Labor.

2. Scope of Application

This policy applies to all business units within the Company, including subsidiaries, suppliers, contractors, and all relevant stakeholders throughout the supply chain.

3. Framework for the Protection of Childrens Rights (UNCRC)

The Company adheres to the four fundamental pillars of children's rights as follows:

3.1 Right to Survival

- **Maternal Health Disclosure:** Female employees are required to notify the Company upon confirming pregnancy so that appropriate and safe working conditions can be arranged. Failure to disclose or negligence in this regard is considered a violation of work regulations.
- **Workplace Adjustment:** The Company modifies job responsibilities for pregnant employees to ensure the health of both the mother and the fetus. This includes transitioning from shift work to daytime schedules or reassigning heavy lifting tasks to more suitable duties.
- **Maternity Leave:** Female employees are permitted maternity leave without any negative impact on their attendance records.
- **Paternity Leave:** Male employees are granted leave to assist their spouses following childbirth with full pay for 6 days per year. Effective from December 7, 2025, this entitlement increases to 15 days in accordance with the Labor Protection Act (No. 9) B.E. 2568 (2025).
- **Medical Benefits:** Outpatient medical welfare is provided to employees, extending coverage to their children and spouses.

3.2 Right to Protection

- **Minimum Age for Employment:** The Company does not employ individuals under the age of 18.
- **Supply Chain Compliance:** Suppliers, contractors, and subcontractors are strictly prohibited from deploying workers under the age of 18 within the Companys premises.
- **Zero Tolerance for Abuse:** The Company prevents all forms of discrimination, harassment, violence, and exploitation against children.

3.3 Right to Development

- **Child Welfare Grants:** Educational financial assistance is provided for employees' children enrolled from kindergarten through senior high school or vocational diploma levels, per Company regulations. This initiative aims to alleviate the financial burden on families, promote family stability, and enhance employee motivation.
- **Academic Excellence Scholarships:** Scholarships are awarded to employees' children who maintain outstanding academic performance at the undergraduate level, fostering quality educational opportunities.
- **Community Education:** The Company awards annual scholarships to children living in communities surrounding its operational sites.
- **National Childrens Day Support:** The Company promotes and supports National Childrens Day activities, with employees and volunteers donating educational supplies and organizing creative activities for children in local schools and communities.

3.4 Right to Participation

- **Educational Engagement:** The Company provides opportunities for pupils, students, and youth to participate in site visits and study the production processes, while encouraging them to express opinions or suggestions regarding operations in an appropriate manner.

4. The Company's Pledges on Children's Rights

4.1 Protection of Children from Child Labor

- Refrain from hiring child labor and neither support nor tolerate the use of child labor in any form.
- Comply with relevant labor laws and the international standards of the International Labour Organization (ILO).

4.2 Respect for Children's Rights and Dignity

- Respect human dignity and the fundamental rights of all children equally.
- Conduct business operations without causing negative impacts on the safety, health, and development of children.

4.3 Responsible Supply Chain Management

- Encourage business partners, contractors, and relevant stakeholders to comply with children's rights principles.
- Integrate children's rights issues into the assessment and selection of business partners appropriately.

4.4 Creating a Safe Environment for Children

- Ensure that operating facilities and community-related activities are safe and pose no harm to children.
- Consider the impacts on children arising from business operations, projects, or activities.

4.5 Promoting Access to Education and Children's Potential Development

- Support educational, learning, and life quality development activities for children and youths, particularly in communities surrounding the operating facilities.

4.6 Grievance Mechanisms and Remediation

- Establish appropriate, fair, and accessible grievance mechanisms for cases where the Company may infringe upon or impact children's rights.
- Conduct investigations, implement corrective actions, and provide appropriate and transparent remediation for any impacts that occur.

5. Policy Review and Communication

The Company will regularly review this policy and communicate it to all employees, suppliers, and stakeholders to ensure that the protection and promotion of children's rights are realized in a concrete and sustainable manner.

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

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

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

	2023	2024	2025
Total number of incidents or complaints related to business partners 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	:	Business Group
Total number of disclosure boundaries	:	10
Actual number of disclosure boundaries	:	10
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

- Hiring employees with compensation and wage adjustments above the average in the labor market. Employees are hired with attractive compensation, offering compensation higher than the market average to motivate high-quality and efficient employees. Additional benefits are also provided, such as accommodation and travel expenses for employees who need to work in other provinces. These incentives help the organization attract and retain capable employees, while also improving long-term personnel efficiency.

The Company evaluates the performance of every employee according to their position level every 4 months. This means evaluations occur three times a year, in April, August, and December. The results of such assessments will be taken into account for determining knowledge and ability to perform jobs, planning training to develop work potential, and use for considering annual salary adjustments, as well as position promotions.

Employee Motivation and Retention

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	2023	2024	2025
Promotional rate	0.86%	2.96%	0.56%

The results of these operations increased employee job satisfaction and engagement with the Company to 84.05%, while the employee turnover rate decreased to 2.45% in 2025, from 2.53% in 2024.

The performance appraisal form has been updated to align with current work practices, comply with Thai labor standards and labor laws, and emphasize human rights. The Company is committed to adhering to international human rights principles and labor standards, including the United Nations' Universal Declaration of Human Rights, the International Labour Organizations Declaration on Fundamental Principles and Rights at Work, the Thai Labor Protection Act B.E. 2560 (2017), and respecting the International Labour Organization (ILO).

- Have established regulations and treat work labors fairly with no irrelevant employment and does not support for the use of child labor under the age of 18 and informal workers who are not protected by law as well as providing or never encouraging child labor to perform tasks that are harmful to hygiene or in environments that are harmful to hygiene and safety, or any tasks that are prohibited by law. The Company verifies applicants' employment history information in accordance with the HR Department's hierarchy of command, as specified in the HR Department's SOP and WI (Work Instructions).

- Formulate personnel development and training policies, as well as treating employees by striving to develop the organization into a learning organization, enhancing culture and work atmosphere, promoting teamwork, providing fair returns, retaining safety and maintaining the work environment, as well as focusing on the development, transfer of knowledge, and capability of employee, listen to comments and suggestions from employees at all levels equally and equitably.

- An annual survey is conducted to assess training needs, and corresponding training sessions are planned accordingly. This includes the integration of a satisfaction survey to evaluate the effectiveness of the training outcomes. Evaluation of the training encompasses several aspects, including the achievement of objectives, instructor performance, and the delivery of training sessions.

- The Company has enhanced the training development model by implementing an electronic system (E-LEARNING), allowing employees to acquire diverse knowledge pertaining to each department, ranging from orientation to various production processes. Teaching materials are prepared in the form of One Point Lesson (OPL) and videos for ease of learning and comprehension. These resources are accessible from any location.

- The Company offers training courses tailored to specific job positions, career development programs to support employees at all levels, courses on emerging technologies to enhance efficiency in task performance, and initiatives to foster pride in their work while supporting sustainable growth for employees.

- Senior executives have visited the area to visit executives and employees every month.

- The Company engages in activities aimed at fostering good relationships between executives and employees. For example, during festivals, there are events such as a blessing event on New Year's Eve and a water pouring ceremony on the occasion of the Songkran Festival, both intended to seek blessings from executives. Collaborative efforts include donating clothes, leftover items, and medicine to the underprivileged. Additionally, executives and employees participate in blood donation organized by the Thai Red Cross every four months

- The Company prioritizes the implementation of comprehensive health and safety measures across every stage of its operations. We strictly adhere to ISO 45001, the international standard for Occupational Health and Safety (OHS) management, to cultivate a safe, efficient workplace that fosters employee well-being. To achieve this, the Company has established robust policies covering occupational health, safety, and emergency response management. These systems undergo regular monitoring and evaluation to ensure a consistently secure working environment. Proactive measures are taken to reduce and mitigate risks across various categories, Such as machinery-related accidents, chemical exposure, and electrical hazards are addressed through safety training, emergency response planning, and health promotion programs. These initiatives focus on effectively managing such risks to foster a strong safety culture and support continuous improvement.

- Workplace safety is fundamental to the Companys operational integrity. Maintaining a constant state of safety awareness fosters a secure working environment, which in turn minimizes production disruptions and operational delays caused by accidents. Furthermore, these proactive measures significantly reduce and mitigate potential risks to both personnel and corporate assets.

To ensure continuous improvement, the Company develops annual strategic plans and conducts regular Occupational Health and Safety (OHS) training. These programs provide workers with essential knowledge and ensure they consistently review and understand safety protocols, reinforcing a robust and resilient safety culture throughout the organization

-The Company recognizes that for employees and contractor personnel to perform their duties effectively and happily, their quality of life and overall well-being must be prioritized. We firmly believe that physical and mental readiness is a cornerstone of a safe working environment and long-term operational efficiency.

To support this, the Company has established various health and wellness initiatives designed to maintain our workforces physical and mental health at peak levels. These proactive programs ensure that all personnel are resilient and well-prepared to navigate the diverse challenges and situations they encounter in their daily operations.

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)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Fair employee compensation • Employee training and development • Promoting employee relations and participation • Child labor • Safety and occupational health at work • Non-discrimination 	<ul style="list-style-type: none"> - Maintaining the level of manpower to keep the turnover rate of employees -The rate of employment of personnel in the factory area -Employee satisfaction survey results in work -Survey of employee engagement towards the Company -The average number of training hours for all courses 	2025: -	<p>2025: - Maintaining the level of manpower so that the turnover rate of employees is at an appropriate level not exceeding 3.50</p> <ul style="list-style-type: none"> - Hiring employees with compensation and wage adjustments above the average in the labor market. - The rate of employment of personnel in the factory area each year is more than 50%. - 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. - The average number of training hours for all courses is not less than 20 hours per person per year.

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

Key Performance in 2025

- Maintaining the level of manpower to keep the turnover rate of employees at 2.45 (an appropriate level not exceeding 3.5)
- In 2025, the rate of employment of personnel in the factory area each year was 56.82%.
- Employee satisfaction survey results in work have an average score of 81.87 out of 100 in all opinion points.
- Survey of employee engagement towards the Company with an average score of 91.46 out of 100 in all opinion points with a total average of 84.35
- In 2025, the average annual salary adjustment result for most employees is at level B.

- The Company has improved the form of training development through electronic systems (e - Learning) so that employees can learn the knowledge of each department from orientation to various production processes by making teaching materials in the form of One Point Lesson (OPL) and videos for convenience and understanding in learning.
- The average number of training hours for all courses is 24.79hours/person/year (4.13 days per employee per year)
- Satisfaction of the training evaluation was 90% (measured by the evaluation form after the training was completed, scored 4.5out of a full score of
- Statistics of new employees of the organization at 8.84% and employees leaving the organization at 7.30%[401-1]
- The return to work statistics and the employee retention rate after taking parental leave was 100%and 92.59%, respectively.
- Transfer of employees The minimum number of days notified to employees is at least 15-30 days prior to the transfer of work, as specified in the employment agreement.
- The proportion of senior management hired from local communities was 61.34%, reflecting the Companys commitment to promoting local employment and developing human capital in the areas where it operates [202-2].
- The Company also provides employment opportunities for disadvantaged individuals in local communities, particularly those with limitations in economic status and educational background, totaling 1,213 employees.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	10,037	9,869	9,552
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	10037	9869	9552
Male employees (persons)	8609	8442	8150
Percentage of male employees (%)	85.77	85.54	85.32
Female employees (persons)	1428	1427	1402
Percentage of female employees (%)	14.23	14.46	14.68

	2023	2024	2025
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	1,675	1,729	1,475
Percentage of employees under 30 years old (%)	16.69	17.52	15.44
Total number of employees 30-50 years old (Persons)	6,230	5,819	5,606
Percentage of employees 30-50 years old (%)	62.07	58.96	58.69
Total number of employees over 50 years old (Persons)	2,132	2,321	2,471
Percentage of employees over 50 years old (%)	21.24	23.52	25.87

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	1,415	1,476	1,267
Percentage of male employees under 30 years old (%)	16.44	17.48	15.55

	2023	2024	2025
Total number of male employees 30-50 years old (Persons)	5,336	4,951	4,748
Percentage of male employees 30-50 years old (%)	61.98	58.65	58.26
Total number of male employees over 50 years old (Persons)	1,858	2,015	2,135
Percentage of male employees over 50 years old (%)	21.58	23.87	26.20

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	260	253	208
Percentage of female employees under 30 years old (%)	18.21	17.73	14.84
Total number of female employees 30-50 years old (Persons)	894	868	858
Percentage of female employees 30-50 years old (%)	62.61	60.83	61.20
Total number of female employees over 50 years old (Persons)	274	306	336
Percentage of female employees over 50 years old (%)	19.19	21.44	23.97

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	8,031	7,899	7,643

	2023	2024	2025
Percentage of employees in operational level (%)	80.01	80.04	80.01
Total number of employees in management level (Persons)	1,999	1,961	1,898
Percentage of employees in management level (%)	19.92	19.87	19.87
Total number of employees in executive level (Persons)	7	9	11
Percentage of employees in executive level (%)	0.07	0.09	0.12

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	7,191	7,058	6,820
Percentage of male employees in operational level (%)	83.53	83.61	83.68
Total number of male employees in management level (Persons)	1,412	1,376	1,320
Percentage of male employees in management level (%)	16.40	16.30	16.20
Total number of male employees in executive level (Persons)	6	8	10
Percentage of male employees in executive level (%)	0.07	0.09	0.12

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	840	841	823

	2023	2024	2025
Percentage of female employees in operational level (%)	58.82	58.93	58.70
Total number of female employees in management level (Persons)	587	585	578
Percentage of female employees in management level (%)	41.11	41.00	41.23
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 : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	8,442	8,150
Bangkok Metropolitan (Person)	N/A	804	1,057
Northern (Person)	N/A	41	45
Central (Person)	N/A	6,848	6,219
Northeastern (Person)	N/A	103	130
Southern (Person)	N/A	19	63
Eastern (Person)	N/A	627	636

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	1,427	1,391
Bangkok Metropolitan (Person)	N/A	798	795
Northern (Person)	N/A	0	0
Central (Person)	N/A	532	483
Northeastern (Person)	N/A	4	15
Southern (Person)	N/A	0	0
Eastern (Person)	N/A	93	98

Number of employees working abroad

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	45	46	47
Percentage of disabled workers to total employment (%)	0.45	0.47	0.49
Total number of employees with disabilities (Persons)	45	46	47
Percentage of disabled employees to total employees (%)	0.45	0.47	0.49

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	0.00	6,123,161,000.00	6,228,239,000.00
Average of remuneration of employees (Baht/persons)	0.00	620,443.92	652,035.07

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

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.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	10037	9869	9552
Number of employees joining in PVD (persons)	1020	1506	1505
Number of PVD members / Total employees (%)	10.16	15.26	15.76
Number of PVD members / Total eligible employees (%)	10.16	15.26	15.76

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	N/A	N/A	23,381,454.57
Total amount of provident fund contributed by employee (baht)	N/A	N/A	23,524,115.32

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
TPI POLENE PUBLIC COMPANY LIMITED	Yes	9,552	9,552	1,505	15.76	15.76

Information on employee development**Employee training and development**

	2023	2024	2025
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	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	22.49	26.14	24.79
Total amount spent on employee training and development (Baht)	4,157,011.13	3,681,223.34	2,360,372.41
Percentage of training and development expenses to total expenses (%) ^(*)	0.000108	0.000113	0.000077
Percentage of training and development expenses to total revenue (%) ^(*)	0.000093	0.000097	0.000065

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	16,782,566.50	16,597,644.50	16,718,434.80
Total number of hours worked by employees (Hours)	16,782,566.50	16,597,644.50	16,718,434.80
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	9	7	7

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	9	7	2
Percentage of employees that lost time injuries for 1 day or more (%)	0.09	0.07	0.02
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.54	0.42	0.12
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.11	0.08	0.02

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	653	731	603
Total number of male employee turnover leaving the company voluntarily (persons)	538	581	473
Total number of female employee turnover leaving the company voluntarily (persons)	115	150	130
Proportion of voluntary resignations (%)	6.51	7.41	6.31
Percentage of male employee turnover leaving the Company voluntarily (%)	82.39	79.48	78.44

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	17.61	20.52	21.56

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor relations 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
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.tpipolene.co.th/en/investment-en/investmentdocument-en/56-1-one-report?download=1364:annual-registration-statement-annual-report-56-1-one-report-2025>
- Page number of the reference link : 273-277

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
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.tpipolene.co.th/en/news-en/sustainability-en?download=1369:sustainability-report-2025>
- Page number of the reference link : 61

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

Develop Products and Services Responsibly

The research, development, and improvement of the Company's products and services are crucial processes. In each phase of product and service development, the Company must thoroughly understand consumer needs and satisfaction, including surveying current consumer demands, budgets, timeframes, and incorporating new technologies or innovations into the development process. Additionally, the production process for the Company's products and services must be controlled at every stage to comply with various standards, such as the quality management system standard (ISO 9001:2015), the environmental management system standard (ISO 14001:2015), the occupational health and safety management system standard (ISO 45001:2018), and the energy management system standard (ISO 50001:2011), etc. This ensures that the Company's products and services are of high quality, safe, and meet industry standards, produced through a modern, environmentally friendly, and diverse process to satisfy consumer needs.

Please study the details of the quality policy at the Company's website

<https://www.tpipolene.co.th/en/aboutus-en/quality-policy-en>

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 : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Responsible production and services for customers • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship • Protection of customer personal information 	Customers are satisfied with the Company in all aspects to the highest	2025: Customers are satisfied with the Company in all aspects to the highest, and the satisfaction level must not be lower than 4.10 out of 5 points. (or more than 80% per year)	2027: Customers are satisfied with the Company in all aspects to the highest, and the satisfaction level must not be lower than 4.10 out of 5 points. (or more than 80% per year)

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

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 2025 was scored an average of 85.20%, with the Company's target of satisfaction of TPI cement customers was at least 80% .

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 02-213-1039

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
- Reference link for community development and engagement policies : <https://www.tpipolene.co.th/en/news-en/sustainability-en?download=1369:sustainability-report-2025>
- Page number of the reference link : 159-161

Information on community and social management plan

Community and social management plan

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

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

The Executive Board resolved to determine the Company's sustainability issues for the year 2025 10 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

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 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 21 products in 2025
11. Deliver standard quality products with complete label display
12. Conduct business with business partners in accordance with the Supplier Code of Conduct.

Action Plan

- Improve production process of cement plants to use waste fuel up to 9.50% of coal substitutes. TPIPP purchase community waste from local producers who sort waste and to help reduce waste in the community, promote and create careers in the community, help reduce socioeconomic inequality, increase employment, increase economic value by purchasing waste from the communities in more than 16 provinces nearby the plants.
- Conduct Community Relations: The Company has a production facility located in various community areas and has a proactive policy for all production units to provide assistance to support hygiene and reduce the impact of the pandemic without any request from the community, it supports surrounding communities and important societies as follows:-
 1. Strengthen communities to be healthy, provide mobile medical services in a wellness program with TPI Polene to monitor illnesses Health Check-up Service To Educate Health Benefits of lung examination at surrounding communities in Kaeng Khoi District, Mauk Lek, Saraburi
 2. The potential risk that may arise in 2024-2025 is the outbreak of Influenza A and Dengue fever, particularly during the rainy and winter seasons. Annual flu vaccination is an effective method to reduce the risk to the surrounding community.
 3. Supported residential renovation projects in conjunction with Kaeng Khoi District Quality of Life Development Fund and help repair/build homes for disabilities and chronic illnesses patients who are shortage of housing in the area of Kaeng Khoi District. Saraburi, etc.

- Conduct corporate social responsibility (CSR)
- According to the 2025 Community Satisfaction Survey, the CSR activities of TPI Polene Group, mostly satisfied to the community, including scholarship programs. TPI Polene Group has implemented educational opportunities for well-educated youth, who are well behaved, but disadvantaged, aiming to share the burden of parents. The scholarships are awarded to schoolchildren in the community area adjacent to the Saraburi province from kindergarten to undergraduate level, starting in 2011 and upon graduation, they are employed to work in TPI Polene Group, creating a strong bond with the community as a single family.
- Supporting the chemical-free agriculture project for lunch with the objective of
 1. To provide students at Ban Subbon School with the knowledge and skills in chemical-free vegetable farming.
 2. To have a learning resource for growing vegetables using chemical-free agriculture in community schools.
 3. To enable Ban Sub Bon School students to consume and promote good nutrition.
 4. To increase income for Ban Sub Bon School students by selling leftover vegetables from cooking to the Company's employees.

Reference link for company's community and social management plan : <https://www.tpipolene.co.th/en/news-en/sustainability-en?download=1369:sustainability-report-2025>
 Page number of the reference link : 159-161

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	The rate of employment of personnel in the factory area	2025: The rate of employment of personnel in the factory area each year is more than 50%	2027: The rate of employment of personnel in the factory area each year is more than 50%

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Key Performance in 2025

Corporate Social Responsibility

TPI Polene Group conducts its business with consideration for the benefits to the economy and society, while upholding its role as a responsible corporate citizen and strictly complying with all relevant laws and regulations. The

Group aims to promote the transfer of knowledge to communities, enhance the quality of life of the public, and support social responsibility activities in a concrete manner in order to contribute to sustainable social and environmental development.

The Groups social responsibility operations are divided into two main areas: Community Relations and Corporate Social Responsibility (Corporate CSR). In 2025, TPI Polene Group supported community and social activities through financial contributions and products from its affiliated companies, totaling Baht 12,461,476.69, to implement various initiatives benefiting communities and society across multiple dimensions.

Community Relations

1. **Happy Healthy with TPI Project:**The Company organized a mobile medical unit to provide health screening services for residents in communities surrounding the factory, covering Thap Kwang Sub-district and Tha Khlo Sub-district, Kaeng Khoi District, as well as Mittraphap Sub-district and Muak Lek Sub-district, Muak Lek District, Saraburi Province, totaling 21 villages. The project aims to encourage people to recognize the importance of regular health care and enable them to receive appropriate diagnosis and treatment planning from the early stages.
2. **Blood Donation to Save Lives Project:**TPI Polene Group recognizes the importance of helping fellow human beings. Therefore, in collaboration with the National Blood Service Region 2 (Lopburi Province) and the Saraburi Province Red Cross Chapter, the Group organizes blood donation activities every three months. Executives, employees of TPI Polene Group, and contractors have participated in donating more than 200,000 cc of blood.
3. **Organic Agriculture for Chemical-Free School Lunch Project:**This project supports the cultivation of chemical-free vegetables at Ban Sub Bon School, Thap Kwang Sub-district, Kaeng Khoi District, Saraburi Province. The initiative promotes the seasonal rotation of home-grown vegetables without the use of chemical fertilizers or chemicals. The produce is continuously used in the schools lunch program, while the remaining produce is sold to the Companys personnel to generate additional income for the school.
4. **Green Area Expansion Tree Planting Project 2025:**A total of 2,000 trees were planted at the TPI Cement Plant, Saraburi Province, to increase green areas, enhance the ecosystem, and support carbon dioxide absorption. In addition, the Company donated TPI organic fertilizer and Mon Bamboo seedlings to the Tha Sabok Community Forest Network in Kaeng Khoi District. The Company also donated TPI organic fertilizer to Thap Kwang Town Municipality, Wat Tao Pun School, and tree nurseries in Muak Lek District and Chaloem Phra Kiat District, Saraburi Province, for use in planting and nurturing seedlings for further distribution to the public.

