ESG Performance Report
for Listed Companies in 2025

BCPG PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : BCPG PUBLIC COMPANY LIMITED   Symbol : BCPG

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

To achieve the Company's mission and respond to environmental risks and opportunities that may affect business operations in the short, medium, and long term, the Company has established systematic environmental management policies and guidelines to support sustainable business development alongside environmental conservation. This is part of the good corporate governance policy, which covers safety, security, occupational health, environment, and energy issues, as well as the Group's occupational health and safety, quality, and environmental policies. Throughout its value chain operations, the Company adheres to the following key principles in environmental operations:

1. Compliance with Laws and Regulations

The Company places the highest importance on strict compliance with environmental laws, standards, and regulations, considering them as benchmarks for operations, and regularly monitors changes in regulations.

2. Impact Prevention and Environmental Protection

The Company is committed to protecting and reducing environmental impacts from its operations, including pollution prevention, waste management, and environmental risk control, to ensure safe and environmentally friendly operations.

3. Efficient and Cost-Effective Resource Utilization

The Company emphasizes the efficient use of energy, water, and natural resources through process improvements, the application of technology and innovation to reduce resource consumption, minimize waste generation, and enhance long-term value creation.

4. Responsibility towards Stakeholders

The Company supports the procurement and design of efficient, energy-saving, and environmentally friendly equipment or technologies, while also considering impacts on communities and stakeholders, and is committed to continuously developing its environmental management system.

The Company aims to contribute to driving sustainable development, reducing environmental impacts, and creating long-term value for society, the economy, and stakeholders. Recognizing the importance of climate change and its potential impacts on business operations, the Company has established a systematic approach to greenhouse gas management, covering the measurement, monitoring, and reduction of greenhouse gas emissions from operations, as well as supporting the use of renewable and clean energy, to achieve low-carbon growth and align with international sustainable development trends.

The Company prioritizes air quality management, control of air pollutant emissions, proper management of fuels and chemicals, as well as efficient use of electricity, oil, and fuel to reduce impacts on the environment and surrounding communities.

Furthermore, the Company considers the conservation of natural resources, ecosystems, and biodiversity by implementing measures to prevent and mitigate potential impacts from its activities throughout the value chain, while also promoting restoration and sustainable resource utilization to create long-term value for society and the environment.

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

Over the past year, the Company has reviewed its environmental policies, practices, and goals in accordance with the established governance process. This review considered compliance with relevant laws, environmental risks and opportunities, as well as the current business context. The results of the review indicated that the established policies and goals remain appropriate and effective. Consequently, no significant changes were made during the past year.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	ISO 14001 - Environmental management systems

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), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, Defra Environmental Reporting Guidelines: Including streamlined energy and carbon

reporting guidance, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines for National Greenhouse Gas Inventories

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The Company systematically manages energy for its operations in Thailand, covering two main areas: energy management in office buildings and energy management for renewable power generation projects.

1. Energy management in office buildings

The Company has assigned the General Administration Department to be responsible for setting objectives, controlling, and monitoring energy and environmental management activities at the Head Office, which is the location of the Company's main office. Key measures include:

- Campaign for employees to turn off electrical appliances when not in use
- Install systems to control electricity consumption and electronic devices
- Choose energy-saving light bulbs
- Set air conditioner temperature to an appropriate level

Additionally, during lunchtime, the company mandates that the electrical system and air conditioning units automatically shut down for 1 hour. Requests to use air conditioning outside of operating hours must receive written approval from a supervisor, in order to promote efficient energy use and control unnecessary energy consumption.

2. Energy management for power generation projects

For solar and wind power generation projects in Thailand, the Company prioritizes systematic energy and resource management. It has developed a Code of Practice (COP) and continuously reports project progress to the Energy Regulatory Commission.

In the long term, the Company has the following approaches to reduce energy consumption and greenhouse gas emissions:

- Promote the use of electric vehicles (EVs) in operations and gradually transition from internal combustion engines to electric vehicles
- Opt for green electricity or electricity from renewable energy sources
- Select highly efficient and environmentally friendly electrical equipment and machinery
- Study and monitor the development of technology and innovation in Carbon Capture, Utilization and Storage (CCUS)

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	:	Yes

fuel management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2019	2030 : Reduced by 33%
Reduction of fuel consumption	2019 : fuel consumption 45,534.21 Litres	2030 : Reduced by 1%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company is currently in the process of converting one project pickup truck from a fuel-powered vehicle to an electric vehicle (EV), which is expected to be completed by 2026. This project is anticipated to reduce fuel consumption and greenhouse gas emissions by approximately 5 tons of carbon dioxide equivalent per year. Quantitative results will be realized after the completion of the conversion and full utilization.

Furthermore, the Company continuously monitors and evaluates compliance with relevant policies and regulations, as well as ongoing guidelines supporting the use of green electricity, in order to establish appropriate operational guidelines that align with the long-term business context.