1. 2. Corporate Social Responsibility at the Organizational Level(Corporate

Community Involvement and Development: TPI Polene Group continues its scholarship program for youth living in communities surrounding its operational areas. The initiative aims to enhance quality of life and create educational opportunities, from kindergarten through the bachelors degree level, for students with good academic performance and good conduct but who lack financial resources. In 2025, TPI Polene Group provided educational support to students with a total value of Baht 338,000. In addition, the Company granted 100 scholarships totaling Baht 200,000 to well-behaved and financially disadvantaged students of Nakhon Ratchasima Technical College. The Company also provided Baht 100,000 in scholarships to Bhavana Bodhigun Vocational College to support educational opportunities for youth from rural families across the country to pursue vocational education. Furthermore, the Company contributed Baht 100,000 to support the International Medical Research Conference organized by the Phramongkutkloa College of Medicine.

- Annual Winter Blanket Donation Project 2025: A total of 10,000 blankets were donated. In the northern region, 5,000 blankets were provided to soldiers, students, teachers, and local residents under the Border Patrol Police Region 3, Chiang Mai Province, and 400 blankets were donated to Wat Tham Pa Archa Thong to assist people affected by the cold weather in Chiang Rai Province. In the northeastern region, 4,000 blankets were donated to soldiers, students, teachers, and residents under the Border Patrol Police Region 2, Khon Kaen Province. In addition, 600 blankets were donated to social welfare organizations and Srinagarind Hospital, Khon Kaen University, for distribution to patients and people affected by cold weather conditions. Through this initiative, the Company aims to contribute to alleviating the hardships caused by cold weather conditions.

- Flood Relief Assistance in Hat Yai District, Songkhla Province: Executives and employees of TPI Polene Group, in collaboration with the Environment for Better Life Foundation, provided consumer goods and products from affiliated companies to support flood victims. The donated items included 300 sacks of rice, 300 cartons of canned fish, towels, medical supplies, sanitary napkins, adult diapers, water containers, toothbrushes and toothpaste, 1,868 packs of TPI drinking water, Printemp Marie Rose Mouthwash, liquid bath soap, dishwashing liquid, Bio-San products, and 15 cartons of clothing. In addition, Lampang Food Products Co., Ltd. contributed 9,600 cans of sweet corn to support those affected by the flood.

In response to the unrest along the Thai-Cambodian border, executives and employees of TPI Polene Group, together with the Environment for Better Life Foundation, donated 30,000 bottles of TPI drinking water to support and encourage soldiers stationed along the border. In addition, 600 sacks of glutinous rice were donated to evacuation centers in Surin Province, Si Sa Ket Province, and Sa Kaeo Province to assist affected residents in those areas.

The Company donated construction materials from TPI's product portfolio, including 127.20 tons of TPI cement, dry concrete, Nano Super Armor paint, roof tiles, lightweight concrete blocks, and wood substitute and board products, to support the renovation and repair of school buildings, roofs, road surfaces, school entrances, and playgrounds. These materials were provided to 18 educational institutions across the country, as well as government agencies and financially disadvantaged individuals. Recipients included Khao Thong School in Nakhon Sawan Province, Bantak Prachawitthayakarn School in Tak Province, the Rotaract Club of Bangkok University, and Ban Nam Tak School in Phitsanulok Province. In addition, the Company supported paint for 22 school buildings at Kasetsart University Campus, Maeon Hospital, and the Mae Fah Luang Hilltribe Community Learning Center for the renovation of educational buildings in Ban Huai Maprao, Tak Province.

The Company supported various social initiatives and charitable contributions, including Baht 600,000 for the Run and Cycle for Unity to Build the Royal Park of Luang Pu Mun Bhuridatta Project at Sampatta Wanaram Temple (Dhammayut), Mueang District, Nakhon Ratchasima Province. The Company also supported the assistive device project for the Association of Persons with Physical Disability, Uthai Thani Province, with Baht 60,000, and provided support for the Mobility Devices for Persons with Disabilities Project by donating 10 mobility devices valued at Baht 150,000 to the Sports Association for the Physically Disabled of Phra Nakhon Si Ayutthaya Province. In addition, the Company donated Baht 100,000 to the Universal Foundation for Persons with Disabilities, and Baht 490,000 to the Buddhadhamma for Life Foundation of Thailand to procure assistive equipment for persons with disabilities and underprivileged individuals, including prosthetic legs, prosthetic arms, hand-powered tricycles, wheelchairs, and computers equipped with Braille keyboards.

- The Company participated as a principal sponsor of the Maha Chulakathin ceremony at Wat Sri Don Moon, Chiang Mai Province, and as a co-host of the Kathin Samakkhi ceremony at Wat Ban Hinlab, Saraburi Province. In addition, the Company donated construction materials from TPI's product portfolio, including 556 tons of TPI cement, ready-mixed concrete, Nano Super Armor paint, fiber cement products, and other construction materials, to support the construction and renovation of religious sites at 22 temples across the country. Examples include Wat Ban Chong Tai in Saraburi Province, Wat Mahathat Wachiramongkol in Krabi Province, Wat Si Nuan in Khon Kaen Province, Wat Siri Sil Supharam in Phuket Province, the Chit Kuson Khon Kaen Foundation, Wat Phrathat Phanom Woramahawihan in Nakhon Phanom Province, and Wat Thamma Wongsa, Ban Rawiang in Surin Province.
- The Company supported 47,453 bottles of TPIPL drinking water (350 ml) and 32,322 bottles of Provita beverages for temples, schools, and various organizations to be used in volunteer and public benefit activities. These included activities such as the assistance project for ill monks and vulnerable groups organized by the Nan Provincial Office of Buddhism, the World Heart Day Fun Run event organized by the Heart Foundation of Thailand under the Royal Patronage, the Seven Dangerous Days road safety campaign during the New Year Festival in Saraburi Province, the Buddhist Lent traditions in Saraburi Province, the National Fisheries Day aquatic animal release project, the Youth Leadership for Sustainable Local Development Project by the SEED Thailand Youth Network, and the National Labour Day 2025 activities organized by the Faculty of Veterinary Science, Chulalongkorn University.

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 2025, TPI Polene Group allocated a budget of Baht 12,492,836 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

- As TPI Polenes manufacturing facilities are located within various local communities, the Company maintains a proactive community engagement policy. We encourage employees to participate in CSR activities, mandating that all production units provide health support and impact mitigation assistance to surrounding communities voluntarily and without waiting for external requests.

In 2025, the Company implemented the following key social and environmental initiatives:

- Mobile Medical Services: "Good Health with TPI" Project

The Company deployed mobile medical units to provide health surveillance, physical check-ups, and health education to residents in the vicinity of our operations. This initiative covered 21 villages across the Kaeng Khoi and Muak Lek districts of Saraburi Province, ensuring accessible healthcare for local communities.

- Reforestation and Green Space Expansion : The Company executed its 2025 Annual Reforestation Project by planting 1,900 trees, covering an area of 76 rai across the Chaloe Phra Kiat, Muak Lek, and Kaeng Khoi districts in Saraburi. The Company supported this environmental mission with a budget and a donation of TPIPL Organic Fertilizer valued at over Baht 85,710.

Chemical-Free Agriculture for School Lunches : The Company supported the "Chemical-Free Agriculture for School Lunches 2025" project at Ban Sap Bon School, Saraburi. This initiative leverages the Company's core competencies and employee expertise to benefit the community and experts from the Executive Office, Quality Control, and R&D departments shared their specialized knowledge in chemical-free farming techniques, organic fertilizer application, and basic accounting and establishing a local learning center for sustainable, chemical-free agriculture within the community school. The Company provided an annual grant of Baht 10,000 THB to sustain the project's operations.

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

Community involvement and development

In 2025, TPI Polene Group continuously supported social and community assistance, as summarized below:

- Cement plants can use approximately 9.5% 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 Bachelors 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 338,000.
- In 2025, a total of 10,000 blankets were donated to support vulnerable populations and those affected by extreme cold weather. The distribution was strategically directed to the

Northern Thailand. Direct assistance to residents in high-altitude and remote areas facing severe winter conditions, Border Patrol Police Bureau Region 2, and Social Welfare Agencies, Srinagarind Hospital and Khon Kaen University, providing blankets for patients and their families, as well as supporting regional disaster relief efforts.

- The management and employees of TPI Polene Group, in collaboration with the Environment for Life Foundation, provided essential consumer goods and company products to support flood victims in Hat Yai District, Songkhla Province. The donated items included:
 - Food Supplies: 300sacks of rice and 300cases of canned fish.
 - Hygiene & Medical Supplies: Towels, medical supplies, sanitary napkins, adult diapers, water buckets, toothbrushes, and toothpaste.
 - Cleaning & Personal Care: Printemp Marie Rose liquid soap, Bio-San dishwashing liquid, and 15boxes of clothing.
 - Beverages: 1,868packs of TPI drinking water.
- The following products were donated by TPI Polene Group: 127tons 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 18schools nationwide, where the roads inside the school were repaired. [203-1]

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Donations / Grants (Baht)	71,260,000.00	66,660,000.00	12,492,836.00

Non-financial benefits

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

	2023	2024	2025
Community forest (Rais)	0.00	25.00	76.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	28,444,751.14	12,492,836.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	N/A	0.087251	0.040772
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	N/A	0.075303	0.034339

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

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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 Groups Code of Conduct are presented on the Companys 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 Companys competitiveness to foster sustainable growth. The Corporate Governance Committees duties include supervising the Companys 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 2025, TPI Polene has received evaluation results concerning significant corporate governance matters, outlined as follows:

The Company has been rated as Very Good with a 4-star corporate governance rating (**Very Good CG Scoring**) in the **Corporate Governance Report of Thai Listed Companies (CGR) 2025** survey project from the Thai Institute of Directors (IOD).

As a listed company on the Stock Exchange of Thailand, TPI Polene Group recognizes its important mission in the field of good management, transparency and equality for all stakeholders, ensuring investment and creating long-term value for shareholders, building trust with all stakeholders, as well as ensuring the organization has the right management, most effectively promote the competitiveness of the organization to grow sustainably to raise corporate governance standards.

However, having good corporate governance and business ethics will help lead TPI Polene Group to achieve stable, sustainable, and elegant growth goals to build confidence for shareholders and all stakeholders to able to develop international, operational standards. Performance monitoring is followed to ensure effective implementation, which covers investments, which are planned jointly; define a clear roadmap and follow-up report on the progress of operations on a regular basis, as well as formulate long-term strategies and goals for sustainable growth development.

The Board recognizes its role as a leader of the organization and understands the benefits of the continuous implementation of good corporate governance principles and business ethics in the organization in order to be internationally recognized.

Good Corporate Governance Policy

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

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

Reference link for the full version of corporate governance policy and guidelines : <https://www.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 : Yes

of directors

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 related to the board of directors

Nomination of directors

Nomination, Development and Training of Directors

When considering the nomination of individuals for director positions, particularly those who will conclude their terms, it is essential to evaluate their knowledge, ability, experience, and transparent work history, reflecting morality and responsibility. Additionally, they should demonstrate leadership and professionalism. Additionally, the Board diversity is taken into consideration through the use of the Board Skills Matrix to evaluate the qualifications of directors for recruitment, ensuring that the required skills are appropriate and aligned with the composition and structure of the Board according to the Company's business strategy. In addition, criteria are used for recruiting directors according to the principles of good corporate governance. It is a component in recruiting new directors and providing orientation for those who take up the position, including encouraging the Company's directors to continuously develop their knowledge.

1. Nomination and appointment of the directors of the Company

The Company's Board of Directors comprises qualified members who have skills, experience, honesty, ethics, and independence and have capabilities in diverse fields, pertinent to the Company's businesses and the appointment of new directors must be approved at the Board of Directors Meeting and/or the Shareholders Meeting (as the case may be).

The shareholders meeting shall be elected the directors according to the following guidelines and procedures:

1. To assume that one shareholder has the same vote as 1 share per 1 vote.
2. Each shareholder can use all available votes according to (1) elect a single person or multiple persons as directors. In the event of an election of several individuals as the directors, votes cannot be divided into anyone more or less.
3. The person receiving the highest number of votes respectively will be elected as a director as much as the number of directors who will have or will be elected at that time. In the event that the person who is elected in the next order has the same votes and exceeds the number of directors who should have or will be elected at that time, the Chairman of the board will be the decisive voter.

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

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

2. Nomination of independent directors

The Company has a policy of nominating independent directors in accordance with 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 Companys 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 Companys business or its subsidiaries.

9. There are no other characteristics that prevent them from giving an independent opinion on the Companys operations.

3) Nomination Process and Procedures for the Selection of Directors

Once the Nomination and Remuneration Committee has put forward nominees for the Companys 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 Companys business direction.
2. To consider diversity in terms of gender, age, race, nationality, expertise, skills, and experience (Board Skills Matrix / Board Diversities), as well as competencies in academic knowledge (Hard Skills and Soft Skills) and sustainability-related factors, in order to obtain directors who can perform their duties effectively. The Company also considers an appropriate proportion of independent directors and female directors, and supports a well-balanced composition of the Board of Directors as a whole. This ensures that the Board possesses comprehensive knowledge, capabilities, experience, and diversity, which contribute to the highest level of effectiveness in its operations and provide benefits to the Company, enabling it to achieve its business objectives and goals.
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 individuals 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 Companys 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 Companys 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.

Determination of director remuneration

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 Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

The determination and payment of remuneration to directors has been approved by the shareholders meeting. The shareholders meeting approved the principles for determining the remuneration of the Companys directors, authorizing

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

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

In addition, with regard to executive remuneration, the Company determines compensation at an appropriate level by considering roles and responsibilities, as well as individual performance, the Company's operating results, including ESG performance in accordance with the targets set by the Company, and the practices of listed companies within the same industry.

Independence of the board of directors from the management

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

Independence of the Board of Directors

The Board of Directors consists of 15 directors, including 5 independent directors, in accordance with the Capital Market Supervisory Board's Notification No. Thor.Jor. 39/2559 on Request for Permission and Permission to Offer New Shares. However, since the Chairman of the Board is not an independent director, in accordance with the recommendations in the principles of good corporate governance set by the Stock Exchange of Thailand, when the Chairman of the Board is not an independent director, the Board of Directors should consist of more than half of the total number of directors as independent directors.

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.

- 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 2025, 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, and Advanced Audit Committee Program (AACP) organized by the Thai Institute of Directors (IOD).

Development and Training of Directors

The Board of Directors and top executives prioritize regular attendance at training seminars aimed at developing knowledge and competency in performing director duties. All directors have a track record of attending training courses offered by the Thai Institute of Directors Association (IOD) and other prominent organizations and institutes. Additionally, they actively engage in seminars geared towards enhancing knowledge for effective business management.

Currently, several directors are undertaking IOD's training courses tailored to their responsibilities as directors, including the Directors Certification Program (DCP) or Directors Accreditation Program (DAP).

The Company has arranged for directors to attend training sessions organized by the Thai Institute of Directors Association (IOD) to enhance their knowledge about performance in their roles as directors.

In 2023 - 2025, directors participated in training sessions, both within and outside the Company, covering various courses as follows:

1. Directors Attended Course Trainings (External Trainings)

No.	Name	Course	Organized by	Training Date
1	Mr.Pornpol Suwanamas	Executive Architect Council Training, Class # 4	Architect Council of Thailand	November 5, 2022 to April 29, 2023
		Advanced Actuarial Science, Class # 11	Office of Insurance Commission (OIC)	February 3, 2023 to July 23, 2023
		Study tour outside the Kingdom, Medical Leadership Certificate Course, Class # 1	King Prajadhipoks Institute	August 24 - 28, 2024
		Medical Leadership Certificate Course, Class # 1 (P.M.P. Class # 1)	King Prajadhipok's Institute	1 December 2023 - 31 August 2024
		Advanced Agricultural Science (AAS) Class # 5	Kasetrathikarn Foundation	March 29, 2024 September 6, 2024
2	Mr.Khantachai Vichakkhana	Role of the Chairman Program (RCP) 54/2023	Thai Institute of Directors Association (IOD)	May 30-31 2024
3	Dr. Virat Chatdarong	Executive Program in Digitalization Industry of Thailand (eDIT, Class # 6)	The Federation of Thai Industries (FTI)	August 25 to September 30, 2023
4	Mr. Pakorn Leopairut	Executive Architect Council Training, Class # 4	Architect Council of Thailand	November 5, 2022 to April 29, 2023
		Refreshment Training Program (RFP) Class # 9/2023	Thai Institute of Directors Association (IOD)	April 21, 2024
		Update on Tax 2025 and reducing the risk of tax audits using the Revenue Department's AI system	Legal Management Development Office Company Limited	August 7, 2025

		Nexus AI (Network for Executive Xceleration & Unbounded Scale)	Chulalongkorn University	July 22, 29, 2025 / August 5,15-16,19, 2025/ August 24-29, 2025 (China) and September 9,16,23,30, 2025 / October 7,14,21, 2025 (Total 19 Days)
5	Miss Thanyarat Iamsophana	Automotive Claims Club		

2.Directors attend training (In-house courses training)

No.	List of Directors	Courses	rganized by	Training Date
1	Mr. Prachai Leophairatana Mrs. Orapin Leophairatana Mr. Pakorn Leopairut	Sustainability Reporting Procedure Compliance with GRI Standards	Thaipat Institute	17 September
		Sustainability Reporting	Thaipat Institute	15 October 2021
		Sustainability Reporting	Thaipat Institute	27 ctober 2023
2	Mr. Pakorn Leopairut	Risk Management in the Organization (Risk Management)	Development and Training Human Resources Section/ PersonnelDepartment	23 February 2023
		International Standard Reporting Process (2021	Development and Training Human Resources Section/ PersonnelDepartment	7 April 2023
		Understand the scope of geomangement information.	The Stock Exchange of Thailand	9 June 2023
		Assessing climate indicators which are below the standards	The Stock Exchange of Thailand	4 August 2023
		Monitor the companys actions and provide further guidance.	The Stock Exchange of Thailand	20 ctober 2023

		Summary of operational results and development guidelines	The Stock Exchange of Thailand	16 November 2023
		Create a sense of love for the organization for all departments	Development and Training Human Resources Section/ PersonnelDepartment	April 5, 2024
		Preparation of the 2024 Sustainability Report	Thaipat Institute	ctober 4, 2024
		Comprehensive Human Rights Assessment	Development and Training Human Resources Section/ PersonnelDepartment	ctober 4, 2024
		Anti-Corruption Risk Assessment	Development and Training Human Resources Section/ PersonnelDepartment	ctober 4, 2024
		Risk Managemnt in the Organization	Development and Training Human Resources Section/ PersonnelDepartment	ctober 8, 2024
		Risk Managemnt in the Organization	Development and Training Human Resources Section/ PersonnelDepartment	May 22, 2025
		Risk Managemnt in the Organization	Development and Training Human Resources Section/ PersonnelDepartment	ctober 9, 2025
		Human Rights Due Diligence (HRDD)	Thaipat Institute	November 7, 2025
		Anti-corruption risk assessment	Thaipat Institute	November 7, 2025
		Preparing the 2025 annual sustainability report according to GRI standards	Thaipat Institute	November 7, 2025
3	Dr. Virat Chatdarong Mr. Pakorn Leopairut	Driving the organization with ESG data and introducing ESG systems.	Thaipat Institute	29 September 2022

		Study, review and identify sustainability issues		4 October 2022
		Prioritizing sustainability issues		6 October 2022
		International Standard Reporting Process (2021 Edition)	Development and Training Human Resources Section/ Personnel Department	7 April 2023
		Understand the scope of geomangement information.	The Stock Exchange of Thailand	9 June 2023
		Preparation of sustainability reports	Thaipat Institute	12, 27 October 2023
		Summary of operational results and development guidelines	The Stock Exchange of Thailand	16 November 2023
		Preparation of the 2024 Sustainability Report	Thaipat Institute	October 3, 2024
		Comprehensive Human Rights Assessment	Development and Training Human Resources Section/ Personnel Department	October 3, 2024
		Anti-Corruption Risk Assessment	Development and Training Human Resources Section/ Personnel Department	October 3, 2024
		Human Rights Due Diligence (HRDD)	Thaipat Institute	November 6, 2025
		Anti-corruption risk assessment	Thaipat Institute	November 6, 2025
		Preparing the 2025 annual sustainability report according to GRI standards	Thaipat Institute	November 6, 2025

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 Companys 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).**

Executive Management Committee **The assessment results have an average score of 90% (Very Good).**

Sustainable Development Committee **The assessment results have an average score of 90% (Very Good).**

Corporate Governance Committee **The assessment results have an average score of 90% (Very Good).**

Risk Management 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)

The assessment takes into account components in which the Companys sustainability performance is included as part of the key indicators for assessing the performance of the Chief Executive Officer (CEO). The assessment consists of the following results: (1) Financial Performance: Consideration of the Companys business performance in various dimensions (such as revenue, net profit, sales of the Company, Economic Value Added (EVA), and other financial performance indicators); (2) Innovation: Development of new products to enhance product value and to drive the introduction of new products to the market; and (3) Environmental, Social, and Governance Performance (ESG): Implementation in accordance with the Companys policy on the development of environmentally friendly products (Green Choice) and the reduction of greenhouse gas emissions from production processes (such as employee/customer/supplier/community satisfaction, occupational health and safety management in the working environment, effectiveness of climate change management, particularly targets for reducing greenhouse gas emissions, and reduction of the Companys resource consumption, among others.) These results form part of the performance indicators for the assessment of senior executives (CEO or equivalent), which consist of 10 assessment topics, namely:

1. Leadership

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).

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 Groups 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 Companys 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 Companys 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.

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.

In addition, the Company has established a customer data retention policy that covers personal data in accordance with the Personal Data Protection Act. The Company has also provided channels and procedures for handling customer complaints regarding personal data. In 2025, the Company did not receive any complaints related to violations of customers personal data rights.

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. In 2025, the Company did not have any disputes with 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.

In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised

on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Groups Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025.

More details can be found on the Company's website :<https://www.tpipolene.co.th/th/aboutus/supplier-code-of-conduct-th> or Scan QR Code

and details of the Sustainable Procurement Policy at <https://www.tpipolene.co.th/th/aboutus/sustainability-procurement-policy> or Scan QR Code

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 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, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Protection of Conflict of Interest

The Board has a clear policy to execute transactions, which have potential conflicts of interest in a manner that is in the best interests of the Company and its shareholders. 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 2025, 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 had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest.

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 Companys 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 Companys 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 Companys 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 Companys 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 Companys 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 Companys 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 Companys products) or entertainment and hospitality activities to other persons for business purposes, to be in compliance with the Anti-Corruption Policy and measures, the Companys 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 Companys 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)

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)
- (3) Letter : Audit Committee
 TPI Polene Public Company Limited
 26/56 Chantad Mai Road, Tungmahamek, Sathorn, Bangkok

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 2025, 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 16% of the Company's total 6,656 employees, (excluding employees of subsidiaries and affiliates with similar policies).

In addition, 99.65% of the Company's business partners, totalling 1,600, have acknowledged the Company's anti-corruption policies and practices.

In 2025, 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

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. In the event that a director or executive (meaning the Manager or the first four executive positions below the Manager, including all positions equivalent to the fourth level, as well as positions in the accounting or finance line at the level of department manager or equivalent and above), including their spouses and minor children, intends to buy or sell the Company's shares, they must notify the Company Secretary of their intention at least one day prior to the transaction.
3. The Company has a requirement not to use financial statements or other insider information that affects the price of the Company's securities to disclose to third parties or non-affiliated parties and 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 2025, there were no cases where directors and executives traded securities during the blackout period specified by the Company. In addition, the Company has begun implementing an electronic system to enhance the efficiency of reporting for directors, executives, and all employees.

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 off springs 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 off springs 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 off springs 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 off springs 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 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.

Compliance with laws, regulations, and rules

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.

Risks associated with Changes in Laws, Rules and Regulations

As laws, regulations, and government policies are key factors that directly affect the business strategies, costs, and expenses of the TPI Polene Group, the Group places strong emphasis on strict compliance risk management (Compliance Management). The operational approaches are as follows:

- A dedicated team has been established to monitor and report on developments in government policies, laws, and regulations relevant to the operations of the TPI Polene Group, in order to assess potential impacts and adjust business practices to ensure compliance with applicable laws, rules, and regulatory requirements.
- Operational confidence is strengthened through legal advisory teams and tax advisors with specialized expertise, who provide guidance and review compliance with relevant laws and regulations.
- Proactive legal risk management is established by analyzing potential issues or obstacles arising from new draft legislation, while preparing consultations with relevant authorities in cases where regulatory guidelines remain unclear. This information is used to support investment decision-making for various projects, ensuring compliance with applicable laws and upcoming regulatory requirements.
- Governance processes are established to ensure compliance with applicable laws and regulations, in alignment with the principles of Good Corporate Governance and corporate governance practices. The Company maintains an adequate internal control system and conducts comprehensive risk assessments to reduce the risk of non-compliance with relevant laws and regulations.
- Corporate values and a Code of Conduct are instilled among directors, executives, and employees, requiring all personnel to comply with the Company's Code of Conduct and employee handbook, in accordance with the TPI Polene Group's commitment to responsible business operations toward the community, society, and the environment, while respecting the rights of all stakeholders equally.

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 2025, 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/pdppda>

Anti-unfair competitiveness

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. In 2025, the Company did not have any disputes with competitors.

<p>Business competitors</p>	<ul style="list-style-type: none"> ● Collect information from all channels such as websites, mail, phones, etc. ● Become a member of the Thai Cement Producers Association (TCMA) and attend at least 4 meetings per year. 	<ul style="list-style-type: none"> ● Create fair competition conditions together ● Maintain market share 	<ul style="list-style-type: none"> ● Conduct business within the rules of free and fair competition. ● Do not slander to damage the reputation of the competitors. ● Do not infringe intellectual property and copyrighted work of the competitors. ● Not to violate identifiable information of the competitors ● Behave in accordance with a good trade framework ● Innovation and Technology Management
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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 Companys information system from the Companys branch offices or external agencies:
The use of Virtual Private Network or VPN is required to connect to the Companys work system for the safety of data transmission/receiving between branch offices or external agencies to the Companys 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 organizations security standards.
 2. Record events related to information security, including access to sensitive data and incident response.
 3. Review and update the Companys 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.

However, the Company recognizes the importance of safeguarding inside information to prevent any leakage that could lead to significant damage at various levels. Therefore, all directors, executives, and employees are required to maintain the confidentiality of inside information in accordance with the Companys established practices. In addition, the Company established a Personal Data Protection Policy in 2021 as a guideline for employees at all levels in safeguarding the personal data of customers, suppliers, employees, and related persons, ensuring that such data is used strictly in compliance with the Personal Data Protection Act. The policy covers the collection, storage, and disclosure of personal data in a secure manner, and also allows data subjects to access, review, and withdraw their consent at any time. Any violation of the Companys policies and practices will be subject to the maximum disciplinary action, including legal proceedings to the fullest extent and full compensation for damages incurred in accordance with the law.

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 Companys 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. Its 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 2025

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 2025, 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:

- MFEC Public Company Limited
- Internet Thailand Public Company Limited
- Pacific Internet (Thailand) Limited
- Distributors of cybersecurity equipment and protection systems, both domestic and international

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.

Approach to measuring effectiveness against established targets

In 2025, the Data Protection Officer Committee and the Information Technology Department implemented clear measures to provide knowledge and monitor the personal data of the Board of Directors, employees, and suppliers. As a result, throughout 2025, no damage involving the aforementioned important data were identified.

Lessons Learned from Data Security and Customer Privacy Protection Operations

The Data Protection Officer Committee and the Information Technology Department recognize the potential impacts of personal data breaches and the evolving threats of Cyber Security Attacks, which continue to develop rapidly. In the era of Artificial Intelligence (AI), cyber threats are becoming more sophisticated and severe. Therefore, continuous study of cybersecurity threats is essential in order to provide knowledge to relevant parties and enable prompt initial responses to cyber risks. At the same time, the Company is preparing to procure/develop Cyber Security Defense Solutions in the near future.

Stakeholder Engagement in Data Security and Customer Privacy Management:

The Information Technology Department, in collaboration with the Human Resources Department, provides training for new employees to raise Cyber Security Awareness and regularly offers additional knowledge on the Personal Data Protection Act. This serves as a knowledge base to support the Companys operations, ensuring protection against Cyber Security Attacks and promoting safe conduct in everyday activities in the cyber world. In 2026, the Company plans to re-conduct Cyber Security Awareness training, beyond the standard training provided for new employees.

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 Companys 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 2025, the Company coordinated with several service providers to test the systems operation, or Proof of Concept (POC), to assess its suitability for the Companys information operations, its ability to detect information threats (cyber-attacks), and its methods for reporting and resolving threat issues.

In 2026, 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 2025, 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.

Environmental 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 ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 5001:2018, ISO/IEC 17025-2017, and HALAL requirements.

National Awards and Recognition

- 1. Thailand Honor Awards 2025** On 29 August 2025, the Foundation for Thai Society presented awards to the Company under the One Million Seeds of Goodness in Return to the Country project. The Company received four awards, as follows:
 - Goodness of Repaying the Lands Grace Award in the Moral Support for Society Category
 - Outstanding Organization of the Year Award in the Clean Energy and Innovation Category
 - Outstanding Product of the Year Award in the Environmentally Friendly Products Category
 - Outstanding Environmental Management Organization Award in the Environmental Management for Sustainable Development Category
- 2. Green Industry Award (Level 4):** On 22 September 2025, the Ministry of Industry granted the Company the Green Industry Level 4 (Green Culture) certification. This recognition honors enterprises that conduct environmentally friendly business operations, demonstrate a strong commitment to sustainable industrial development, and promote the Green Economy under the concept of Good Industry, Sustainable Growth Alongside Communities.

Human rights

Human Rights Practices

The Company recognizes the vital importance of respecting and protecting human rights across all business processes. To ensure systematic management, the Risk Management Committee has been designated as a sub-committee

responsible for overseeing human rights issues. This structure ensures that business operations are conducted with responsibility toward all stakeholder groups, maintaining a balance under the principles of Good Corporate Governance, transparency, and fairness.

To support sustainable development, the Company has integrated human rights principles into its organizational management framework. This is formalized through the Human Rights Policy (Announcement No. 006/2559) and the Personal Data Protection Policy (Announcement No. BC 0017/2564). We are committed to integrity and strict compliance with relevant laws and regulations, aligning with the governments BCG Model (Bio-Circular-Green Economy). This alignment aims to enhance the quality of life within Thai communities and society, promote the distribution of opportunities, and effectively reduce inequality.

Our human rights commitment extends across the entire Value Chain, encompassing employees, business partners, customers, and local communities. We have established clear policies and guidelines, including the Code of Conduct and the Supplier Code of Conduct, which are implemented in collaboration with our partners in procurement and contracting to elevate standards of responsible and fair operations.

Furthermore, the Company adheres to international human rights principles and labor standards, including the six core principles of the United Nations Global Compact (UNGC):

- Principles 12: Respecting and supporting the protection of human rights and ensuring non-complicity in human rights abuses.
- Principles 36: Upholding freedom of association, the elimination of forced and compulsory labor, the abolition of child labor, and the elimination of discrimination in employment.

These practices are carried out in conjunction with the ILO Declaration on Fundamental Principles and Rights at Work, strict compliance with the Labor Protection Act B.E. 2560 (2017), and deep respect for the principles of the International Labour Organization (ILO).

Safety and occupational health at work

The Company is strongly and seriously committed to occupational health and safety management, prioritizing its occupational health and safety management system as a core aspect of business operations. It strictly adheres to all occupational health and safety requirements and continuously works to improve and prevent hazards, including work-related injuries and illnesses, for employees, business partners, contractors, and stakeholders involved in its operations. Additionally, the Company assesses work-related risks across all business processes, including both new projects and ongoing operations, to ensure a safe working environment. The Company also emphasizes cultivating and continuously raising awareness of workplace safety among employees and related parties to foster a strong safety culture. This includes shared safety values and a clear safety framework "Stop, Report, Wait" aimed at achieving a common goal: preventing and reducing hazards, accidents, and work-related illnesses, minimizing potential losses to life and property, and mitigating any impact on surrounding communities and the environment. Additionally, the Company promotes an organizational culture of safety and encourages cooperation among workers, personnel at all levels, and executives.

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 Companys Code of Conduct and Employees 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 Companys Code of Conduct for directors ,

executives and all employees. 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 Polenes code of conduct. Directors, executives, and all employees 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 Companys 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 2025, new directors, executives, and employees at all levels took a test on the Companys 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

Participation in anti-corruption networks

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

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

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

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

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

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

Significant changes and developments regarding the review of good corporate government policy, guideline and system or the Charter of the Board of Directors in 2025 are as follows:

- TPI Polene Group has produced two sets of VDO clips, titled Company's Code of Conduct and Employees 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 directors, executives and all employees. 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 all employees 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 2025, 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.
- Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and improve operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process consists of board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.
- 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.
- In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Group's Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025. More details can be found on the Company's website :<https://www.tpipolene.co.th/th/aboutus/supplier-code-of-conduct-th> or Scan QR Code and details of the Sustainable Procurement Policy at <https://www.tpipolene.co.th/th/aboutus/sustainability-procurement-policy> or scan QR Code
- 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 2025, 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, and Advanced Audit Committee Program (AACP) organized by the Thai Institute of Directors (IOD).

- Meeting of Non-Executive Directors: The Company arranged a meeting among non-executive directors, which was held once in 2025, to discuss the oversight of management to ensure alignment with the Company's core objectives and organizational goals, as well as other related matters. The Chairman of the Board summarized the key discussion points and presented them to the Chief Executive Officer and the President for their acknowledgement.
- The security policy for the information 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).

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

In terms of corporate governance and international cooperation, the Company has enhanced its credibility by becoming a member of the United Nations Global Compact (UNGC), the world's largest sustainability network under the United Nations. This membership reflects the Company's commitment to conducting business in a manner that respects human rights, labor standards, environmental protection, and anti-corruption principles in a concrete manner. The Company is committed to responsible business practices by adopting the Ten Principles of the UNGC, which cover human rights, labor, environment, and anti-corruption, as part of its corporate governance framework and business operations. The Company has integrated the UNGC principles into its ESG policies, risk management system, corporate governance framework, and business practices, while also promoting compliance with relevant laws, international standards, and appropriate stakeholder engagement.

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

- Global Cement and Concrete Association (GCCA) The Global Cement and Concrete Association (GCCA) is an international organization that plays a key role in advancing environmental and sustainability standards across the entire cement and concrete value chain. The Company has adopted GCCA's principles and frameworks as part of our Environmental, Social and Governance (ESG) governance and management approach.

Environmental Dimension The Company is committed to minimizing the impacts of its operations through effective energy management and greenhouse gas emissions reduction, improving resource efficiency, increasing the use of alternative fuels and raw materials, and promoting circular economy principles throughout its production processes. These efforts are aligned with the GCCA's Climate Action initiatives and the 2050 Net Zero Roadmap.

In addition, the Company supports industry-wide collaboration to mitigate environmental impacts across the value chain, promotes environmentally responsible procurement practices, and works collaboratively with stakeholders to develop and enhance sustainable practices .

Social Dimension In the social dimension, the Company places strong emphasis on occupational health, safety, and well-being of employees and contractors, fair labor practices, respect for human rights, and constructive engagement with communities surrounding its operations, in accordance with recognized good practices within the industry.

Governance Dimension In the governance dimension, the Company conducts its business in accordance with the principles of good corporate governance, transparency, and business ethics. The Company has implemented anti-corruption measures, supply chain oversight mechanisms, and a systematic approach to ESG risk management.

Sustainability performance and progress are disclosed on a continuous basis through the Company's reports. Membership in the GCCA reflects the Company's strong commitment to operating in line with internationally recognized standards and to continuously enhancing its business practices to meet stakeholder expectations and global sustainability assessment criteria.

- In 2025, 95.80% of all employees participated in the organizational engagement assessment, with a job satisfaction level of 81.87%, an employee engagement level of 91.46%, and an overall employee satisfaction and engagement level of 84.35%.

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.

Implementation of the CG Code for listed companies

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

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 boards 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 boards 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 Boards 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 timelyly.

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

Compliance with Other Principles of Good Corporate Governance

With the success of TPI Polene Groups 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. In 2025, the Company underwent a corporate governance assessment in the Corporate Governance Report of Thai Listed Companies (CGR). It achieved an Very Good CG Score (4-star level). The scoring process was conducted by the Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand and the SEC Office.
2. The Company received the Sustainability Disclosure Award for the year 2025 for the four 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 2024) of members of the Sustainability Disclosure Community (SDC) by the Thaipat Institute.
3. Membership in the United Nations Global Compact (UNGC):

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

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

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

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

Corporate Governance Structure

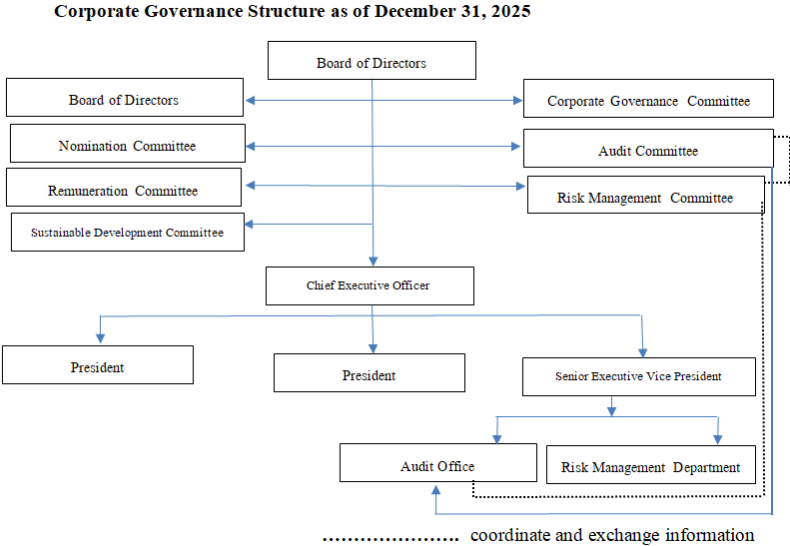
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	15		15		15	
	12	3	12	3	12	3
Executive directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors	11		11		11	
	9	2	9	2	9	2
Independent directors	6		5		6	
	6	0	5	0	6	0
Non-executive directors who have no position in independent directors	5		6		5	
	3	2	4	2	3	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	80.00	20.00	80.00	20.00	80.00	20.00
Executive directors	26.67		26.67		26.67	
	20.00	6.67	20.00	6.67	20.00	6.67
Non-executive directors	73.33		73.33		73.33	
	60.00	13.33	60.00	13.33	60.00	13.33
Independent directors	40.00		33.33		40.00	
	40.00	0.00	33.33	0.00	40.00	0.00
Non-executive directors who have no position in independent directors	33.33		40.00		33.33	
	20.00	13.33	26.67	13.33	20.00	13.33

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	66		67		68	
	65	68	66	69	67	70

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 Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Oct 2009	Law, Property Development
<p>2. Mr. PRACHAI LEOPHAIRATANA</p> <p>Gender: Male Age : 81 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys 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 Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 640,167,868 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. PRAYAD LIEWPHAIRATANA</p> <p>Gender: Male</p> <p>Age : 74 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>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>	3 Jan 1995	<p>Packaging, Industrial Materials & Machinery, Engineering, Mining, Construction Materials</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,049,800,440 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. THAVICH TAYCHANAVAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 270,800 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>14 Jul 2008</p>	<p>Transportation & Logistics, Corporate Management, Project Management, Energy & Utilities, Insurance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. MALINEE LEOPAIRAT Gender: Female Age : 83 years Highest level of education : Master's degree Study field of the highest level of education : Acturial Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 8,143,080 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Apr 2016	Statistics, Insurance, Data Analysis

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PISES IAMSAKULRAT Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 8,128,400 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Mar 2018	Corporate Management, Data Management, Business Administration, Food & Beverage
<p>9. Mr. SUPOT SINGHASANEH Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Apr 2018	Audit, Finance, Accounting, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. PAKORN LEOPAIRUT Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 636,695,178 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>30 May 2019</p>	<p>Energy & Utilities, Fund Management, Petrochemicals & Chemicals, Construction Materials, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Ms. TANYARATT IAMSOPANA Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 13,455,000 Shares 	<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>	25 Jun 2020	Insurance, Engineering, Statistics, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mr. PORNPOL SUWANAMAS Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Technology and printing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 May 2021	Paper & Printing Materials, IT Management, Media & Publishing, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. VIRAT CHATDARONG Gender: Male Age : 47 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 8,000,000 Shares 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>28 Oct 2021</p>	<p>Construction Materials, Engineering, Industrial Materials & Machinery, Petrochemicals & Chemicals, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares 	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mr. TAYUTH SRIYUKSIRI Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 93,117,490 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Apr 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. 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. THAVICH TAYCHANAVAKUL	Director		✓	✓		
7. Ms. MALINEE LEOPAIRAT	Director		✓		✓	
8. Mr. PISES IAMSAKULRAT	Director		✓	✓		
9. Mr. SUPOT SINGHASANEH	Director		✓	✓		
10. Mr. PAKORN LEOPAIRUT	Director		✓		✓	✓
11. Ms. TANYARATT IAMSOPANA	Director		✓		✓	✓
12. Mr. PORNPOL SUWANAMAS	Director		✓	✓		
Total (persons)		4	11	6	5	7

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
13. Mr. VIRAT CHATDARONG	Director		✓		✓	
14. Mr. PRATEEP LEOPAIRUT	Director	✓				✓
15. Mr. TAYUTH SRIYUKSIRI	Director		✓	✓		
Total (persons)		4	11	6	5	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

Skills and expertise	Number (persons)	Percent (%)
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 ^{(*)(**)}

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of : Others : Separation of powers and responsibilities
directors and 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 Companys 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. Strengthen and manage key relationships between executive directors and non-executive directors, as well as between the Board of Directors and the management.
3. 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.
4. 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.
5. Monitor the management of the Board of Directors and other sub-committees to achieve the planned objectives.
6. 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 : Doesnt Have

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Climate-related risks and opportunities governance
- Others
- Consider the key policies, vision, plans, and strategies related to the company's direction and policies.

Scope of authorities, role, and duties

Authority of the Board of Directors

1. To carry out activities prudently and in compliance with related governing laws, the objectives of the Company, and the Articles of Association, in order to protect the Companys interests and for the benefit of shareholders.
2. To consider policy, vision, work plans and key strategies, as well as ethical standards for business operations, and to supervise and monitor Management, to ensure that they perform duties efficiently and are in compliance with the Companys policies.
3. To monitor the operational results of the Company and any other key progress criteria.
4. To determine interim dividends to shareholders.
3. To ensure that financial reports are complete, accurate, reliable and timely, and are prepared in compliance with generally accepted accounting principles.
6. To monitor the implementation of internal control and audit systems; to comply with all regulations and related governing laws; and to ensure appropriate risk management.
7. To ensure that the Company performs in compliance with good corporate governance policies, and focuses on fair treatment for all related parties, and discloses all relevant information that might affect the interests of related parties and the public.
8. To monitor and to prevent conflicts of interest and ensure that connected transactions and any other transactions that might affect the interests of related parties are in compliance with related rules and regulations.
9. To consider the nomination of qualified persons to perform the duties of directors.
10. To consider the need and appropriateness to determine remuneration to directors.
11. To consider climate change strategies, Annual Action Plan and Climate Change Key Performance Indicator (KPI)

Reference link for the charter

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Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

Functions and Responsibilities of the Audit Committee

The Audit Committee is responsible for reviewing the Company's financial reports, adequacy of internal control systems, risk management systems, compliance with legal regulations and prepare reports or comments to the Board of Directors for approval or to be presented to the Shareholders Meeting, as the case may be:

1. To monitor the auditing process and internal control systems of the Company to ensure that they are appropriate and efficient.
2. Review the Company's appropriate and effective Internal Control system and consider the independence of the Internal Audit agency as well as approve the appointment, removal, dismissal of the head of the internal audit agency and/or the hiring of an internal audit company or any other entity responsible for the internal audit.
3. To supervise and ensure that the Company acts in compliance with the regulations imposed by the SET and the SEC and related governing laws.
4. To consider, select and propose the appointment of an independent person to act as auditor of the Company and present the person's remuneration to the Board of Directors for approval from the shareholders meeting, as well as attend meetings with the auditor without management attending the meeting at least once a year.
5. To consider the disclosure of information regarding connected transactions or transactions that may have conflicts of interest in accordance with the rules and legal regulations imposed by the Capital Market Committee and the terms of the SET to ensure that the transaction is reasonable and in the best interests of the Company.
6. Prepare the audit committee's report publicly in the Company's annual report. The report must be signed by the Chairman of the Audit Committee and must contain at least the following information:
 - Opinion on accuracy, completeness and reliability of the Company's financial reports
 - Opinion on the adequacy of the Company's internal control system
 - Opinion on compliance with securities and exchange laws Set of Exchange of Thailand or laws relating to the Company's business operations
 - Opinion on the suitability of the auditor
 - Comments on transactions that may have conflicts of interest
 - Number of audit committee meetings and attendance of each audit committee member
 - Opinions or overall observations received by the Audit Committee for the performance of charter duties
 - Other items that shareholders and investors should know Within the scope of duties and responsibilities assigned by the Board of Directors.
7. In the performance of the duties of the Audit Committee, if the following items or actions are found to have a significant impact on the Company's financial position and performance, the Board of Directors shall report to the Board of Directors to make revisions within the period designated by the Audit Committee.
 - (1) List of conflicts of interest
 - (2) Fraud or irregularities or significant impairments in the internal control system.
 - (3) Violation of securities and exchange laws SET's terms or laws relating to the Company's businessIf the Board of Directors or management does not make revisions within the above period, the Company will not be updated. One of the audit committee members may report the above items or actions to the SEC or the SET.
8. Perform any other operations as assigned by the Board of Directors with the approval of the Audit Committee.
9. Review regulations and performance in the past year at least once (1) times a year.

Reference link for the charter

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Executive Committee

Role

- Others
- Consideration, selection, and appointment of senior executives.
- Manage and define business strategies, operational goals and plans, financial targets, and company budgets.

Scope of authorities, role, and duties

Functions and Responsibilities of the Executive Management Committee

The Board of Directors is appointed by the Board of Directors or the Shareholders Meeting to perform the following functions:

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.
4. To appoint and remove employees as well as assign rewards to employees.
5. To consider and provide feedback or opinions to the Board of Directors regarding any projects, proposals or transactions related to the Company's business operations, as well as to consider fundraising options when necessary and exceeding the limits set and/or to applicable laws and regulations or in the Articles of Association of the Company to be approved by the Shareholders Meeting and/or the Board of Directors.
6. To conduct business related to the general administration of the Company, including any authority and responsibilities as assigned or in accordance with the policies assigned by the Board of Directors.
7. To appoint and/or assign to the Executive Committee or any person or persons to act within the jurisdiction of the Executive Committee deemed appropriate by the Board of Directors, as well as the Table of Authority schedule specified by the Board of Directors, where the Board of Directors may withdraw or amend such powers within the scope of the Board of Directors.

Reference link for the charter

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Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

Functions and Responsibilities of the Nomination Committee

1. Select persons who deserve to be nominated as new directors when there is a vacancy (from resignation or a full term) to propose to the Board of Directors or the Shareholders Meeting to proceed with the appointment, taking into account the composition of the knowledge and skills of the Board member. The qualifications of directors who wish to be nominated must be in accordance with the Company's business strategy.
2. Consider the nomination of directors to act as a specific director based on the composition of the Board of Directors, knowledge and competence of Directors deemed appropriate to perform the duties of the directors and presented to the Board of Directors for appointment.
3. Disclose the nomination committee's operational report in the annual report.
4. The Nomination Committee should meet together at least twice a year.

The nomination method has been set out for appointment as a director as follows:

1. The Nomination Committee determines the qualifications of directors who wish to nominate for replacements and have elements and qualifications in accordance with the related legal regulations and to be in line with the Company's strategy and business operation. The Guide to Good Corporate Governance, Ethical Standards and Business Ethics has stated the qualifications of the Board of Directors that each director must come from a qualified person in the various professions necessary to manage the Company's business that they should consist of those with business knowledge, legal and financial luminaries, political science, security, risk management in various crisis / civil society, community enterprises, natural resource Environment and Sustainable Development
2. The Nomination Committee concludes the nomination and nomination of the appropriate person to be a director with the accompanying reasons and present it to the Board of Directors.
3. The Board of Directors considers the selection of qualified persons according to the list presented by the Nomination Committee for appointment as a director or to present the list to the Shareholders Meeting for approval of the appointment of the next director.
4. Corporate Secretary performs duties as Secretary of the Nomination Committee

Reference link for the charter

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Compensation committee

Role

- Remuneration

Scope of authorities, role, and duties

Functions and Responsibilities of the Remuneration Committee

1. Establish criteria or methods for determining remuneration, and consider proposing remuneration that is fair and reasonable, both in monetary and non-monetary forms, by benchmarking against leading companies in the same industry, for directors and specific committees, and submit such proposals to the shareholders meeting for consideration and approval.
2. Consider and propose guidelines for the evaluation and remuneration of executives and the President, linking them with the organization's strategy in both the short term and long term, and aligning them with sustainable growth. This includes long-term incentives to align executives' interests with those of the Company over the long term, and incorporates ESG performance as part of the evaluation for consideration and approval.
3. Acknowledge and provide feedback on organizational restructuring and job level, including evaluation and consideration of executive remuneration.

4. Responsibility to the Board of Directors directly by roles and board of directors responsible for the operation of the Company to all stakeholders.
5. Disclose the report of the remuneration committees operations in the annual report.
6. The remuneration committee should meet at least twice a year.
7. The Corporate Secretary Performs Duties of Secretary of the Remuneration Committee.

Reference link for the charter

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Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

Functions and Responsibilities of the Corporate Governance Committee

- 1 Determine the objectives and goals of the business that lead to good governance and sustainable business growth.
- 2 Consider giving opinions, giving suggestions, and reviewing the good corporate governance policy, business ethics, sustainable development policy of the company, anti-fraud and corruption policy, including the policy and any other guidelines related to corporate governance that will support the Companys operations on the basis of corporate governance for sustainable development, including the operation of taking care of all stakeholders, society, communities, environment, and any other policies or guidelines that will support the Companys operations in accordance with good governance to suit the business of the Company and its subsidiaries.
- 3 Supervise the management to implement various policies and practices to continuously develop the Company by promoting innovation and responsible business practices. However, such guidelines must be in line with and suitable for the business of the Company, recommendations of regulatory agencies or relevant and comparable to international standards.
- 4 Regularly monitor and review internal practices and systems within the organization on an annual basis to ensure alignment with the Corporate Governance Policy, Code of Conduct, and established best practices, and to ensure their effective and concrete implementation.
- 5 Follow up and direct in the event that the operations of the management and employees have issues regarding non-compliance with the established policies and guidelines.
- 6 Assess the performance of the Board of Directors, the management team, and any subsidiaries in accordance with the Companys and its subsidiaries policies on good corporate governance, business ethics, and sustainable development. Process the corporate governance assessment that will be presented to the Board of Directors for the following year along with the necessary comments and recommendations.
- 7 Reporting the Companys performance, encouraging participation, and fostering communication with all stakeholders shareholders, customers, partners, society, and the environment will help everyone realize and comprehend good corporate governance, business ethics, work practices, anti-fraud and corruption policies, and relevant practices as well as the Companys performance.
- 8 Seek professional opinions from individuals or external organizations to provide advice or independent advice on good corporate governance to the Corporate Governance Committee and related parties, including hiring a third party from time to time to help the performance of the Corporate Governance Committee and to be able to perform its duties to achieve its objectives within the specified period and such employment will be beneficial to the Company.
- 9 Report the performance of duties to the Board of Directors and/or the shareholders meeting.
- 10 Assess the performance of the Corporate Governance Committee annually and report the results to the Board

of Directors.

11 Perform duties or perform any other acts as assigned by the Board of Directors and perform any acts as stipulated by laws or regulations of government agencies.

Reference link for the charter

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Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

Functions and Responsibilities of the Risk Management Committee

1. Review and propose the policy and risk management framework to the Board of Directors for approval.
2. Review and approve the risk appetite (Risk Appetite) and present to the Board of Directors for acknowledgment.
3. Overseeing the development and implementation of risk management policies and frameworks on an ongoing basis to ensure that the Group has an effective enterprise-wide risk management system and consistent compliance.
4. Review risk management reports to monitor material risks and take action to ensure that the organization has adequate and appropriate risk management.
5. Coordinate with the audit committee to identify significant risks, and have the internal audit department conduct a review to make sure the Company has the necessary internal controls in place to manage those risks. This includes putting the right risk management systems in place and ensuring that everyone is following the rules throughout the Company.
6. Regularly report to the Board of Directors on key risks and risk management.
7. Provide advice and consultation to the Sub-Risk-Management Committee (SRM) and/or the departments and/or working groups related to risk management, including considering appropriate ways to correct various information about developing a risk management system.
8. Consider appointing sub-committees and/or additional or replacement personnel in the risk management sub-committee and/or units and/or working groups related to risk management as appropriate, including determining roles and responsibilities for the benefit of carrying out the objectives
9. Any other operations related to risk management assigned by the Board of Directors.
10. Assess organizational risks, including climate change opportunities risks.
11. Oversee and monitor the implementation of occupational health and safety practices.
12. Oversee and monitor the implementation of the human rights policy.

The Company has assigned the following directors:

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

In this regard, the management and/or the risk management subcommittee and/or the unit and/or the working group related to risk management and/or the internal auditor and/or the auditor must report or present

the information and related documents to the Risk Management Committee to support the work of Risk Management Committee to achieve the assigned duties.

Reference link for the charter

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Sustainable Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

Functions and Responsibilities of the Sustainability Development Committees

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

The Company has assigned the following directors:

1. Dr. Virat Chatdarong, a member of the Board of Directors, has been assigned to directly oversee the Occupational Health and Safety Working Committee to ensure that the Companys occupational health and safety management system operates properly and effectively.
2. Mr. Pakorn Leopairut, a member of the Board of Directors, has been assigned to directly oversee matters related to climate change.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. SUPOT SINGHASANEH^(*) Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Jun 2018	Audit, Finance, Accounting, Business Administration
<p>2. Mr. THAVICH TAYCHANAVAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	1 Mar 2018	Transportation & Logistics, Corporate Management, Project Management, Energy & Utilities, Insurance
<p>3. Mr. PISES IAMSAKULRAT Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	1 Mar 2018	Corporate Management, Data Management, Business Administration, Food & Beverage

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. TAYUTH SRIYUKSIRI Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director	29 May 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. PORNPOL SUWANAMAS Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Technology and printing Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	29 May 2025	Mr. TAYUTH SRIYUKSIRI Appointment date of replacement committee member : 29 May 2025

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
<p>1. Mr. PRACHAI LEOPHAIRATANA Gender: Male Age : 81 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Jan 2001</p>
<p>2. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>28 Apr 2022</p>
<p>3. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2001</p>
<p>4. Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 1987</p>

List of committee members	Position	Appointment date of executive committee member
5. Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 1998
6. Mr. PAKORN LEOPAIRUT Gender: Male Age : 45 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
7. Ms. TANYARATT IAMSOPANA Gender: Female Age : 48 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

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination Committee	Mr. KHANTACHAI VICHAKKHANA	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	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 (Independent director)
	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 TAYCHANAVALAKUL	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
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

Subcommittee name	Name list	Position
	Mrs. ORAPIN LEOPHAIRATANA	Member of the subcommittee
	Mr. TAYUTH SRIYUKSIRI	Member of the subcommittee (Independent director)
	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 TAYCHANAVALAKUL	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
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 (Independent director)
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANA VAKUL	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
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 (Independent director)
	Ms. MALINEE LEOPAIRAT	Member of the subcommittee
	Mr. SUPOT SINGHASANEH	Member of the subcommittee (Independent director)
	Mr. THAVICH TAYCHANA VAKUL	Member of the subcommittee (Independent director)
	Mr. PISES IAMSAKULRAT	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	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
Sustainable Development Committee	Mr. PRACHAI LEOPHAIRATANA	The chairman of the subcommittee
	Ms. Chularat Danwattanachai	Member 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. Chanont Kongkachuichay	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. Nawee Tangmanowiriyakul	Member of the subcommittee
	Mr. Hanchai Ekritvarodom	Member of the subcommittee
	Ms. Juthamas Surojrat	Member of the subcommittee
	Mr. Kerkrit Wongnarat	Member of the subcommittee
	Mr. Seksan Silprakong	Member of the subcommittee
Mr. Worawit Lerdbussarakam	Member of the subcommittee	

Subcommittee name	Name list	Position
	Mr. Nithipong Vikittaset	Member of the subcommittee
	Mr. Yuttapong Kongsrisawat	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. PRACHAI LEOPHAIRATANA Gender: Male Age : 81 years Highest level of education : Honorary degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	President	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities
<p>3. Mr. Prasert Ittimakin Gender: Male Age : 66 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</p>	Senior Vice President - Finance Division	1 Jul 1998	Finance & Securities, Accounting, Finance, Business Administration

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mrs. ORAPIN LEOPHAIRATANA^(*) Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Senior Executive Vice President (The highest-ranking executive)</p>	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration
<p>5. Mr. Somkeart Srisuwan Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Senior Vice President (The highest-ranking executive)</p>	17 Apr 2012	Information & Communication Technology, IT Management, Accounting
<p>6. Mr. PRATEEP LEOPAIRUT Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>President (The highest-ranking executive)</p>	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

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

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

Remuneration policy for executive directors and executives

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 Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

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

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

In addition, with regard to executive remuneration, the Company determines compensation at an appropriate level by considering roles and responsibilities, as well as individual performance, the Companys operating results, including ESG performance in accordance with the targets set by the Company, and the practices of listed companies within the same industry.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	260,326,000.00	284,951,500.00	257,017,375.00

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 Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

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

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

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

Other remunerations of executive directors and executives

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

The Company provides personal cars to the management.

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

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

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. nitisit Chongpitakrat	nitisit@tpipolene.co.th	-
2. Mr. Supasin Pongdiloktham	supasin.ph@tpipolene.co.th	-
3. Mr. Somkiet Thiratakulpisal	somkiet.te@tpipolenepower.co.th	-
4. Mr. Naradol Tanjarupan	naradol_t@tpipolene.co.th	-
5. Mr. Gan Suppanirun	gan.su@tpipolene.co.th	-
6. Ms. Kusuma Chantarothorn	kusuma@tpipolene.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Siam Wiriyoattikul	siam@tpipolene.co.th	02-213-1039
2. Ms. Maria Brenda Sanchez Lapiz	maria.la@tpipolenepower.co.th	02-213-1039 Ext. 12164

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 No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	11,900,000.00	Types of non-audit service : Review Report Details of non-audit service : audit the report on the utilization of corporate income tax exemption privileges under the investment promotion certificate for the year 2025 as well. Total non-audit fee 360,000.00 baht	1. Ms. THANYALUX KEADKAEW Email: thanyalux@kpmg.co.th License number: 8179 2. Mr. EKKASIT CHUTHAMSATID Email: info@kpmg.co.th License number: 4195 3. Ms. DUSSANEE YIMSUWAN Email: dussanee@kpmg.co.th License number: 10235

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

- The 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 Polenes code of conduct. Directors, executives, and all employees 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 Companys 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 2025, new directors, executives, and employees at all levels took a test on the Companys 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

- Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and improve operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process consists of board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.
- 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 2025, 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, and Advanced Audit Committee Program (AACP) rganized by the Thai Institute of Directors (IOD).

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
Mrs. ORAPIN LEOPHAIRATANA	Director	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration
Mr. SUPOT SINGHASANEH	Director	25 Apr 2018	Audit, Finance, Accounting, Business Administration
Ms. TANYARATT IAMSOPANA	Director	25 Jun 2020	Insurance, Engineering, Statistics, Business Administration
Mr. PRATEEP LEOPAIRUT	Director	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals
Mr. TAYUTH SRIYUKSIRI	Director	25 Apr 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Nomination of independent directors

The Company has a policy of nominating independent directors in accordance with 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 Companys 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 Companys business or its subsidiaries.
9. There are no other characteristics that prevent them from giving an independent opinion on the Companys operations.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Nomination Process and Procedures for the Selection of Directors Once the Nomination and Remuneration Committee has put forward nominees for the Companys Directors or sub-committee members, it will assess their qualifications in accordance with the criteria outlined by the Board of Directors, considering the following	Finance & Securities, Petrochemicals & Chemicals, Construction Materials, Engineering, Business Administration

Qualifications, knowledge, or experience	Skill and expertise
<p>conditions:</p> <ol style="list-style-type: none"> 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 (Board Skills Matrix / Board Diversities), as well as competencies in academic knowledge (Hard Skills and Soft Skills) and sustainability-related factors, in order to obtain directors who can perform their duties effectively. The Company also considers an appropriate proportion of independent directors and female directors, and supports a well-balanced composition of the Board of Directors as a whole. This ensures that the Board possesses comprehensive knowledge, capabilities, experience, and diversity, which contribute to the highest level of effectiveness in its operations and provide benefits to the Company, enabling it to achieve its business objectives and goals. 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 	

Qualifications, knowledge, or experience	Skill and expertise
<p>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.</p> <p>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.</p> <p>7. To approach individuals who meet the specified qualification criteria to ascertain their willingness to serve as directors of the Company if appointed.</p> <p>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.</p> <p>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.</p>	

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KHANTACHAI VICHAKKHANA (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Role of the Chairman Program (RCP)
2. Mr. PRACHAI LEOPHAIRATANA (Director)	Non-participating	Other • 2023: • Sustainability Reporting
3. Mr. PRAMUAN LEOPHAIRATANA (Director)	Non-participating	-
4. Mr. PRAYAD LIEWPHAIRATANA (Director)	Non-participating	-
5. Mrs. ORAPIN LEOPHAIRATANA (Director)	Non-participating	Other • 2023: • Sustainability Reporting
6. Mr. THAVICH TAYCHANAVAKUL (Director, Independent director)	Non-participating	-
7. Ms. MALINEE LEOPAIRAT (Director)	Non-participating	-
8. Mr. PISES IAMSAKULRAT (Director, Independent director)	Non-participating	-
9. Mr. SUPOT SINGHASANEH (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. PAKORN LEOPAIRUT (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Anti-corruption risk assessment • 2025: Human Rights Due Diligence • 2025: Nexus AI (Network for Executive Xceleration & Unbounded Scale) • 2025: Preparing the 2025 annual sustainability report according to GRI standards • 2025: Risk Manageemnt in the Organization • 2025: Update on Tax 2025 and reducing the risk of tax audits using the Revenue Department's AI system • 2024: Anti-Corruption Risk Assessment • 2024: Comprehensive Human Rights Assessment • 2024: • Preparation of the 2024 Sustainability Report • 2024: • Risk Manageemnt in the Organization
11. Ms. TANYARATT IAMSOPANA (Director)	Non-participating	-
12. Mr. PORNPOL SUWANAMAS (Director, Independent director)	Non-participating	<p>Other</p> <ul style="list-style-type: none"> • 2024: Advanced Agricultural Science (AAS) Class # 5 • 2024: Medical Leadership Certificate Course, Class # 1 (P.M.P. Class # 1) • 2024: Study tour outside the Kingdom, Medical Leadership Certificate Course, Class # 1

List of directors	Participation in training in the past financial year	History of training participation
13. Mr. VIRAT CHATDARONG (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Anti-corruption risk assessment • 2025: Human Rights Due Diligence • 2025: Preparing the 2025 annual sustainability report according to GRI standards • 2024: Anti-Corruption Risk Assessment • 2024: Comprehensive Human Rights Assessment • 2024: Preparation of the 2024 Sustainability Report
14. Mr. PRATEEP LEOPAIRUT (Director)	Non-participating	-
15. Mr. TAYUTH SRIYUKSIRI (Director, Independent 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 Companys 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 2025)

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 Companys 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).**

Executive Management Committee **The assessment results have an average score of 90% (Very Good).**

Sustainable Development Committee **The assessment results have an average score of 90% (Very Good).**

Corporate Governance Committee **The assessment results have an average score of 90% (Very Good).**

Risk Management 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)

The assessment takes into account components in which the Companys sustainability performance is included as part of the key indicators for assessing the performance of the Chief Executive Officer (CEO). The assessment consists of the following results: (1) Financial Performance: Consideration of the Companys business performance in various dimensions (such as revenue, net profit, sales of the Company, Economic Value Added (EVA), and other financial performance indicators); (2) Innovation: Development of new products to enhance product value and to drive the introduction of new products to the market; and (3) Environmental, Social, and Governance Performance (ESG): Implementation in accordance with the Companys policy on the development of environmentally friendly products (Green Choice) and the reduction of greenhouse gas emissions from production processes (such as

employee/customer/supplier/community satisfaction, occupational health and safety management in the working environment, effectiveness of climate change management, particularly targets for reducing greenhouse gas emissions, and reduction of the Company's resource consumption, among others.) These results form part of the performance indicators for the assessment of senior executives (CEO or equivalent), which consist of 10 assessment topics, namely:

1. Leadership
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).

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	92.5	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Nomination Committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Compensation committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Corporate Governance Committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	92	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Sustainable Development Committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	90	100
	Self-assessment	93	100
	Cross-assessment (assessment of another director)	None	None

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

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

The assessment takes into account components in which the Companys sustainability performance is included as part of the key indicators for assessing the performance of the Chief Executive Officer (CEO). The assessment consists of the following results: (1) Financial Performance: Consideration of the Companys business performance in various dimensions (such as revenue, net profit, sales of the Company, Economic Value Added (EVA), and other financial performance indicators); (2) Innovation: Development of new products to enhance product value and to drive the introduction of new products to the market; and (3) Environmental, Social, and Governance Performance (ESG): Implementation in accordance with the Companys policy on the development of environmentally friendly products (Green Choice) and the reduction of greenhouse gas emissions from production processes (such as employee/customer/supplier/community satisfaction, occupational health and safety management in the working environment, effectiveness of climate change management, particularly targets for reducing greenhouse gas emissions, and reduction of the Companys resource consumption, among others.) These results form part of the performance indicators for the assessment of senior executives (CEO or equivalent), which consist of 10 assessment topics, namely:

1. Leadership
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).

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 12
past year (times)

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. KHANTACHAI VICHAKKHANA (Chairman of the board of directors, Independent director)	12	/	12	1	/	1		/	
2. Mr. PRACHAI LEOPHAIRATANA (Director)	12	/	12	1	/	1		/	
3. Mr. PRAMUAN LEOPHAIRATANA (Director)	12	/	12	1	/	1		/	
4. Mr. PRAYAD LIEWPHAIRATANA (Director)	12	/	12	1	/	1		/	
5. Mrs. ORAPIN LEOPHAIRATANA (Director)	12	/	12	1	/	1		/	
6. Mr. THAVICH TAYCHANAVAKUL (Director, Independent director)	12	/	12	1	/	1		/	
7. Ms. MALINEE LEOPAIRAT (Director)	1	/	12	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. PISES IAMSAKULRAT (Director, Independent director)	11	/	12	1	/	1		/	
9. Mr. SUPOT SINGHASANEH (Director, Independent director)	12	/	12	1	/	1		/	
10. Mr. PAKORN LEOPAIRUT (Director)	10	/	12	1	/	1		/	
11. Ms. TANYARATT IAMSOPANA (Director)	10	/	12	1	/	1		/	
12. Mr. PORNPOL SUWANAMAS (Director, Independent director)	8	/	12	1	/	1		/	
13. Mr. VIRAT CHATDARONG (Director)	11	/	12	1	/	1		/	
14. Mr. PRATEEP LEOPAIRUT (Director)	12	/	12	1	/	1		/	
15. Mr. TAYUTH SRIYUKSIRI (Director, Independent director)	12	/	12	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. KHANTACHAI VICHAKKHANA (Chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Mr. PRACHAI LEOPHAIRATANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
3. Mr. PRAMUAN LEOPHAIRATANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PRAYAD LIEWPHAIRATANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. ORAPIN LEOPHAIRATANA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
6. Mr. THAVICH TAYCHANAVAKUL (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Ms. MALINEE LEOPAIRAT (Director)	1/12 (8.33%)	1/1 (100.00%)	N/A
8. Mr. PISES IAMSAKULRAT (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
9. Mr. SUPOT SINGHASANEH (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
10. Mr. PAKORN LEOPAIRUT (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
11. Ms. TANYARATT IAMSOPANA (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
12. Mr. PORNPOL SUWANAMAS (Director)	8/12 (66.67%)	1/1 (100.00%)	N/A
13. Mr. VIRAT CHATDARONG (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
14. Mr. PRATEEP LEOPAIRUT (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
15. Mr. TAYUTH SRIYUKSIRI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	88.33%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

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 Companys annual performance. The level and composition of compensation are appropriate and sufficient to motivate and retain high-quality directors, while avoiding excessive compensation.

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

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

In addition, with regard to executive remuneration, the Company determines compensation at an appropriate level by considering roles and responsibilities, as well as individual performance, the Companys operating results, including ESG performance in accordance with the targets set by the Company, and the practices of listed companies within the same industry.

Monetary compensation

In 2025, the remuneration of 15 directors received in the form of director remuneration and bonuses totaling Baht 36,183,885 compared with the remuneration and bonuses of 15 directors totaled Baht 42,280,603 in 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	
1. Mr. KHANTACHAI VICHAKKHANA (Chairman of the board of directors, Independent director)			2,412,259.00		0.00
Board of Directors (Chairman of the board of directors)	2,233,308.00	178,951.00	2,412,259.00	No	
Nomination Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
2. Mr. PRACHAI LEOPHAIRATANA (Director)			2,412,259.00		480,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. PRAMUAN LEOPHAIRATANA (Director)			2,412,259.00		320,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	Yes	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Compensation committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
4. Mr. PRAYAD LIEWPHAIRATANA (Director)			2,412,259.00		320,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mrs. ORAPIN LEOPHAIRATANA (Director)			2,412,259.00		320,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. THAVICH TAYCHANAVAKUL (Director, Independent director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Ms. MALINEE LEOPAIRAT (Director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	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 (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
8. Mr. PISES IAMSAKULRAT (Director, Independent director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. SUPOT SINGHASANEH (Director, Independent director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Audit Committee (Chairman of the audit committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
10. Mr. PAKORN LEOPAIRUT (Director)			2,412,259.00		320,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Ms. TANYARATT IAMSOPANA (Director)			2,412,259.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. PORNPOL SUWANAMAS (Director, Independent director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Audit Committee (Member of the audit 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	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. VIRAT CHATDARONG (Director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. PRATEEP LEOPAIRUT (Director)			2,412,259.00		320,000.00
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
15. Mr. TAYUTH SRIYUKSIRI (Director, Independent director)			2,412,259.00		N/A
Board of Directors (Director)	2,233,308.00	178,951.00	2,412,259.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Compensation committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Ms. Chularat Danwattanachai (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
17. Mr. Panya Tangsingtrong (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
18. Mr. Pakorn Leopairut (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
19. Mr. Chanont Kongkachuichay (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
20. Mr. Porakrit Leophairatana (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
21. Ms. Thunthida Sriraksa (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
22. Mr. Malee Posaprichakul (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
23. Ms. Oratai Jiaranai (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
24. Mr. Nitisit Jongpitakrat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
25. Mr. Nawee Tangmanowiriyakul (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
26. Mr. Hanchai Ekritvarodom (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
27. Ms. Juthamas Surojrat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
28. Mr. Kerkrit Wongnarat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
29. Mr. Seksan Silprakong (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
30. Mr. Worawit Lerdussarakam (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
31. Mr. Nithipong Vikittaset (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	-	
32. Mr. Yuttapong Kongsrisawat (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	-	

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	33,499,620.00	2,684,265.00	36,183,885.00
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
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

	2023	2024	2025
Meeting allowance (Baht)	30,972,240.00	34,537,543.00	33,499,620.00
Other monetary remuneration (Baht)	4,963,500.00	7,743,060.00	2,684,265.00
Total (Baht)	35,935,740.00	42,280,603.00	36,183,885.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The 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
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The Company has an investment policy in subsidiaries and/or associates with policies in line with the Groups 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 Companys 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 Companys 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 over the past year : Yes

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 2025, 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 had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest.

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

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

Prevention of the use of inside information to seek benefits

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

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

Dissemination of internal information

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. In the event that a director or executive (meaning the Manager or the first four executive positions below the Manager, including all positions equivalent to the fourth level, as well as positions in the accounting or finance line at the level of department manager or equivalent and above), including their spouses and minor children, intends to buy or sell the Companys shares, they must notify the Company Secretary of their intention at least one day prior to the transaction.
3. The Company has a requirement not to use financial statements or other insider information that affects the price of the Companys 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 2025, there were no cases where directors and executives traded securities during the blackout period specified by the Company. In addition, the Company has begun implementing an electronic system to enhance the efficiency of reporting for directors, executives, and all employees.

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 Companys 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 off springs 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 off springs of such persons) are prohibited to trade the Companys 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 off springs of such person) know undisclosed information that may affect the Companys securities price, such persons must not trade the Companys 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 themself, 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.

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

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

	2023	2024	2025

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

- 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 Polenes code of conduct. Directors, executives, and all employees 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 Companys 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 2025, new directors, executives, and employees at all levels took a test on the Companys 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

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

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

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

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

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

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 2025, 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 16% of the Companys total 6,565 employees, (excluding employees of subsidiaries and affiliates with similar policies).

In addition, 99.65% of the Companys business partners, totalling 1,750, have acknowledged the Companys anti-corruption policies and practices.

In 2025, 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.

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.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

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 Companys regulations.
- 1.3 Any act that has a direct impact on the Companys 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 Companys 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: rapinr@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 Chan tad Mai Road, Tungmahamek, Sathorn, Bangkok 10120
- 2.Electronic mailbox(E-mail: orapinr@tpipolene.co.th)
- 3.Letter :Audit Committee
TPI Polene Public Company Limited
26/56 Chan tad Mai Road, Tungmahamek, Sathorn, Bangkok
10120
- 4.Tel. 02-285-5090r 02-213-1039ext. 12962 / 12963Internal 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 Managements decision is considered the final judgment for punishment on employees at fault relating to corruption matters.

Number of cases or issues related to whistleblowing

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

The monitoring of compliance with other corporate governance policy and guidelines

- TPI Polene Group has produced two sets of VDO clips, titled Company's Code of Conduct and Employees 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 directors, executives and all employees. 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 all employees 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 2025, 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

- Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and improve operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process consists of board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.
- 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.
- In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Group's Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025.

More details can be found on the Company's website : <https://www.tpipolene.co.th/th/aboutus/supplier-code-of-conduct-th> or Scan QR Code

and details of the Sustainable Procurement Policy at <https://www.tpipolene.co.th/th/aboutus/sustainability-procurement-policy> or scan QR Code

- 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 2025, 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, and Advanced Audit Committee Program (AACP) organized by the Thai Institute of Directors (IOD).

- Meeting of Non-Executive Directors: The Company arranged a meeting among non-executive directors, which was held once in 2025, to discuss the oversight of management to ensure alignment with the Company's core objectives and organizational goals, as well as other related matters. The Chairman of the Board summarized the key discussion points and presented them to the Chief Executive Officer and the President for their acknowledgement.
- The security policy for the information 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).

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

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

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

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

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

- **Global Cement and Concrete Association (GCCA)**

The Global Cement and Concrete Association (GCCA) is an international organization that plays a key role in advancing environmental and sustainability standards across the entire cement and concrete value chain. The Company has adopted GCCA's principles and frameworks as part of our Environmental, Social and Governance (ESG) governance and management approach.

Environmental Dimension

The Company is committed to minimizing the impacts of its operations through effective energy management and greenhouse gas emissions reduction, improving resource efficiency, increasing the use of alternative fuels and raw materials, and promoting circular economy principles throughout its production processes. These efforts are aligned with the GCCA's Climate Action initiatives and the 2050 Net Zero Roadmap. In addition, the Company supports industry-wide collaboration to mitigate environmental impacts across the value chain, promotes environmentally responsible

procurement practices, and works collaboratively with stakeholders to develop and enhance sustainable practices (ESC12_2).

Social Dimension

In the social dimension, the Company places strong emphasis on occupational health, safety, and well-being of employees and contractors, fair labor practices, respect for human rights, and constructive engagement with communities surrounding its operations, in accordance with recognized good practices within the industry.

Governance Dimension

In the governance dimension, the Company conducts its business in accordance with the principles of good corporate governance, transparency, and business ethics. The Company has implemented anti-corruption measures, supply chain oversight mechanisms, and a systematic approach to ESG risk management. Sustainability performance and progress are disclosed on a continuous basis through the Company's reports.

Membership in the GCCA reflects the Company's strong commitment to operating in line with internationally recognized standards and to continuously enhancing its business practices to meet stakeholder expectations and global sustainability assessment criteria.

- In 2025, 95.80% of all employees participated in the organizational engagement assessment, with a job satisfaction level of 81.87%, an employee engagement level of 91.46%, and an overall employee satisfaction and engagement level of 84.35%.

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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUPOT SINGHASANEH (Chairman of the audit committee)	5	/	5	5/5 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. THAVICH TAYCHANAVAKUL (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. PISES IAMSAKULRAT (Member of the audit committee)	3	/	5	3/5 (60.00%)
4 Mr. TAYUTH SRIYUKSIRI (Member of the audit committee)	2	/	5	2/5 (40.00%)
5 Mr. PORNPOL SUWANAMAS (Member of the audit committee)	1	/	5	1/5 (20.00%)
Average meeting attendance rate				(64.00%)

The results of duty performance of the audit committee

Audit Committees Report

To: Shareholders:

The Audit Committee of TPI Polene Public Company Limited for the year 2025 consists of four independent directors, who are all qualified with knowledge of finance, law and management administration: namely, Mr. Supoj Singaneai as the Chairman of the Audit Committee; Mr. Pises Iamsakulrat, Mr. Thavich Taychanavakul and Mr. Tayuth Sriyuksiri as Audit Committee members: with Mr. Nitisit Jongphitakrat, the Corporate Secretary, as Secretary to the Audit Committee.

In 2025, the Audit Committee conducted a total of 5 meetings with the following details of the meeting:-

Name	Position	Number of Meeting Attendance
1.Mr. Supoj Singaneai	Chairman of the Audit Committee and Independent Director	5/5
2.Mr. Pises Iamsakulrat	Independent Director and Audit Committee	3/5
3.Mr.Thavich Taychanavakul	Independent Director and Audit Committee	5/5
4.Mr. Tayuth Sriyuksiri	Independent Director and Audit Committee**	2/5
5.Mr. Pornpol Suwanamas	Independent Director *	1/5

* Mr. Pornpol Suwanamas resigned from the Audit Committee on 29 May 2025, while remaining as an Independent Director.

** Mr. Tayuth Sriyüksiri was appointed as a member of the Audit Committee and an Independent Director on 29 May 2025.

In 2025, the Audit Committee reviewed, considered, and evaluated 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 auditors 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 Polenes 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 Committees examination of the Companys operations over the previous year. This might take place quickly, lower operational risks, aid in making the Companys financial statements and reports accurate and trustworthy, and enable the protection of the Companys 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 Companys 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 Companys 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 Companys 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 directors 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 Miss Dussanee Yimsuwan, CPA registration no. 10235, KPMG Phoomchai Audit Limited, to be the statutory auditors of the Company for the year 2026.

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

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the executive committee)	0	/	0	N/A
2 Mr. PRATEEP LEOPAIRUT (Member of the executive committee)	0	/	0	N/A
3 Mr. PRAMUAN LEOPHAIRATANA (Member of the executive committee)	0	/	0	N/A
4 Mr. PRAYAD LIEWPHAIRATANA (Member of the executive committee)	0	/	0	N/A
5 Mrs. ORAPIN LEOPHAIRATANA (Member of the executive committee)	0	/	0	N/A
6 Mr. PAKORN LEOPAIRUT (Member of the executive committee)	0	/	0	N/A
7 Ms. TANYARATT IAMSOPANA (Member of the executive committee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Executive Committee

Functions and Responsibilities of the Executive Management Committee

The Board of Directors is appointed by the Board of Directors or the Shareholders Meeting to perform the following functions:

- 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 managements performance evaluation criteria.
- 4.To appoint and remove employees as well as assign rewards to employees.

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

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

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

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
11 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
14 Ms. TANYARATT IAM SOPANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination Committee

Report of the Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee held a two 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.

In 2025, the Nomination and Remuneration Committee has fulfilled its duties as outlined in the Nomination and Remuneration Committee Charter approved by the Board of Directors held two meetings. 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) : 2

List of Directors	Meeting attendance of Compensation committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Compensation committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
11 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Compensation committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
Average meeting attendance rate				(100.00%)

The results of duty performance of Compensation committee

Report of the Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee held a two 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.

In 2025, the Nomination and Remuneration Committee has fulfilled its duties as outlined in the Nomination and Remuneration Committee Charter approved by the Board of Directors held two meetings. 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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
10 Mr. PISES IAMSAKULRAT (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
11 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance Committee

Report of the Corporate Governance Committee

In 2025, the Corporate Governance Committee held one meeting, with 100% attendance by the committee members. The Committee performed its duties in promoting and overseeing corporate governance to ensure that the Company's management is conducted with transparency, efficiency, and fairness. The Committee focused on establishing corporate governance standards throughout the entire organization. The key highlights of its performance in 2025 can be summarized as follows:

1. Promotion of the Board of Directors Performance and Development of Organizational Ethics: The Corporate Governance Committee has focused on overseeing the Board of Directors to ensure that their duties are performed in accordance with the principles of good corporate governance and the Code of Conduct. The Committee reviewed and updated the Code of Conduct to ensure that it remains current and appropriate to the present circumstances, thereby strengthening stakeholders' confidence in a transparent management system free from corruption. At the same time, the Committee has promoted the development of directors' capabilities by supporting their participation in training and seminars organized by the Thai Institute of Directors (IOD). These programs are intended to enhance directors' perspectives in performing their duties, including the Subsidiary Governance Program (SGP), the Role of the Chairman Program (RCP), and the Advanced Audit Committee Program (AACP), among others.
1. The Committee promotes awareness and compliance with the principles of corporate governance and business ethics of the TPI Polene Group among directors, executives, and employees across all operational areas. This is achieved through training programs, knowledge refresher sessions, and knowledge assessment tests conducted in E-Learning format for directors, executives, and employees at all levels. The training covers topics such as prevention of the use of inside information, prevention of conflicts of interest, and anti-corruption, as well as encouraging compliance with the Code of Conduct, in accordance with the Company's Code of Conduct Manual provided to directors, executives, and employees at all levels. The objective is to raise awareness and establish appropriate practices. In 2025, the Company required all newly appointed directors, executives, and employees to complete the Company's Code of Conduct test to assess their understanding. In addition, the Company promoted

the establishment of processes and mechanisms for managing complaints and whistleblowing cases relating to violations of ethics, the Code of Conduct, and corruption. These measures aim to strengthen an organizational culture aligned with the business ethics of the TPI Polene Group and support sustainable growth. During 2025, no violations of the Code of Conduct were reported, including cases related to corruption, and no misconduct, whistleblowing reports, or complaints were identified regarding the use of inside information and conflicts of interest that would be contrary to the good corporate governance principles of the TPI Polene Group.

1. Review of the Structure and Roles of Sub-committees: To ensure that the management structure remains clear and up to date, the Corporate Governance Committee reviewed the charters and scope of authority of the various sub-committees, including the Corporate Governance Committee, Audit Committee, Nomination Committee, Remuneration Committee, and Risk Management Committee. This review was conducted to ensure alignment with the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission (SEC), thereby ensuring that the duties of all committees are carried out in accordance with international standards and relevant regulations.
2. Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and enhance operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process includes board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.
1. Promotion of Disclosure Standards and Transparency: The Company places the highest importance on the complete, accurate, and timely disclosure of material information. The Company prepares the Annual Report (56-1 ne Report) and quarterly performance reports, which are disclosed through the Stock Exchange of Thailand's system and the Company's website, to ensure that shareholders and investors receive information equally. Moreover, the Company participates in the Opportunity Day activities with the Stock Exchange of Thailand on a quarterly basis and attends the SET Awards ceremony, demonstrating its commitment to communicating information with the public.
1. Disclosure of Sustainability Performance (ESG Disclosure): To respond to investors' expectations regarding sustainability, the Company continuously discloses its performance across the three key dimensions: Environmental, Social, and Governance (ESG) on a quarterly basis. The information is published through the 56-1 One Report (in the section on driving business for sustainability), the Sustainability Report, and the Company's website, demonstrating the Company's commitment to social responsibility and business management that grows alongside environmental stewardship.

As a result of the Company's continuous commitment to adhering to the principles of good corporate governance, in 2025 the Company received a 4-star rating, or Very Good CG Scoring, from the Corporate Governance Report of Thai Listed Companies (CGR) survey conducted by the Thai Institute of Directors (IOD).

The Corporate Governance Committee is dedicated to fulfilling its duties in alignment with the organization's direction and goals. Its aim is to foster sustainable growth, creating maximum benefit for shareholders and all stakeholders, while ensuring fairness and progress for collective advancement.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHANTACHAI VICHAKKHANA (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. PRACHAI LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. PRATEEP LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mr. PRAMUAN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PRAYAD LIEWPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mrs. ORAPIN LEOPHAIRATANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. TAYUTH SRIYUKSIRI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
8 Ms. MALINEE LEOPAIRAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Mr. SUPOT SINGHASANEH (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
10 Mr. THAVICH TAYCHANAVAKUL (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
11 Mr. PISES IAMSAKULRAT (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
12 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
13 Mr. PORNPOL SUWANAMAS (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
14 Ms. TANYARATT IAMSOPANA (Member of the subcommittee)	1	/	1	1/1 (100.00%)
15 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

Report of the Risk Management Committee

In 2025, the Risk Management Committee held one meeting, with 100% attendance by the committee members. The Committee recognized the volatility of the global economic situation and the increasingly rapid and severe impacts of climate change. Accordingly, it focused on reviewing risk management policies, outcomes, and processes to ensure that they are robust, up to date, and comprehensive in all dimensions, thereby strengthening the resilience of the TPI Polene Groups business operations to overcome challenges and achieve its business objectives smoothly.

Accordingly, the Risk Management Committee has overseen the systematic identification, monitoring, and assessment of significant risks. The details and operating results in various aspects can be categorized as follows:

1. **Strategic Risk:** The Company places importance on management to maintain sustainable organizational growth amid increasing competition. The direction of capital allocation has therefore been focused on projects with high growth potential and environmental friendliness, in line with the global trend toward reducing greenhouse gas emissions. In this regard, the Company has improved production efficiency through the application of innovation and advanced technology, such as the cement kiln machinery improvement project aimed at reducing heat consumption in the production process by using waste-derived fuel to replace coal. This initiative not only significantly reduces energy costs but also decreases reliance on fossil fuels, which are subject to price volatility.

The project was gradually completed during the period from 2021 to 2024.

At the same time, the Company has modernized its production and logistics processes in a comprehensive and environmentally friendly manner. These initiatives include improving the raw material transportation system through the use of conveyor belt systems, converting heavy machinery and transport trucks to electric systems (Electrification), applying Artificial Intelligence (AI) to control production processes with greater precision, increasing the proportion of clean energy (Green Energy) usage, and maximizing the utilization of by-products in accordance with the Zero Waste policy. Most of these projects were completed in 2024 and 2025.

For future direction, the Company has established a clear plan to upgrade key sections of its plants, such as crushers, raw mills, and kilns, using advanced technology to increase production capacity and reduce energy costs. The Company expects to sign the EPC contract in 2026, with full completion anticipated in 2027.

1. **Sustainability Risk and Loss of Business Opportunities:** The Risk Management Committee recognizes that remaining stagnant amid the ongoing disruption in the industry (Disruptive Industry) represents the greatest risk. Therefore, the Company closely monitors emerging risks to prevent the loss of opportunities for sustainable revenue generation. The Company has established a dedicated task unit to carefully monitor investment plans and the progress of various projects. The consideration criteria for investments include an appropriate payback period of approximately 3 to 5 years to ensure that such investments are worthwhile and aligned with economic conditions. At the same time, strict financial discipline has been maintained by keeping the Net Debt to EBITDA ratio at an appropriate level in order to maintain the strong and stable credit rating of the TPI Polene Group.
1. **Operational Risk:** To ensure smooth operations and minimize errors, the Company has required all departments to establish standardized operating manuals and to develop a strong internal control system. This includes clear segregation of duties and responsibilities, random audit inspections, and a whistleblowing system to strictly prevent fraud. In terms of information technology, the Company has implemented a Management Information System (MIS) as a key tool to integrate production, sales, inventory, and financial data. This enables management to monitor operating performance against targets and resolve issues in a timely manner. In addition, the Company places the highest priority on cybersecurity risk by assigning a team of specialists to oversee system testing and conduct threat response drills in order to safeguard the organization's critical data.
1. **Financial Risk:** The Company adopts a conservative financial policy (Conservative Approach) to mitigate the impact of uncertainties in the capital markets. Foreign exchange risk is managed through a natural hedging mechanism by utilizing U.S. dollar revenues from exports to settle payments for imported goods, machinery, and spare parts, which effectively reduces cost burdens. In addition, the Company considers entering into forward contracts as appropriate. In terms of liquidity, the Company manages cash flow by maintaining an appropriate balance between cash reserves for stability and the investment of excess cash to generate returns. The Company also diversifies its funding sources through debenture issuances and borrowings from financial institutions with which it maintains long-standing relationships. Furthermore, information and updates are communicated through the Line group TPI Debenture Club to enhance confidence among debenture holders.

Additionally, the Company holds weekly meetings for relevant executives to comprehensively review financial risks and monitor financial liquidity management. Short-term and long-term financial forecasts are prepared in advance to enable effective management of net cash flow and assessment of financial liquidity. This supports prudent financial planning in both the short term and long term and helps reduce financial risk.

1. **Compliance Risk:** The Company is committed to conducting its business in strict compliance with applicable laws. A compliance unit has been established to monitor changes in government policies, regulations of the Securities and Exchange Commission, and the requirements of the Stock Exchange of Thailand. This ensures that the Company's operations are conducted correctly and transparently, while reducing the risk of legal penalties or reputational damage.
1. **Environmental, Social, and Governance Risk (ESG Risk):** The Company has integrated sustainability considerations into its core strategy by managing risks across various dimensions as follows:
 - **Environmental:** The Company places strong emphasis on strictly controlling pollution arising from the production process, including dust, chemicals, and waste, to ensure that they do not affect surrounding communities or the environment. Air quality monitoring results have consistently remained within the prescribed standards. In addition, the Company is preparing to address climate change and carbon tax measures by focusing on the production of environmentally friendly products (Green Products).
 - **Social:** The Company places importance on and has established dedicated units to oversee human rights, labor practices, occupational health, and workplace safety. In 2025, no incidents of human rights violations involving employees, suppliers, customers, or communities were reported. Regarding labor risk, the Company does not employ child labor or forced labor under any circumstances. Transparent grievance channels are provided for complaints, suggestions, and whistleblowing, with clear measures in place to protect whistleblowers. In addition,

with respect to occupational health and workplace safety risks, the Company's operations comply with international standards, resulting in a zero fatality rate for both employees and contractors.

- **Governance:** The Company has established a strong corporate governance structure through the collaboration of various sub-committees, the internal audit function, the legal department, and relevant units responsible for compliance. These functions work together to ensure that the organization upholds the highest standards of corporate governance and prevents corruption within the organization. In addition, the Company regularly reviews and updates its Code of Business Conduct to ensure its continued effectiveness and alignment with current circumstances. This helps build confidence among stakeholders that the Company maintains a transparent management system free from corruption.

The Company has promoted a Risk Culture throughout the organization by instilling awareness among executives and employees that each of them is a Risk Owner, responsible for jointly assessing and managing risks. Continuous training programs have been provided to enhance personnel capabilities.

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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRACHAI LEOPHAIRATANA (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Ms. Chularat Danwattanachai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. Panya Tangsingtrong (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. PAKORN LEOPAIRUT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. Pakorn Leopairut (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mr. Chanont Kongkachuichay (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. VIRAT CHATDARONG (Member of the subcommittee)	1	/	1	1/1 (100.00%)
8 Mr. Porakrit Leophairatana (Member of the subcommittee)	1	/	1	1/1 (100.00%)
9 Ms. Thunthida Sriraksa (Member of the subcommittee)	1	/	1	1/1 (100.00%)
10 Mr. Malee Posaprichakul (Member of the subcommittee)	1	/	1	1/1 (100.00%)
11 Ms. Oratai Jiaranai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
12 Mr. Nitisit Jongpitakrat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
13 Mr. Nawee Tangmanowiriyakul (Member of the subcommittee)	1	/	1	1/1 (100.00%)
14 Mr. Hanchai Ekritvarodom (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
15 Ms. Juthamas Surojrat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
16 Mr. Kerkrit Wongnarat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
17 Mr. Seksan Silprakong (Member of the subcommittee)	1	/	1	1/1 (100.00%)
18 Mr. Worawit Lerdbussarakam (Member of the subcommittee)	1	/	1	1/1 (100.00%)
19 Mr. Nithipong Vikittaset (Member of the subcommittee)	1	/	1	1/1 (100.00%)
20 Mr. Yuttapong Kongsrisawat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainable Development Committee

Sustainable Development Committee Report

In 2025, the Sustainability Development Committee held one meeting, with directors attendance at 100%. The Committee placed the highest priority on driving the organization under the ESG (Environmental, Social, and Governance) framework in all dimensions to elevate the Company's sustainability standards to an international level. The Committee also supported the preparation of the Sustainability Report and the disclosure of climate-related financial information in accordance with international standards (Task Force on Climate-related Financial Disclosures TCFD/IFRS S2), together with the careful consideration of targets and operational plans.

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

As a result of the analysis based on the aforementioned criteria, the Company identified a total of 25 highly material sustainability issues, which will serve as the framework for driving the Company's business and will be disclosed in the Sustainability Report for 2025. These issues can be categorized across the three dimensions as follows:

ESG	25 High-priority Material Issues
Environment (7issues)	<ol style="list-style-type: none"> 1. Material Use 2. Energy 3. Water and Wastewater 4. Climate Management 5. Waste Management 6. Transportation 7. Biodiversity
Society (10issues)	<ol style="list-style-type: none"> 1. Employment 2. Labor Management and Labor Relations 3. Occupational Health and Safety 4. Training and Education 5. Customer Health and Safety 6. Customer Satisfaction 7. Product and Service Labeling 8. Products and Services 9. Data Security and Customer Privacy 10. Local Community
Corporate Governance (8 issues)	<ol style="list-style-type: none"> 1. Economic Performance 2. Anti-Corruption 3. Technology, Innovation and Services 4. Research and Development 5. Risk and Crisis Management 6. Procurement Practices 7. Indirect Economic Impacts 8. Supply Chain Management (Social and Environmental Partner Assessments)

In terms of environmental strategic operations, the Company has successfully invested in initiatives aimed at reducing energy costs and carbon dioxide emissions in an environmentally friendly manner. The Company has improved production efficiency through the application of innovation and advanced technology, such as the cement kiln machinery improvement project designed to reduce heat consumption in the production process by using waste-derived fuel to replace coal. This initiative not only significantly reduces energy costs but also decreases reliance on fossil fuels, which are subject to price volatility. The project was gradually completed during the period from 2021 to 2024.

Moreover, the Company has upgraded its production and logistics processes to become modern and environmentally friendly in a comprehensive manner. These initiatives include improving the raw material transportation system through the use of conveyor belt systems, converting heavy machinery and transport trucks to electric systems (Electrification), increasing the proportion of clean energy (Green Energy) usage, and maximizing the utilization of by-products in accordance with the Zero Waste policy. Most of these projects were completed in 2024 and 2025 in line with the established targets. This achievement not only helps reduce energy costs and improve production efficiency, but also serves as a key mechanism for reducing carbon dioxide emissions, moving toward carbon neutrality and a low-carbon society. The Company has also been certified under the international standard ISO 14064-1 (Carbon Footprint Verification).

In the social and human rights dimension, the Company conducts its business with responsibility. In 2025, there were no incidents of human rights violations, labor disputes, child labor, or forced labor. In addition, the Company's performance in occupational health and safety met its highest target, with a zero fatality rate for both employees and contractors.

With regard to personnel development, the Company participated for the first time in the ESG DNA for Corporate Employees Program organized by the Stock Exchange of Thailand, with the objective of instilling a sustainability mindset among employees at all levels.

In the governance and international collaboration dimension, the Company has enhanced its credibility by joining the United Nations Global Compact (UNGC), the world's largest sustainability network under the United Nations. This membership reflects the Company's commitment to conducting business in accordance with the principles of human rights, labor, environmental protection, and anti-corruption in a tangible manner.

As a result of its strong commitment to driving business along the path of sustainability, in 2025 the Company received recognition and prestigious awards from leading organizations at both the international and national levels, as detailed below.

International Awards and Recognition

1. **3G Excellence Award for Green Innovation and Solutions 2025:** The Company received this award at the global stage of the Global Good Governance Awards (3G Awards) 2025, organized by Cambridge International Financial Advisory (IFA), United Kingdom. The award recognizes the Company as a leader in renewable energy with a strong commitment to developing green innovations that reduce environmental impact, support the United Nations Sustainable Development Goals (SDGs), and drive the organization toward its long-term goal of achieving carbon neutrality by 2043 (B.E. 2586).
2. **The Global Economics Awards 2025 in the field of Excellence in Sustainable Cement Manufacturing:** The Company received this award under the Annual Global Economics Awards Program 2025, organized by The Global Economics Limited, a leading financial media organization based in the United Kingdom. This award reinforces the Company's excellence in sustainable cement manufacturing processes that are environmentally friendly, effectively reduce greenhouse gas emissions, and demonstrate outstanding integration of ESG principles into its business strategy at the international level.

National Awards and Recognition

1. **Certificate of Appreciation and Declaration of Commitment to Energy Conservation:** On 30 April 2025, the Company received this recognition from the Department of Alternative Energy Development and Energy Efficiency, Ministry of Energy, as one of 72 leading organizations in Thailand that declared their commitment to energy conservation and joined the Energy Conservation Network Energy Beyond Standards 2025. This initiative serves as an important mechanism in strengthening Thailand's energy security and promoting sustainable energy conservation within organizations.
2. **Thailand Honor Awards 2025** On 29 August 2025, the Foundation for Thai Society presented awards to the Company under the One Million Seeds of Goodness in Return to the Country project. The Company received four awards, as follows:
 1. Goodness of Repaying the Land's Grace Award in the Moral Support for Society Category
 - Outstanding Organization of the Year Award in the Clean Energy and Innovation Category
 - Outstanding Product of the Year Award in the Environmentally Friendly Products Category
 - Outstanding Environmental Management Organization Award in the Environmental Management for Sustainable Development Category
3. **Green Industry Award (Level 4):** On 22 September 2025, the Ministry of Industry granted the Company the Green Industry Level 4 (Green Culture) certification. This recognition honors enterprises that conduct environmentally friendly business operations, demonstrate a strong commitment to sustainable industrial development, and promote the Green Economy under the concept of Good Industry, Sustainable Growth Alongside Communities.

4. **Corporate Governance Report (CGR) Assessment Very Good Level (4 Stars):** On 28 October 2025, the Company received a Very Good (4-star) rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025. The assessment was conducted by the Thai Institute of Directors (IOD) with support from the Stock Exchange of Thailand and the Securities and Exchange Commission. This recognition reflects the commitment of the Company's Board of Directors, executives, and employees to continuously enhance corporate governance standards.
5. **Sustainability Disclosure Award 2025:** On 25 November 2025, the Thaipat Institute presented the Sustainability Disclosure Award 2025 to the Company for the fourth consecutive year. This recognition reflects the Company's transparency in disclosing sustainability (ESG) information to the public and its stakeholders.

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.

Reference link for sustainability policy : <https://www.tpipolene.co.th/en/sustainability/sustainability-en-inv>

Page number of the reference link : 44-45

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 : Yes

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

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 2025 are as follows:

- TPI Polene Group has produced two sets of VDO clips, titled Companys Code of Conduct and Employees 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 Companys Code of Conduct for directors , executives and all employees. 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 Polenes code of conduct. Directors, executives, and all employees 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 Companys 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 2025, new directors, executives, and employees at all levels took a test on the Companys 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 2025, 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. In addition, the Company had no cases of directors, executives, employees, or related persons violating laws related to conflicts of interest or the use of inside information.

- Performance Evaluation of the Board of Directors and Senior Executives: The Company has established an annual performance evaluation process as a tool to review and improve operational efficiency. Key performance indicators have been defined to include sustainability performance (ESG). The evaluation process consists of board evaluation as a whole, committee-level evaluation, and individual evaluation (for directors and sub-committee members), as well as the performance evaluation of senior executives, including the Chief Executive Officer (CEO) / Chairman of the Management Committee, to ensure that the organization is driven in accordance with the established goals and strategies.
- 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.
- In addition, with strong commitment and emphasis on supply chain management, while taking into account good corporate governance, social responsibility, and environmental responsibility, the Company has prepared the Supplier Code of Conduct for Procurement, Sourcing, and Hiring of TPI Polene Public Company Limited and its affiliates, revised on 28 October 2025 Clarification (Revised Edition 2025). This document serves as a standard and guideline for suppliers, aligned with the Groups Code of Conduct. The Company has also revised the Sustainable Procurement Policy, dated 28 October 2025.

More details can be found on the Companys website :<https://www.tpipolene.co.th/th/aboutus/supplier-code-of-conduct-th> or Scan QR Code

and details of the Sustainable Procurement Policy at <https://www.tpipolene.co.th/th/aboutus/sustainability-procurement-policy> or scan QR Code

- 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 2025, 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, and Advanced Audit Committee Program (AACP) rganized by the Thai Institute of Directors (IOD).
 - Meeting of Non-Executive Directors: The Company arranged a meeting among non-executive directors, which was held once in 2025, to discuss the oversight of management to ensure alignment with the Companys core objectives and organizational goals, as well as other related matters. The Chairman of the Board summarized the key discussion points and presented them to the Chief Executive Officer and the President for their acknowledgement.
- The security policy for the information 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 Thailands 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 Companys 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 Organizations Universal Declaration on Fundamental Rights at Work, the Thai Labour Protection Act B.E. 2560 (2017), and respect for the International Labour Organization (ILO).
- **Membership in the United Nations Global Compact (UNGC):**

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

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

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

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

- **Global Cement and Concrete Association (GCCA)**

The Global Cement and Concrete Association (GCCA) is an international organization that plays a key role in advancing environmental and sustainability standards across the entire cement and concrete value chain. The Company has adopted GCCAs principles and frameworks as part of our Environmental, Social and Governance (ESG) governance and management approach.

Environmental Dimension

The Company is committed to minimizing the impacts of its operations through effective energy management and greenhouse gas emissions reduction, improving resource efficiency, increasing the use of alternative fuels and raw materials, and promoting circular economy principles throughout its production processes. These efforts are aligned with the GCCAs Climate Action initiatives and the 2050 Net Zero Roadmap. In addition, the Company supports industry-wide collaboration to mitigate environmental impacts across the value chain, promotes environmentally responsible procurement practices, and works collaboratively with stakeholders to develop and enhance sustainable practices

Social Dimension

In the social dimension, the Company places strong emphasis on occupational health, safety, and well-being of employees and contractors, fair labor practices, respect for human rights, and constructive engagement with communities surrounding its operations, in accordance with recognized good practices within the industry.

Governance Dimension

In the governance dimension, the Company conducts its business in accordance with the principles of good corporate governance, transparency, and business ethics. The Company has implemented anti-corruption measures, supply chain oversight mechanisms, and a systematic approach to ESG risk management. Sustainability performance and progress are disclosed on a continuous basis through the Companys reports.

Membership in the GCCA reflects the Companys strong commitment to operating in line with internationally recognized standards and to continuously enhancing its business practices to meet stakeholder expectations and global sustainability assessment criteria.

- In 2025, 95.80% of all employees participated in the organizational engagement assessment, with a job satisfaction level of 81.87%, an employee engagement level of 91.46%, and an overall employee satisfaction and engagement level of 84.35%.

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 impacts on stakeholder management in business value chain

Business value chain

Integration of Sustainability in Value Chain

The Company places strong emphasis on integrating sustainability principles throughout the entire value chain, from upstream to downstream operations, with the objective of minimizing environmental and social impacts while creating long-term value for all stakeholder groups.

The Company is able to create sustainable value for its business, society, and the environment, which serves as a fundamental foundation for stable and sustainable growth in the future.

Stakeholder Management Strategy

TPI Polene Group has appointed a Corporate Social Responsibility (CSR) Committee and working team (in accordance with Factory Announcements No. 013014/2566 and No. 014/2566), comprising designated organizational representatives to engage in structured consultations with local communities. This mechanism ensures the systematic implementation of joint activities and community development initiatives. The Group places particular emphasis on maintaining

continuous communication and dialogue with each stakeholder group. It actively fosters constructive relationships with surrounding communities through ongoing care, support, regular consultations, and consistent participation in community activities.

In addition, the Group prepares and discloses annual reports in accordance with the CSR-DIW Continuous standard (Corporate Social Responsibility, Department of Industrial Works), including community economic and social monitoring reports, as well as an annual Community Satisfaction Survey Report.

Integration of Sustainability in the Value Chain

Integrating sustainability across the value chain not only mitigates environmental and social risks but also strengthens the Companys long-term competitiveness. This approach supports the transition toward a low-carbon economy and ensures the creation of balanced, sustainable value for the business, society, and the environment.

Stakeholder Identification and Impact Analysis

Based on the identification and analysis of stakeholders across the entire value chain—from upstream and midstream to downstream—combined with an assessment of their levels of impact and influence on the Companys business operations, the following stakeholder groups have been identified as being significantly affected by the Companys activities.

1. Suppliers and Business Partners

Suppliers and business partners are critical stakeholders who play a vital role in ensuring production continuity and efficiency, encompassing the procurement of raw materials, energy, and technology, through to logistics services. Our analysis indicates that the Companys operations significantly impact our partners regarding environmental standards, safety, human rights, and business ethics. Specifically, the Company has established ESG requirements aligned with the UN Global Compact (UNGC) principles and Global Cement and Concrete Association (GCCA) guidelines. Consequently, the Company prioritizes the continuous selection, assessment, and capacity building of our partners to mitigate supply chain risks and foster sustainable shared value.

1. Customers and Product Users

Customers and product users are directly impacted by the quality, safety, and environmental performance of our cement products. Analysis indicates rising expectations for solutions that are durable, environmentally responsible, and supportive of low-carbon construction. Consequently, the Company prioritizes the development of product innovations and provides comprehensive environmental data through **Life Cycle Assessment (LCA)**. This approach empowers customers to make informed decisions and directly addresses the sustainable development objectives of the construction industry.

2. Employees and Labor⁽¹⁰²⁻³⁾

Employees and workers are directly impacted by policies regarding occupational health and safety, working conditions, skill development, and the industrys transition toward a low-carbon economy. Our analysis underscores that effective management of the social dimension is fundamental to business continuity.

The Company is dedicated to ensuring workplace safety and upholding human rights in accordance with UN Global Compact (UNGC) principles. We prioritize human capital development and are committed to a Just Transition to ensure the shift to a sustainable future is equitable. By considering the needs of employees and stakeholders across the value chain, we support upskilling, enhancing quality of life, and creating new economic opportunities. Our goal is to ensure that this transition "leaves no one behind" while building resilience for future challenges.

3. Communities and Society

Communities and Society Surrounding Operational Areas Communities residing near our mining sites and factories are key stakeholders significantly impacted by environmental, economic, and social factors, including dust, noise, resource utilization, and overall quality of life.

Our analysis emphasizes the vital importance of community engagement, transparent communication, and proactive impact management. The Company maintains continuous community relations to actively listen to opinions, expectations, and feedback. These insights are integrated into the operational improvements of the Company and its

subsidiaries. Furthermore, we aim to enhance community and social development effectiveness through structured community dialogues and comprehensive needs assessment surveys.

4. Government and Regulatory Bodies

Government agencies and regulatory bodies play a pivotal role in establishing legal frameworks and policies regarding the environment, energy, and climate change, all of which directly affect the Company's operations. Our analysis underscores the necessity of strict legal and regulatory compliance, while simultaneously elevating our operational standards to align with the Global Cement and Concrete Association (GCCA) international best practices and our commitments under the UN Global Compact (UNGC). This alignment supports sustainable development goals at both national and global levels.

The identification and analysis of significant stakeholders enable the Company to establish appropriate management frameworks and responsive measures for each group. Furthermore, it allows for the systematic integration of Environmental, Social, and Governance (ESG) issues into our core business operations, ensuring the creation of sustainable shared value with stakeholders across the entire value chain.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Compensation Industry-aligned welfare - The organization has stability and progress in its work. - Developed potential - The organization has a good image. - Fair Evaluation System - Safety and quality of life at work - Allow comment 	<ul style="list-style-type: none"> - 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. - There is a fair evaluation system. - Provide feedback and feedback channels - Provide returns comment and opinions 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> - Equal Practice - Respect personal information - Respect human rights - Employees receive training appropriate to their positions, averaging 26.14 hours per person per year. - Statistics on accidents and illnesses in the organization have decreased. - Attracting and retaining the abilities of employees 	<ul style="list-style-type: none"> - Offer welfare and benefits comparable to other companies in the same industry. - Occupational health and safety system - The Company shall not hire expatriates, which include contractors and sub-contractors. - Comply with human rights requirements and respect personal information - Provide opportunities and support the further education of employees. - Provide training to develop potential and career path - Savings cooperative. - Respect human rights and personal information - Establishing channels for employees to directly express their opinions and complaints to management - Developing the potential of employees by using indicators that are clear and consistent with international assessment standards. - Improvements could include upgrading 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>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.</p>	
External stakeholders			
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> - Good Performance, share price and dividends are at an appropriate level. - Consistent business expansion - Disclose important information of the Company in a timely basis, transparent and reliable way through channels that are easily accessible to shareholders. - Provide shareholders equal rights to attend annual shareholders' meetings. - Organize activities to create and to keep 	<ul style="list-style-type: none"> - Sustainability Report - Proper risk mitigation - All shareholders are entitled and treated equally. - Manage the organization in accordance with the Company's vision and corporate governance principles with integrity, caution, free from personal conflicts of interest. - 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. - Business Ethics - Innovation and technology management - Research and development to further top up the business 	<ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM) • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>relationship with shareholders</p> <ul style="list-style-type: none"> - Conduct business with environmental, Society and Corporate Governance considerations, or ESG - Financial stability - Transparency - Risk management system - Enhancing business competitiveness and defining business direction. - Organizational risk management, both short-term and long-term 	<p>operation</p> <ul style="list-style-type: none"> - Have a strong policy of maintaining liquidity and financial stability - Reviewing and enhancing business efficiency to effectively address ever-changing situations. - 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. - Disclosing information in a transparent and consistent manner according to international standards - Providing shareholders with the opportunity to directly express their opinions and complaints to the Company. 	
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> - Transparent, fair, non-discriminatory, corruption-free purchasing system - Creating long term relationships to grow together - Comply with the established agreements and do not exploit customers, pay on 	<ul style="list-style-type: none"> - Comply with Supplier Code of Conduct - The Company will not engage with trade suppliers who deal with businesses that act against the law. - Support ESG knowledge to enhance trade partner operations to mitigate risk associated from operation and 	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>timely basis.</p> <ul style="list-style-type: none"> - Respect human rights - Respect personal information - Payment on schedule - Occupational health and work safety - Conducting business with suppliers in compliance with the Code of Conduct of manufacturers supplying products, raw materials, and services. - Suppliers receive knowledge to develop technology and innovation of environmentally friendly products - Confidence and stability in doing business together 	<p>reputation.</p> <ul style="list-style-type: none"> - Establish measures to operate suppliers, including the use of digital and online technologies for safety during the COVID-19 pandemic crisis. - There is a procurement system that is transparent, verifiable, strictly complies with trade terms and contracts made with suppliers. - Take into account the mutual benefits of trade suppliers and business equity. - Employees in the group must not claim benefits in the procurement. - Establishing Supplier Code of Conduct for supplying products, raw materials, and services - Conducting business responsibly in accordance with good corporate governance principles and policy, and Code of Conduct - Delivering products and services according to customer expectations, and providing channels for listening to customers' voices. - Implementing 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>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.</p>	
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Quality/safe products and services - Fair price. - Easy and convenient to purchase - Promotional campaigns. - Choose from a wide range of products - Customers receive products according to the standard and on time. - In case of problems which are not caused by the customers fault, the damage can be claimed immediately. - Providing good before- and after-sales service - Delivery on 	<ul style="list-style-type: none"> - Satisfy the needs of customers - 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. - Create brand loyalty to products - Contains product information and application. - Systematic and secure storage of customer data and not misuse data - Set prices for products and services fairly - Provide representatives to be responsible for providing feedback, knowledge, products specification and services, as well as solutions and receive 	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>time</p> <ul style="list-style-type: none"> - Respect personal information - Respect human rights - Customers receive products with features that meet their needs. 	<p>customer complaints.</p> <ul style="list-style-type: none"> - Hold customer seminars to regularly educate information about products. - Respect human rights and personal information - Organize stucco art contests and social service events - The information that the customer suggests will be sent to the relevant departments to further develop the Company's products. - Delivering products and services according to customer expectations, and providing channels for listening to customers' voices. - Implementing projects that support the development of customers' potential, such as building cooperation with customers to jointly develop new products and services, etc. 	

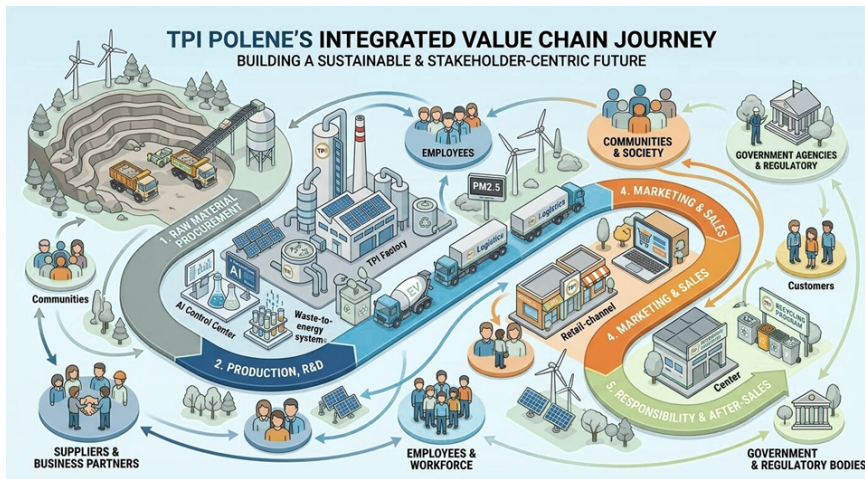
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Others • Creditor/Bondholder/Analysts/ Credit Rating Institute/Insurance Companies 	<ul style="list-style-type: none"> - Good Corporate Governance - Business Administration with transparency - Careful risk mitigation - Full and on-time payment - Good performance and the potential to pay off debts - Comply with terms and conditions in the loan agreements 	<ul style="list-style-type: none"> - Conduct business with transparency, auditable, under good corporate governance - Fully comply with the terms and conditions in loan agreements - Complete payment on timely basis - Provide complete financial information - Effective management, ensure confidence and maximum return on investment 	<ul style="list-style-type: none"> • Complaint Reception
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> - 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 - Compliance with legal regulations, rules and policies of Supervisory Divisions - Social and environmental 	<ul style="list-style-type: none"> - 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. - Conduct transparent business - Preparation of Sustainability Reports - Social and environmental responsibility - Sustainable community coexistence - Compliance and cooperation, supporting projects of government authorities - Appropriately coordinating with government agencies 	<ul style="list-style-type: none"> • External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	responsibility - Sustainable Coexistence - Having a good environmental management and safety system - Providing support and cooperation to government authorities - Concrete action to reduce climate change - Payment of taxes and other related fees - Enhance operational measures to achieve the Sustainable Development Goals (SDGs).	- Cooperating with government, private and non-profit organizations	
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> - Develop surrounding communities - Preserving the surrounding environment - Create work and strengthen the economy for the community. - Operation of the establishment to ensure environmental safety and 	<ul style="list-style-type: none"> - Community Visit and create acceptance - Support public activities that benefit the community - Educate and train employees at all levels as appropriate to create employees awareness of the environment and community issues - Explore community needs and feedback - Organize mobile 	<ul style="list-style-type: none"> • Social Event • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>livelihoods</p> <ul style="list-style-type: none"> - Support for community activities and ongoing participation - Educational Assistance - Focus on community feedback - 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. 	<p>medical units to serve the community continuously for better quality of life.</p> <ul style="list-style-type: none"> - Prepare a replacement forest plantation and rehabilitation project after mining - Promoting traditions in the community - Develop communities and encourage employment to improve the economy in the community - Provide budget for community development including education, career /job creation for the community - Consideration of impacts on communities, society, and the environment due to the Companys operations. - Disclosing news and information including the Companys operating results correctly and in a timely manner. - Transparent and verifiable operations and operation to for respond. - Communicating and disclosing complete, accurate, and timely information about the 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		Company's operations, as well as listening to opinions and complaints from communities, society, non-profit organizations and mass media	
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> - Create fair competition conditions together - Maintain market share 	<ul style="list-style-type: none"> - Conduct business within the rules of free and fair competition. - Do not slander to damage the reputation of the competitors. - Do not infringe intellectual property and copyrighted work of the competitors. - Not to violate identifiable information of the competitors - Behave in accordance with a good trade framework - Innovation and Technology Management 	<ul style="list-style-type: none"> • External Meeting
<ul style="list-style-type: none"> • Media 	<ul style="list-style-type: none"> - To be a company that conducts business with a focus on sustainable ESG. 	<ul style="list-style-type: none"> - Conduct business with a focus on community, society, and environment by appropriately and consistently disclosing and disseminating information that is beneficial to society. 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event

Diagram of the stakeholder analysis in the business value chain



TPI Polene's Integrated value chain journey

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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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"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Diagram of organizations material sustainability topics

TPIPL Double Materiality Matrix



TPIPL Double Materiality Matrix

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://www.tpipolene.co.th/en/sustainability/sustainability-en-inv>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards, IFRS Sustainability Disclosure Standards, Task Force on Climate-related Financial Disclosures (TCFD), UN Global Compact

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policies and Plans

The TPI Polene Group recognizes that effective risk management is a fundamental foundation for sustainable growth. The Group has therefore established a systematic Enterprise Risk Management (ERM) policy across the organization in accordance with international standards. The risk management process is integrated into the Company's business operations and decision-making processes, enabling the organization to identify, assess, and manage risks or business opportunities appropriately and in a timely manner, while maintaining risks within an acceptable level (Risk Appetite).

The TPI Polene Group believes that a robust risk management system is a key driving factor that enables the Group to achieve its strategic business objectives rapidly and effectively. At the same time, it enhances resilience and adaptability to address challenges and significant changes in economic, social, and environmental conditions. The continuous development of this integrated management system not only helps reduce the likelihood and impact of potential losses but also strengthens the Company's competitiveness and creates sustainable value for the business and all stakeholders.

In terms of the governance structure, the Company has established a systematic reporting framework. Senior management, the Risk Management Subcommittee, relevant departments, the risk management working team, including internal auditors and external auditors, are responsible for compiling and presenting information, documents, and risk assessment reports to the Risk Management Committee to support the Committee in performing its duties in accordance with the assigned scope of responsibilities.

The Company places significant importance on sustainability risk management (ESG Risk) by integrating Environmental, Social, and Governance (ESG) factors into its mission and core business strategies across the entire organization. This process covers the identification and analysis of key sustainability issues (Materiality Assessment) that are linked to impacts on the business and stakeholders at all levels.

In addition, the Company incorporates the results of ESG risk assessments into the formulation of risk management strategies across all dimensions of the value chain, with the aim of reducing negative impacts and identifying opportunities to create long-term value. This approach not only enhances the Company's adaptability in a rapidly changing global environment, but also strengthens sustainable confidence among all stakeholders, demonstrating that the Company conducts its business responsibly, transparently, and with a commitment to becoming a low-carbon organization with excellent corporate governance.

Information regarding this matter is elaborated upon in the Form 56-1 One Report 2025, specifically within the Risk Management Committees Report Section.

Risk Management Structure

The Company has established a Risk Management Committee, chaired by the Chairman of the Board and comprising all members of the Board of Directors, to ensure that risk management is aligned with the organization's strategic direction.

This committee is responsible for setting policies, establishing the risk management framework, and approving risk management plans. It also regularly reviews key risks and monitors the effectiveness of risk management practices. The Risk Management Department is responsible for preparing risk management reports, as well as implementing and supporting risk management activities across the organization.

The Company, through the Risk Management Committee, the Risk Management Department, and all business units, continuously monitors changes in the operating environment and assesses key risks that may impact the Company's ongoing business operations whilst appropriate measures are established to manage such risks within acceptable levels.

The Risk Management Department plays a key role in supporting all business units in identifying and assessing risks, as well as monitoring, evaluating, and reporting on risk management performance across various areas, including climate-related risks, to the Risk Management Committee. The Risk Management Committee is responsible for formulating plans and implementing actions to mitigate risks based on their severity and likelihood, particularly in relation to potential impacts on revenue loss, business disruption, and reputation of the Company.

The Risk Management Department is responsible for preparing risk management reports and for implementing and supporting enterprise-wide risk management. The Company, through the Risk Management Committee and all departments across the organization, continuously monitors changes in the operating environment and considers key risks that may affect the Company's operations. Measures have been established to address such risks and maintain them within acceptable levels, as determined through management meetings and incorporated into the annual operational plan.

The Risk Management Committee has defined authority, duties, and responsibilities, the details of which are presented in the 56-1 One Report 2025.

Risk and Crisis Management

Risk management is considered an important foundation of business management. We prioritize a systematic, enterprise-wide risk management (ERM) framework that undergoes continuous development by integrating risk management into strategic formulation, corporate planning, and daily operations to ensure that the Company is well-positioned to achieve its defined strategic and operational objectives.

The Company has established a structured process to identify, assess, prioritize, and manage risks systematically. This process evaluates both internal and external factors, defining the **risk appetite** and implementing appropriate **risk response** measures. To ensure effectiveness amidst a dynamic business environment, risk statuses are continuously monitored, evaluated, and reported.

To align our business operations with sustainable development goals, the Company's risk management processes are governed by internal policies and integrated with the following international standards:

- **COSO-ERM:** The Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management framework is utilized as the primary structural guideline.
- **TCFD Alignment:** We have adopted the recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)** to serve as a framework for risk assessment, ensuring that business operations are aligned with sustainable development goals.

1. Internal Environment
2. objective Setting
3. Event Identification
4. Risk Assessment
5. Risk Response
6. Control Activities
7. Information & Communication
8. Monitoring

In 2025, 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.

Risk Management Administration

The Company manages and reviews risks by evaluating shifting environmental factors alongside a business model grounded in sustainable development across economic, social, and environmental dimensions. Our risk management policy is implemented through the following core mandates:

- **Standardized Risk Processes:** Establish high-quality, international-standard processes for the systematic identification, analysis, evaluation, prioritization, management, and control of risks. This includes consistent monitoring, reporting, and communication of risk-related data across the entire organization.
- **Qualitative and Quantitative Assessment:** Risks are measured through both qualitative metrics (such as corporate reputation and brand image) and quantitative metrics (such as financial loss, revenue decline, or expense increases), evaluated based on their likelihood and impact.
- **Risk Limits and Early Warnings:** Define risk limits to restrict potential damages within the Company's accepted tolerance levels. Additionally, establish Warning Signs (Early Warning Indicators) to alert personnel to take immediate corrective action before risks exceed predefined thresholds.
- **Formalized Operating Procedures:** Maintain written operational regulations and guidelines for management and staff to strictly follow, serving as a primary internal control mechanism to mitigate operational risks.
- **Enterprise Risk Culture:** Cultivate a robust Risk Culture throughout the organization to foster a shared understanding, awareness, and collective responsibility regarding risk management and its impacts. This involves seamless coordination between Risk Owners across all departments and the Risk Management units to continuously monitor, review, and assess significant emerging risks.

Promoting an Enterprise-Wide Risk Culture

The Company is committed to establishing a systematic risk management foundation for both short-term and long-term operations. Our goal is to instill risk management awareness among all executives and employees, fostering a corporate culture where risk recognition leads to proactive implementation. This alignment ensures the achievement of our defined Sustainable Development Goals (SDGs) through the following actions:

- **Annual Risk Monitoring and Review:** The Company conducts a comprehensive risk monitoring and review process for every business unit annually. The Risk Management department consolidates these reviews for in-depth analysis and evaluation. The findings are summarized into a formal Risk Management Report, which is presented to the Risk Management Committee (RMC) and the Board of Directors on an annual basis to ensure high-level oversight.
- **Systematic Risk Education and Training:** To ensure proficiency across all organizational levels, the Company provides systematic risk management training. We conduct the "Enterprise Risk Management" curriculum 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 associated with Investment and Business Expansion

Related risk factors : Strategic Risk
• New business risk

ESG risk factors : No

Risk characteristics

The TPI Polene Group focuses on investment and business expansion under its sustainability strategy, with the primary objective of expanding its business base in waste-to-energy and alternative energy, as well as applying technology and innovation to drive its existing businesses toward becoming a fully integrated Green Business. Key achievements include the transition to the use of waste fuel to replace coal in cement plants, aiming to reduce production costs and move toward carbon neutrality. In addition, the Group has enhanced logistics efficiency by adopting EV dump trucks and modifying heavy machinery to EV systems, such as drilling rigs, wheel loaders, and backhoes, converting them from internal combustion systems to EV systems. This initiative helps reduce fuel and transportation costs while significantly lowering greenhouse gas emissions.

Risk-related consequences

The expansion of investment in existing businesses and entry into new businesses by the TPI Polene Group, including joint ventures with partners who possess expertise in the target businesses, may expose the Group to risks that could affect the achievement of its organizational objectives. These include financial return risk, where returns may not meet expectations, project delays during implementation, and budget fluctuations that may exceed the planned budget.

Risk management measures

To ensure that investments are utilized efficiently and generate maximum benefits, the TPI Polene Group has established stringent investment governance mechanisms as follows:

- The Executive Committee and senior management carefully review and assess the suitability of each project before proposing it to the Board of Directors for consideration and approval, taking into account investment value, associated risks, and compliance with relevant regulations.
- A monitoring team has been established to regularly track project performance and report to management meetings in order to analyze investment returns and compare them with the planned targets (Investment Review).
- If potential risks or obstacles are identified, the TPI Polene Group will promptly review the investment plan and improve management measures to ensure that the project is completed within the approved budget and timeframe, while strictly complying with applicable laws and regulations.

Risk 2 Risks associated with Changes in Laws, Rules and Regulations

Related risk factors :
Compliance Risk
• Change in laws and regulations

ESG risk factors : No

Risk characteristics

As laws, regulations, and government policies are key factors that directly affect the business strategies, costs, and expenses of the TPI Polene Group

Risk-related consequences

Risks associated with Changes in Laws, Rules, Regulations and government policies are key factors that directly affect the business strategies, costs, and expenses of the TPI Polene Group

Risk management measures

TPI Polene Group, the Group places strong emphasis on strict compliance risk management (Compliance Management). The operational approaches are as follows:

- A dedicated team has been established to monitor and report on developments in government policies, laws, and regulations relevant to the operations of the TPI Polene Group, in order to assess potential impacts and adjust business practices to ensure compliance with applicable laws, rules, and regulatory requirements.
- Operational confidence is strengthened through legal advisory teams and tax advisors with specialized expertise, who provide guidance and review compliance with relevant laws and regulations.
- Proactive legal risk management is established by analyzing potential issues or obstacles arising from new draft legislation, while preparing consultations with relevant authorities in cases where regulatory guidelines remain unclear. This information is used to support investment decision-making for various projects, ensuring compliance with applicable laws and upcoming regulatory requirements.
- Governance processes are established to ensure compliance with applicable laws and regulations, in alignment with the principles of Good Corporate Governance and corporate governance practices. The Company maintains an adequate internal control system and conducts comprehensive risk assessments to reduce the risk of non-compliance with relevant laws and regulations.
- Corporate values and a Code of Conduct are instilled among directors, executives, and employees, requiring all personnel to comply with the Company's Code of Conduct and employee handbook, in accordance with the TPI Polene Group's commitment to responsible business operations toward the community, society, and the environment, while respecting the rights of all stakeholders equally.

Risk 3 Risk associated with Competitiveness

Related risk factors : Strategic Risk
 • Competition risk

ESG risk factors : No

Risk characteristics

Amid volatile socio-economic conditions and increasingly complex and rapid changes, including the transition to an aging society, shifts in consumer behavior toward the New Normal trend, and industrial impacts arising from rapid technological disruption (Disruptive Industry), these factors directly affect competition from both existing and new market entrants. The TPI Polene Group therefore places strong emphasis on sustainability risk management in order to maintain its competitive capabilities and achieve stable growth.

Risk-related consequences

Industrial impacts arising from rapid technological disruption (Disruptive Industry), these factors directly affect competition from both existing and new market entrants.

Risk management measures

The TPI Polene Group therefore places strong emphasis on sustainability risk management in order to maintain its competitive capabilities and achieve stable growth.

To ensure that the organization maintains resilience and is able to build sustainable competitive advantages, the TPI Polene Group has implemented proactive measures in various areas as follows:

1. Focus on continuous investments in new technologies and innovations to improve production processes. This transformation not only enhances production efficiency but also helps reduce operating costs (Cost Leadership) and elevate product quality standards to stand out in the market.
2. Integration of digital technology into the business model, with a focus on applying Digital Marketing to reach modern consumers accurately and promptly, while expanding business channels to generate sustainable revenue streams.
3. Development of employees skills in Digital Trends and emerging technologies to cultivate personnel who can act as change agents, capable of applying innovation to solve problems and create business opportunities amid volatile conditions.

Such systematic strategic risk management helps reduce the risk of loss of market share and ensures that the Group can sustain its growth and profitability despite challenges arising from external factors.

Risk 4 Risk associated with Climate Change

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 Groups 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 :

Operational Risk

- 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 : Strategic Risk

- Pandemic risk

ESG risk factors : Yes

Risk characteristics

Although the COVID-19 pandemic has eased and the number of infections has shown a continuous decline, the TPI Polene Group continues to place the highest priority on health risk management in order to prevent potential impacts from emerging diseases and seasonal infectious diseases, which may affect the health of personnel and business continuity. The Company has therefore implemented proactive monitoring and preventive measures

Risk-related consequences

The safety of employees

Risk management measures

The Company has therefore implemented proactive monitoring and preventive measures as follows:

1. Preventive Vaccination Measures: The Company organizes an annual influenza vaccination program for employees using the Quadrivalent Influenza Vaccine, which covers Influenza A strains (H1N1, H3N2) and Influenza B strains (Victoria, Yamagata), to reduce the risk of illness and promote employee well-being in the workplace.
2. Workplace Sanitation: The Company maintains strict cleanliness standards and provides alcohol-based disinfectant stations in common areas and key screening points within buildings to reduce the risk of viral and bacterial transmission.
3. Health Surveillance and Education: The Company continuously communicates health guidance and information to employees to raise awareness of personal health care, early symptom recognition, and reporting procedures in case of health risks, ensuring effective and timely disease control.

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.

TPI Polene Group has also taken steps to develop the Company in order to maintain its competitiveness. These steps include revising business plans to create online and offline sales channels so that customers can access goods and services through a variety of channels to fit the lifestyles of the new generation as well as preparing employees to meet the changing needs of customers. Additionally, the product has been enhanced to be effective and meet customer needs by utilizing technology and innovation in product development, including fiber cement and mortar products, which are available in a variety of 43 types according to the purpose of use, as well as health products like Bio Knox, Microme Knox Solution, and mouthwash.

Risk 9 Risk associated with funding and interest rates /exchange rate

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.

In addition, the Company has offered for sale unsecured-subordinated fixed-rate debentures and bills of exchange offered, which were well received by the investors in the market. As a result, TPI Polene Group has the right funding options with lower financial costs to expand its investment in its core business and utilize the proceeds to pay off debts that have higher exchange rate risks and/or higher financial costs, as well as using it as working capital to operate the business.

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 TPI Polene Group carefully manages foreign exchange rate volatility risk, with a focus on maintaining the stability of cash flows and the financial structure.

In addition, the Company has a policy to consider the use of financial instruments for additional risk hedging, such as forward foreign exchange contracts (Forward Contract) and/or cross currency and interest rate swaps (Cross Currency Swap).

For foreign currency-denominated debt, the Company closely monitors movements in the foreign exchange market and implements hedging measures as appropriate on a case-by-case basis. Such decisions are based on the net foreign currency position, together with the revenue structure and cash inflows, to ensure that risk management decisions are appropriate and timely.

Risk 10 Impact on human rights

Related risk factors :

Operational Risk

- Impact on human rights

ESG risk factors : Yes

Risk characteristics

It is a risk in human resource management, safety, occupational health, and working environment. including violations of human rights

Risk-related consequences

Fairness is ensured equally for employees, business partners, and stakeholders, and complaints are protected and kept confidential.

Risk management measures

The Company has established dedicated functions to oversee human rights, labor practices, occupational health, and workplace safety. The Company has provided all employees with a manual on safety practices in accordance with

industry standards. Additionally, a policy on respect for human rights principles has been established (as per Announcement No. 113/2557 on International Human Rights Policy), considering benefits and equality to prevent human rights violations within the organization. Furthermore, there are channels for complaints, a Welfare Committee has been established, and a policy is in place to ensure fairness to employees, business partners, and stakeholders, while also protecting complainants and keeping complaints confidential.

The results of the Company's social risk assessment are at the "moderate" level.

There have been no incidents of human rights violations, and no use of child labor, forced labor, or involuntary labor.

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.

Risk 11 Risk of Dependency on a Limited Number of Suppliers

Related risk factors : Strategic Risk
 • 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 companys 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 companys 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 : Strategic Risk
 • 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 companys 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.

Risk 13 Risk associated with threat to cybersecurity

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : No

Risk characteristics

Amidst today's high competition, TPI Polene increases production efficiency by relying more on the use of digital technology in both production systems and support lines, where connecting to the internet, which could lead to TPI Polene Group facing potential cybersecurity threats.

Risk-related consequences

TPI Polene Group facing potential cybersecurity threats.

Risk management measures

In order to prepare the Group for the cybersecurity of the computer systems used in business operations (Information Technology) and in operation technology, the Group has implemented as follows:-

- The task force is responsible for overseeing and developing such matters in the short and long term.
- Conduct system tests and practice plans to prevent potential cybersecurity threats.
- Educate employees about potential threat patterns to prevent and deal with information technology threats.
- Invite a team of cyber threat prevention experts to obtain knowledge and advice on how to implement the development and improvement of cybersecurity defense systems by conducting a Cyber Security Assessment Test and a Cyber Security Penetration Test to assess how effective the security system is to protect against threats. After the results are known, ways to improve the security system will be sought in phase I to prevent extremely serious threats. Phase II, to protect against moderate threats and Phase III, to protect against minor threats.
- Focus on providing knowledge and training to employees regarding modern cyber threat patterns, in order to enhance awareness and caution in the use of information technology, which serves as a critical frontline defense against organizational cyber threats.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

- 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 the 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, 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 : Yes
policy and guidelines

Link for company's sustainable supply chain : <https://www.tpipolene.co.th/en/news-en/sustainability-en?download=1369:sustainability-report-2025>
management policy and guidelines

Page number of the reference link : 171-181

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

1. Sustainable Procurement Policy and Supplier Guidelines

TPI Polene Public Company Limited conducts its procurement processes with efficiency, transparency, and fairness. Our operations are governed by a commitment to quality, cost-effectiveness, and business ethics, while integrating Environmental, Social, and Governance (ESG) dimensions into our supply chain.

We prioritize local procurement to stimulate economic growth in the areas where we operate. The Company has set a strategic target to allocate no less than 70% of its total annual procurement value to local suppliers. Furthermore, we advocate for the selection of eco-friendly materials, products, and technologies, while fostering long-term supplier relationships to enhance supply chain resilience and sustainability.

Sustainable Procurement Policy

<https://www.tpipolene.co.th/en/aboutus/sustainability-procurement-policy>

Supplier Commitment Statement

TPI Polene, together with its suppliers, is committed to building a transparent, responsible, and sustainable supply chain to support the achievement of carbon neutrality goals, efficient resource utilization, biodiversity conservation, and the reduction of environmental impacts. This collaboration also aims to create shared value for society and the nation in a sustainable manner.

All suppliers are required to comply with the Company's Supplier Code of Conduct, as well as adopt Responsible Sourcing practices and the Sustainable Procurement Policy (9 Principles), effective from 16 June 2025. These frameworks are aligned with the GRI Standards, the United Nations Sustainable Development Goals (UN SDGs), and ESG principles, serving as a common guideline for implementation.

The Company also expects its key suppliers to prepare sustainability reports or publicly disclose environmental information, integrating sustainability considerations into their procurement processes in a tangible and measurable manner. This includes, but is not limited to, the following key areas:

Environmental Commitments for Suppliers

TPI Polene requires its suppliers and vendors to adhere to key environmental principles, including energy efficiency, water management, greenhouse gas reduction, biodiversity protection, pollution control, and waste management. To support this commitment, the Company has developed a Supplier Self-Assessment Questionnaire (SAQ) to encourage

suppliers to disclose quantitative environmental data, including targets and progress in alignment with these principles, as outlined below:

1. Energy and Resource Efficiency

1.1 Suppliers are required to implement measures to improve energy efficiency, reduce reliance on fossil fuels, and increase the use of renewable energy.

1.2 In 2025, TPI Polene utilized waste-derived fuels as an alternative energy source, accounting for 9.50% of total fuel consumption in cement production. Suppliers are expected to align with and support the transition toward clean energy.

2. Water Management

2.1 Suppliers are required to monitor water usage, reduce water consumption, and increase water recycling practices.

2.2 TPI Polene consumed 9.55 million cubic meters of external water, representing a 2.61% decrease from the previous year, and recycled 1.11 million cubic meters, accounting for 46.82%. Suppliers are required to manage wastewater appropriately and ensure no adverse environmental impacts.

3. Climate Change and Greenhouse Gas Reduction

3.1 Suppliers are required to monitor and report greenhouse gas (GHG) emissions and establish continuous reduction targets.

3.2 TPI Polene reduced its GHG emissions intensity by 0.05 tCO₂e, or 4.95%, from 1.01 tCO₂e in 2024 to 0.96 tCO₂e in 2025. Suppliers are encouraged to support Scope 3 emission reductions through low-carbon materials and environmentally friendly transportation.

3.3 Suppliers are encouraged to adopt low-carbon raw materials and support green logistics solutions, such as electric vehicle (EV) transportation.

4. Biodiversity Impacts

4.1 Suppliers must not engage in activities that cause damage to ecosystems or protected areas.

4.2 In 2025, TPI Polene supported the planting of more than 1,900 trees across 76 rai to help restore ecosystems.

4.3 Suppliers are encouraged to participate in biodiversity conservation and the restoration of green areas.

5. Environmental Issues and Pollution/Waste Control

5.1 Suppliers are required to comply with applicable environmental laws and international standards for controlling air, water, and soil pollution.

5.2 TPI Polene has installed high-efficiency bag filters (dust collector systems) to effectively capture dust and fine particulate matter from air or gas streams. In addition, the Company has implemented industrial waste management initiatives, including the proper treatment of aluminum slag from various industrial plants, totaling 20,869.50 tons. All disposal processes are carried out in compliance with applicable laws and environmental standards to prevent illegal dumping and minimize environmental impacts.

5.3 Business partners must avoid disposing of waste without proper management and implement measures to control the use of chemicals.

6. Waste Reduction and Resource Efficiency

6.1 Suppliers are required to adopt the 3Rs principles (Reduce, Reuse, Recycle) and promote a circular economy.

6.2 In 2025, TPI Polene reused 2,819 tons of industrial waste (99.62%) and recycled 1,052,616 tons of leftover aggregate materials (100%).

6.3 Suppliers are encouraged to reduce the use of single-use plastics and improve resource efficiency in their operations.

1. Environmental Policy Integration with Suppliers

2.1 Communication:

- In 2025, 99.65% of all suppliers signed and acknowledged the Supplier Code of Conduct and Sourcing Policy.
- Utilizing the Supplier Portal / ESG Risk Assessment system to monitor the performance of business partners.

- Utilization of the Supplier Portal and ESG Risk Assessment systems to monitor performance based on the 9 Principles of Sustainable Procurement.

2.2 Training of Relevant Supplier Staff

- The Company has established training initiatives under the Sustainable Supplier Program to enhance knowledge and capabilities in key sustainability areas, including:

1. Clean Energy Management
2. Water and Waste Management
3. Greenhouse Gas (GHG) Reduction
4. Pollution Control and PM 2.5 Mitigation

- Furthermore, the Company encourages suppliers to establish dedicated environmental teams and requires annual participation in training sessions for their relevant personnel

1. Monitoring and Evaluation

3.1 Risk Categorization: Suppliers are segmented based on their ESG risk levels.

3.2 Compliance Standards: We utilize the API Standard (SP15-03) for vendor control, utilizing Form F15-107 and the Approved Vendor List (AVL) Due Diligence: New suppliers must undergo Environmental Due Diligence, while existing partners undergo annual re-evaluations. Corrective Actions: If non-compliance is identified, the Company issues a Corrective Action Plan (CAP) and conducts follow-up audits in the subsequent quarter.

3.3 Critical Supplier Assessment: Suppliers accounting for >50% of total procurement value must undergo an ESG Risk Assessment at least once a year.

I. Positive Impacts of Sustainable Supply Chain Management

In the construction materials industry, operations are energy-intensive and heavily reliant on natural resources such as limestone, clay, sand, iron ore, and thermal energy. TPI Polene prioritizes sustainable supply chain management throughout the entire production lifecycle to create long-term value and mitigate ESG risks, as detailed below:

1. Environmental Impact

1.1 Reduction of Scope 3 Value Chain Emissions The Company strategically selects suppliers of key raw materials including coal, ethylene, VAM, iron ore, and energy who demonstrate high efficiency in energy management and carbon reduction. We actively promote the use of Alternative Raw Materials and recycled content in cement production. Furthermore, we focus on Clinker Reduction through the development of Green Cement (Hydraulic Cement), which significantly lowers the carbon footprint of our finished products.

1.2 Resource Optimization and Waste Minimization

The Company places strong emphasis on responsible sourcing alongside the utilization of industrial by-products, such as fly ash and aggregate scrap, through recycling processes to reduce reliance on virgin natural resources. In addition, the Company has developed and optimized product formulations to reduce clinker content (clinker reduction), which is a major source of greenhouse gas emissions in the cement industry. This approach helps minimize environmental impacts throughout the product life cycle.

To support this, a supplier evaluation checklist has been developed for new suppliers, covering key aspects of waste management. This includes whether suppliers have policies and targets to reduce waste sent to landfill, whether they implement proper waste segregation and recycling practices, and requiring high-risk suppliers to provide evidence of full compliance with applicable waste management laws and regulations.

1.3 Eco-friendly Logistics and Transportation The Company select contractors who optimize transportation routes for raw materials and Ready-Mixed Concrete (RMC) to reduce fuel consumption. We are transitioning our fleet from internal combustion engines to EV Logistics, including the deployment of EV Mixer Trucks and electric cement haulers to eliminate tailpipe carbon emissions and reduce PM2.5 pollution in surrounding areas.

2. Social Impact

Enhancing Labor Standards and Safety of Suppliers

The Company has established a Supplier Code of Conduct covering key aspects of human rights, labor practices, occupational health and safety, and the prohibition of child labor. This applies particularly to Tier-1 suppliers and

critical non-tier-1 suppliers, including both existing and new suppliers, as well as subcontractors throughout the supply chain.

The implementation encompasses the signing of the Supplier Code of Conduct, ESG assessment and monitoring, as well as risk management across the entire supply chain

2.1 Accident Prevention and Community Well-being We prioritize suppliers who maintain rigorous safety standards and effective management of dust, noise, and transportation safety, particularly for operations near factories and mining sites, to minimize impacts on local communities.

2.2 Supporting Local Economies and SMEs The Company actively provides opportunities for domestic suppliers and SMEs to integrate into our supply chain. We also provide continuous ESG Capacity Building to help smaller partners elevate their sustainability standards to meet international expectations.

The value of procurement payments made to local suppliers

Unit : Million Baht

Locally supplied products and services*	2023	2024	2025
Local procurement of goods and services	11,015.11	10,379.79	7,802.67
Proportion of local purchases and services (%)	84.22	80.89	80.82

Note: * Local suppliers refer to business partners that provide raw materials, goods, and services to the company and have a registered office in Thailand. Transactions are conducted in Thai Baht, and value-added tax (VAT) is paid in compliance with legal requirements (applicable to Cement, LDPE, FCB, and CRT businesses).

3. Governance & Economic

3.1 Enhancing transparency and traceability of key raw materials:

- Implementing evaluation and monitoring systems for primary raw materials and fuel sources, such as coal, through a comprehensive Supplier Evaluation and Tracking System.

3.2 Mitigating production continuity risks:

- Managing risks within the cement business which heavily relies on large volumes of raw materials by diversifying supply sources and conducting regular ESG risk assessments.

3.3 Strengthening investor and financial institution confidence:

- Managing environmental and social risks throughout the supply chain and enhancing transparency, which directly supports the continuous improvement of the company's ESG performance.

II. Negative Impacts and Operational Challenges

While sustainable supply chain management creates long-term value, the Company recognizes and proactively manages the following significant challenges:

1. **Short-term Cost Increases** : Transitioning to a sustainable model requires upfront investment and higher operational expenditures:
 - **Low-Carbon Raw Material Costs**: Developing and designing product formulas to achieve Clinker Reduction, utilizing Hydraulic Cement for Ready-Mixed Concrete (RMC), and producing low-heat concrete for large-scale structures involves higher research and material costs. This includes the development of our Green Product portfolio: Green Clinker, Green Cement, Fiber Cement, and Green Concrete Roof Tiles.
 - **Monitoring and Audit Expenses**: Significant costs are associated with the rigorous ESG auditing and assessment of Tier-1 Suppliers, Critical Non-Tier-1 Suppliers, new vendors, and logistics contractors.
 - **Supplier Capacity Building**: Investing in the development of supplier capabilities to ensure their operations align with the Company's stringent ESG standards.

2. Supply Chain Complexity

- Difficulty in collecting environmental and social data from Tier 2-3 suppliers, such as small-scale mining transport contractors.
- Inconsistency in the quality of GHG emissions and safety data.
- Delays in raw material procurement if business partners do not meet sustainability criteria.

1. 2. Competitive Risks

- Product prices may increase in the short term, impacting price competitiveness.
- Changing suppliers may affect production continuity if appropriate contingency plans are not in place.

ESG Risk Management in Supply Chain

The Company gives priority on risk management within the supply chain, focusing on environmental, social, and governance (ESG) issues to support sustainable development and ensure the confidence of all stakeholders. The Company has conducted proactive risk assessments in various areas to identify and manage potential risk factors that may impact business operations and corporate image.

1. ESG Risk Assessment Process

1.1 Risk Analysis and Identification

- **Human Rights Risk Assessment** :The Company monitors and assesses its supply chain to ensure fair labor practices, respect for human rights, and freedom from child or forced labor. We conduct comprehensive due diligence to verify that our suppliers uphold fair labor practices, prioritize worker safety, and respect human rights. Additionally, we promote diversity and inclusion in the workplace.
- **Assessment of Employee and Labor Welfare Risks** :The Company examines working conditions in its supply chain to ensure compliance with labor laws, prioritizes employee safety, does not employ forced labor, and embraces diversity, equity, and inclusion (DEI) across all dimensions, including race, gender, age, and experience. This approach ensures that everyone can participate and grow equally within the organization, creating a diverse culture and a focus on workplace safety.
- **Code of Conduct Risk Assessment** : The Company analyzes the risk that manufacturers or distributors in the supply chain may engage in unethical behaviors, such as fraud or intellectual property infringement.
- **Environmental Risk Assessment** :The Company considers the risks associated with non-compliance with environmental laws to ensure that its business partners share a commitment to environmental stewardship, including waste management, natural resource conservation, and reducing greenhouse gas emissions. The Company seeks to do business with partners who are committed to sustainable practices and environmental stewardship, from resource management and energy efficiency to minimizing emissions.
- **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.

1. Risk of Dependency on a Limited Number of Suppliers

The Company has analyzed the risks associated with relying on a small number of business partners, with the following assessment results:

- **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**:
 - 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.

2. Risk of Substandard Products/Services

The Company has assessed the risks associated with receiving products or services that do not meet quality standards, with the following findings:

- **Impact:** Substandard products could damage the company's reputation and increase production costs.
- **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.

1.2 Risk Assessment Tools and Methods

- On-site Audit to assess risks and operations : On-site supplier audits are conducted to assess risks and operational practices at suppliers facilities, particularly for high-risk suppliers. The Company has established a plan to carry out such audits for suppliers with high environmental and social risks on a regular basis every three years.
- Supplier Questionnaire and Document Review: The Company conducts a formal assessment of its suppliers' progress with the REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals) Regulation. This is a process to verify that suppliers are complying with the EU Chemicals Directive in accordance with REACH legislation using the Supplier Questionnaire & Self-Assessment. Questionnaires are sent to suppliers to assess their compliance with REACH requirements to reduce legal and commercial risks for the Company, promote consumer and environmental safety, and increase transparency and accountability in the supply chain.
- A Risk Scoring System is applied to prioritize risks.
- Verification of sustainability report and information published by central organizations such as Eco Vadis or CDP

2. Risk Management Guidelines

2.1 Risk Reduction and Prevention

- The ESG policy is developed and communicated to suppliers, with clear requirements.
- Suppliers are provided with training on practices that align with ESG standards.
- The Company collaborates with suppliers to improve practices, such as reducing greenhouse gas emissions and managing waste.

2.2 Monitoring and Follow-up

- An annual audit report on ESG risks is prepared.
- Corrective actions are monitored for suppliers identified as high-risk.

2.3 Actions in the Event of a Violation

- Action steps include notifications, setting time frames for remediation, and terminating business relationships in the event of repeated or serious violations.
- Monitoring of performance and implementation of specific actions in cases where suppliers fail to comply with the Company's requirements is conducted based on supplier evaluation scores. For example, suppliers are required to achieve a minimum score of 60. If a supplier receives a score below 60 for two consecutive evaluations, it will be subject to review and may impact its status on the Approved Vendor List (AVL).

3. Results and Performance

- Reduced the number of high-risk suppliers within the supply chain, while increasing the number of suppliers certified in sustainability in alignment with ESG standards.
- Enhanced supply chain transparency through ESG disclosure and reporting practices.
- Conducted economic risk assessments related to suppliers, as well as Environmental, Social, and Governance (ESG) risk assessments for key suppliers. A total of 20 Critical Tier 1 suppliers (with an annual procurement value of THB 50 million or more) were assessed, representing 71.61% of total procurement value out of 1,756 suppliers.
- The results indicate that these suppliers are considered reliable, with no significant economic or ESG risks identified across all assessment criteria.

Reference link to sustainable supply chain management plan : <https://www.tpipolene.co.th/en/news-en/sustainability-en?download=1369:sustainability-report-2025>
 Page number of the reference link : 171-181

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
 Reference link to supplier code of conduct : <https://www.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 compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	97.50	99.65

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	186.73	66.52	163.99

Additional explanation for research and development (R&D) expenses over the past 3 years

R&D projects undertaken in 2025 (Including ongoing projects carried out in the previous year) totaling Baht 163,995,672.13 are as follows: -

R&D Projects	Detail	Investment value (Baht)
1. A research and development project on Herbal Antibacterial Biodegradable Liquid Hand Soap	The Company has developed a biodegradable liquid hand soap formulation designed to be environmentally friendly. The product incorporates active ingredients derived from herbal plants as a substitute for certain chemical substances, thereby reducing toxic residues released into the environment. Despite this formulation enhancement, the liquid soap maintains its cleaning performance and effectively inhibits the growth of bacteria.	Baht 2,307,924

<p>1. Production of modern medicine for humans Phase 1 (tablets, powder and liquid)</p>	<p>It is the development of modern drug research for humans by using raw materials that are active ingredients listed in modern pharmaceutical formulations under standard production methods, clean, modern, and safe production processes for consumers to treat minor illnesses. that may occur in everyday life, reducing the importation of expensive medicines from abroad, such as:-</p> <ol style="list-style-type: none"> 1. Tablet: such as lozenges to relieve sore throats, pain relievers (paracetamol), and menstrual pain relievers, tablets to lower stomach acid. 2. Powder: such as mucus dissolving powder medicine, powdered medicine to increase lubrication in the knee joint. 3. Liquid for external use: such as oral disinfectants that are antiseptic mouthwash, sprays for relieving sore throats and reducing inflammation. 4. Liquid for internal use: such as medicines to lower stomach acid, Antacids and medicine relieving acid reflux, etc. <p>Remarks: The budget amounting to Baht 146,780,000 is allocated for investment in buildings, machinery, measuring tools, and instrument, whereas the research budget is only about 10%.</p>	<p>Baht 146,780,000</p>
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<p>1. Research and Development of EVA as a Binder Component for Lithium-Ion Battery Electrodes</p>	<p>Based on the properties of Ethylene Vinyl Acetate (EVA), a well-known polymer recognized for its excellent adhesion and flexibility, the Company has conducted research to apply EVA in enhancing binder performance. The binder plays a critical role in securing active materials at the battery electrodes, preventing expansion and delamination during charge/discharge cycles. This development aims to improve the efficiency, extend the service life, and enhance the safety of lithium-ion batteries.</p> <p>Preliminary test results indicate that EVA can potentially serve as a substitute for Styrene-Butadiene Rubber (SBR), which is commonly used as a performance-enhancing binder additive. Further studies and formulation optimization are ongoing to enhance performance and application efficiency.</p>	<p>Baht 2,324,436</p>
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<p>4.EVA film development project for safety glass</p>	<p>The tempered glass market is a market of significant value and continuous growth, owing to its widespread use in the construction, automotive, and industrial sectors. Currently, Polyvinyl Butyral (PVB) plastic film is commonly employed in these industries due to its suitable properties, despite its relatively high cost compared to other types of plastic. Studies and developments have shown that EVA plastic film can enhance its properties through chemical treatments and advanced production methods. Achieving equal or superior quality to PVB, including excellent adhesion properties, clarity, durability, and a more reasonable price, presents an opportunity to revolutionize the safety glass production market and offer new avenues for the Company to capture a significant share in a market of considerable value. Currently, the Company has studied, developed, and started testing EVA film for safety glass with domestic and international customers. It is in the process of being patented and undergoing further study and improvement to enable its use with customers who possess modern safety glass production technology capable of high-speed production.</p>	<p>Baht 6,749,017</p>
<p>1. 5. Research and Optimization of Microbial Survival Rates via Lyophilization (Freeze-Drying)</p>	<p>The Microbial Research and Development (R&D) team has successfully collected and curated beneficial microbial strains sourced from diverse natural habitats across Thailand.</p>	<p>Baht 3,127,826.03</p>

Rationale and Project Evolution

Previously, the Company's selected microbial strains were sent to Suranaree University of Technology for **Lyophilization (Freeze-Drying)** services. This external dependency incurred significant costs and presented operational logistical challenges. Following the Company's recent strategic acquisition of its own **Lyophilizer** for the production of dried microbial products, the R&D team initiated a dedicated research project to internalize and optimize the microbial preservation process.

Key Achievements and Innovations:

- **Optimization of Survival Rates:**The research identified the most effective freeze-drying methodologies to ensure maximum microbial cell viability (survival rates).
- **Process Innovation:**The team engineered customized equipment and streamlined preservation protocols to eliminate complex procedures. This allows for large-scale production of over 2,000 vials per cycle.
- **Genetic Integrity and Stability:**The resulting Lyophilized cells maintain high viability while preserving their original genetic characteristics without any phenotypic or genotypic shifts.
- **Strategic Stockpiling and Longevity:**This internal capability ensures a robust and consistent stock of high-quality microbial strains to meet the demands of the Company's commercial-scale production. Furthermore, the optimized preservation method extends the shelf life of these microbial strains to over 10 years.

<p>1. 6. Development of Fermented Media for Enhancing the Viability of Probiotic Microorganisms in TPI Probiotics and TPI Synbiotics for Swine</p>	<p>Probiotic products, classified as premixed feed additives, are currently recognized as one of the most effective feeding strategies for replacing antibiotics in animal production. These products have demonstrated positive results across all stages of swine production, including suckling, weaning, and finishing phases. In response, the Company has undertaken research and development of TPI Probiotics and TPI Synbiotics for swine.</p> <p>The research encompasses the formulation design of fermented carriers/media for microbial cultivation, utilizing selected organic materials such as vegetable residues, fruit waste, and molasses. The proportions of these raw materials are optimized and fermented using <i>Bacillus</i> spp. inoculum to ensure that, after fermentation, the medium retains essential minerals and nutrients suitable for sustaining probiotic viability.</p> <p>Subsequently, the products are tested in animal trials. In nursery pigs, the study evaluates average daily gain (ADG), feed efficiency, intestinal villi morphology, and incidence of diarrhea, compared with pigs fed a conventional diet without probiotic supplementation. For growing-finishing pigs, the evaluation includes ADG, feed efficiency, and meat quality parameters, such as carcass yield, lean meat percentage, backfat thickness, and loin eye area, compared with control groups receiving standard diets without probiotic additives.</p>	<p>Baht 2,706,469.10</p>

	These studies are conducted at the Thap Kwang Research Station (Thap Kwang Subdistrict, Kaeng Khoi District, Saraburi Province) under the Department of Animal Science, Faculty of Agriculture, Kasetsart University.	
Total		THB 163,995,672.13

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

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.

Innovation Technology and service projects in 2025 (Including ongoing projects carried out in the previous year)

Innovation Technology and Service Projects	Detail
1. Use of waste materials from Fiber Cement products	Remove scraps that are waste from the production process to be used as a production ingredient and used fly ash a by-product of the power plant as a raw material for the production of fiber cement.
2. Lightweight Fiber-Reinforce Cement Material Project	Use scrap from the production of plastic resins process to create new composite materials so as to obtain similar properties to furniture materials, but they are water-resistant, fireproof, termite and insect resistant, and do not contain volatiles, environmentally and user-friendly; an innovative product that is in the process of applying for invention patents in the country and abroad.

<p>3. Use in-line quality inspection technology at sheet machine.</p>	<p>Install cameras to detect contaminants on fiber cement surface while producing at sheet machine to control quality as well as reduce production waste.</p>
<p>4. Development of cleaning and coating products for solar cell panels</p>	<p>The development of cleaning and coating products for solar cell panels involves creating an economical formula that is environmentally friendly, non-corrosive to aluminum frames, and has the property to remove dirt, oil stains, and dust. Additionally, it coats the surface of the solar cell panels after cleaning to prevent the recapture of dust particles in the same product. This helps reduce maintenance steps and increases the efficiency of electricity generation from solar panels.</p>
<p>5. Research and development project focusing on mortar formulation used together with robots, for large-scale structural work</p>	<p>This project aims to develop a cement material suitable for use with house-building robots. While small-scale structures have been successfully developed, their high resolution has led to elevated production costs. Scaling up to larger pieces further exacerbates these costs when compared to traditional construction methods. To progress this research, existing mortar materials are being enhanced to improve usability, facilitating the construction of larger structures and adjusting production costs to better suit larger workpieces.</p>
<p>6. The project to research and select probiotic strains available in Thailand and develop freeze-drying methods, in conjunction with the development of powdered probiotic dietary supplements</p>	<p>It is a research and development project aimed at producing powdered probiotic supplements. In the production process, freeze-drying techniques are used to dry the probiotic microorganism <i>Lactobacillus paracasei</i>, which is already the Company's property. The dried powder of this microorganism will then be used as an ingredient in the formulation of powdered probiotic supplements for consumers seeking to add beneficial microorganisms to their bodies. During the research, probiotic microorganism strains available in Thailand will be selected as additional ingredients to enhance the products potential by incorporating a greater variety of microorganism strains.</p>

<p>7. The project to research and select probiotic strains available in Thailand and develop freeze-drying methods, in conjunction with the development of powdered probiotic dietary supplements</p>	<p>It is a research and development project aimed at producing powdered probiotic supplements. In the production process, freeze-drying techniques are used to dry the probiotic microorganism <i>Lactobacillus paracasei</i>, which is already the Company's property. The dried powder of this microorganism will then be used as an ingredient in the formulation of powdered probiotic supplements for consumers seeking to add beneficial microorganisms to their bodies. During the research, probiotic microorganism strains available in Thailand will be selected as additional ingredients to enhance the products potential by incorporating a greater variety of microorganism strains.</p>
<p>8. The project to extract lactic acid from by-products of the <i>Lactobacillus</i> production process for use in cosmetic manufacturing</p>	<p>This project focuses on improving the production of <i>Lactobacillus</i> bacteria to enhance lactic acid production efficiency without affecting the Company's Provita juice products. Additionally, it aims to extract lactic acid from by-products for use in cosmetic manufacturing. An experiment was conducted to determine the optimal concentration of nutrients from nitrogen, carbon, and affordable mineral sources available in the market to create suitable conditions for high-yield lactic acid production. An experiment was then conducted to extract lactic acid from the by-products of microorganism production. The goal was to obtain lactic acid with a purity of over 90%, free of color and unpleasant odor, while maintaining stable physical and chemical properties suitable for cosmetic products throughout their shelf life. The extracted lactic acid was then used in cosmetic manufacturing. This approach repurposes waste materials to create high-value industrial products, reducing waste and minimizing environmental impact. It represents the optimal utilization of by-products for maximum benefit.</p>

<p>9. Research and development of thin-pour road repair mortar products</p>	<p>This project focuses on developing ready-mixed cement products for floor repairs that can be applied in thin layers ranging from 1 - 5 millimeters. These products feature ease of application, a smooth, granule-free surface, high adhesion strength, no shrinkage, and the ability to be used within four hours. Therefore, chemicals are used in appropriate proportions to enhance quality, such as early-stage accelerators and cement setting retarders, which must be balanced to ensure quick and effective application. These chemicals improve flowability, adhesion between new and old concrete, and water retention, preventing shrinkage and cracking. This type of ready-mixed cement is well-suited for modern needs, offering convenience, ease of use, and an aesthetically pleasing finish that can be left exposed. Additionally, it can be used within four hours, eliminating the need for a new floor and saving both time and money.</p>
<p>10. Research and Development Projectf Alkalite Mouthwash Alcohol-Free Alkaline Mouthwash for Reducing <i>Streptococcus mutans</i> Accumulation in the Oral Cavity.</p>	<p>Alkalite Mouthwash is an alcohol-free, fruit-scented oral care solution packaged in ready-to-use single-use sachets (10 ml per sachet). This product is designed for portability and convenience, specifically catering to the Gen Z lifestyletargeting students and young professionals who are frequently on the go.</p> <p>Key Features:</p> <ul style="list-style-type: none"> ● pH Balancing:Formulated as a mild alkaline solution to neutralize oral acidity and maintain an optimal pH balance. ● Bacterial Inhibition:Reduces the accumulation of <i>Streptococcus mutans</i>, the primary cause of bad breath and dental plaque. ● Refreshing Experience:Available in vibrant fruit flavors such as watermelon, peach, and grape to enhance freshness and motivate regular oral hygiene. ● Gentle Formula:Carefully controlled pH levels ensure maximum effectiveness while minimizing the risk of oral mucosal irritation.

<p>11. Research and Development Project: Rust Remover</p>	<p>Rust Remover is formulated with specialized chemical components that, when applied to rusted metal surfaces, efficiently eliminate corrosion. This product eliminates the need for sandblasting or intensive scrubbing, significantly reducing labor and simplifying the maintenance process. Furthermore, it provides a protective quality that prevents the formation of new rust. Beyond metal restoration, this versatile solution is effective for cleaning stubborn stains on various surfaces and equipment, including: Solar panels, Office equipment, Production machinery in industries such as: Water-based paint manufacturing, cosmetics production and Fertilizer plants.</p>
<p>12. Research and Development of High-Performance Epoxy-Cement Non-Shrink Grout</p>	<p>Epoxy-Cement Non-Shrink Grout, a specialized high-performance material engineered for demanding civil and general engineering applications, such as grouting for motor bases and heavy industrial equipment, filling and sealing voids to enhance the integrity of general concrete structures, surpassing standard non-shrink grouts, this product features superior bonding and a flexible-yet-durable composition to resist machine vibrations. It is highly resistant to chemicals, acids, and oils. Additionally, it offers excellent flow, zero shrinkage, and higher compressive and flexural strength than general grouting materials.</p>

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

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

	2023	2024	2025
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	2023	2024	2025
Number of the companys innovation projects that have been patented (Projects)	0.00	1.00	0.00

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