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours) (1)	3,083,364.41	3,188,953.86	4,658,565.28
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	20,152.71	21,118.90	30,055.26

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

Remark: (1) *The reporting scope encompasses the oil depot business in which the company has made additional investments over the past year.*

Electricity Consumption Intensity

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)[(2)]	49,423.84	51,222.33	50,970.46
Gasoline (Litres)	47,373.15	49,548.98	37,407.75

Additional explanation : *Not include external fuel consumption*

Remark: [(2)] *The reporting scope encompasses the oil depot business in which the company has made additional investments over the past year.*

Companys fuel expense [(*)]

	2023	2024	2025
Total fuel expense (Baht)	3,497,392.39	3,907,960.49	3,248,517.93
Percentage of total fuel expense to total expenses (%)[(**)]	0.12	0.09	0.09
Percentage of total fuel expense to total revenues (%)[(**)]	0.07	0.05	0.08

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

[(**)] *Total revenues and expenses from consolidated financial statement*

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

In operating its clean energy power generation business, especially solar power plant projects, the Company requires water for cleaning solar panels, cooling, and reducing the temperature beneath the panels to maintain continuous power generation efficiency. Therefore, the Company prioritizes systematic water resource management, covering the entire project development cycle from site selection and construction to operation.

Water Management in Power Plant Project Areas

The Company establishes comprehensive water management guidelines by promoting awareness among employees regarding the value of water resources and reducing unnecessary water consumption through the installation of automatic on-off faucets to minimize water wastage for domestic use within operational areas.

Furthermore, the Company prioritizes water resource conservation in project areas by operating in accordance with the Code of Practice (COP) for photovoltaic solar power plant operators and strictly adhering to the International Organization for Standardization (ISO 14001) environmental management system standard to prevent and mitigate water resource and environmental impacts from the Group's operations.

For projects exceeding 1,000 kilovolt-amperes (kVA), the Company stipulates that they must not be located in agricultural irrigation areas, must not obstruct waterways during flood season, and must not encroach upon public waterways or natural water sources. During the site preparation phase, the Company considers water sources by prioritizing the water usage of local communities. Should groundwater use be necessary, the Company will proceed to obtain permits in accordance with relevant laws.

Key Water Management Guidelines

1. Water Reserves and Storage Systems

The Company assesses the sufficiency of water used for cleaning solar panels to ensure no adverse impact on communities and surrounding areas. It also provides standard water storage tanks and reservoirs, controls water volume not to exceed specified limits, and inspects water quality before use.

2. Systematic Flood Prevention

The Company studies and assesses flood risks in project areas, prepares emergency response plans, and designs protective systems such as flood embankments in high-risk areas and the installation of water level monitoring points to continuously monitor and track the situation.

3. Drainage System Inspection

The Company regularly maintains and inspects drainage systems and related equipment to ensure the systems are in optimal working condition, and provides training to employees and contractors for safe operations and to minimize environmental impact.

4. Water Recycling and Reuse

The Company inspects wastewater quality to meet specified standards and reuses treated water in various activities, such as watering plants or designing internal water recycling systems within the project, to enhance water use efficiency, reduce resource loss, and minimize long-term environmental impact.

5. Water Resource Stress Assessment

The Company assesses watershed areas with water resource stress levels in water sources near its operational areas, covering both Thailand and the Lao People's Democratic Republic. The assessment results indicate that water stress in water sources near operational areas in Thailand is below 10% and does not impact the water usage of surrounding communities.

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 consumption	2026 : Water consumption 137.00 Cubic meters	2030 : Reduced by 10% or 127.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Sustainability operations in 2025	Target	Performance
Water consumption within office buildings	335 cubic meters	320 cubic meters
Proportion of tap water and groundwater usage per electricity generation	123 cubic meters per gigawatt-hour	140 cubic meters per gigawatt-hour
Assessment of water stress in power plant project areas in Thailand	At least once a year	4 times (18 areas)

The proportion of tap water and groundwater usage per unit of electricity generation tends to increase, which may be attributed to increased particulate matter, longer dry seasons, and higher temperatures, resulting from climate change. These factors affect the efficiency of solar panels and the level of electricity generation.

Therefore, the company deems it necessary to clean solar panels appropriately and according to the scheduled cycles to maintain electricity generation efficiency. Furthermore, the company continues to prioritize efficient water management, coupled with continuous monitoring and assessment of water resource impacts.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	36,192.00	46,582.60	46,310.99
Water withdrawal by third-party water (cubic meters)[3]	36,192.00	9,077.60	8,214.99
Water withdrawal by groundwater (cubic meters)	N/A	37,505.00	38,096.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	236.55	308.49	298.78
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)[*]	0.01	0.01	0.01

Additional explanation : [*] *Total revenues and expenses from consolidated financial statement*

Remark: [3] *The reporting scope encompasses the oil depot business in which the company has made additional investments over the past year.*

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	36,192.00	46,582.60	46,310.99

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00678646	0.00653275	0.01200454

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The Company prioritizes efficient waste management from its business operations to support sustainable development goals. Especially for the renewable energy electricity generation business, which involves long-term power purchase agreements, the Company has established waste management guidelines covering both office building operations and electricity generation processes, as follows:

Waste Management from Office Buildings

The Company leases space in the head office building, where most of the waste generated is general or non-hazardous waste, such as packaging, food scraps, and paper. The Safety, Occupational Health, and Working Environment Committee has been assigned to set targets and monitor waste reduction performance within the building.

The Company sorts waste by type, including wet waste bins, recyclable waste bins, and general waste bins. Additionally, it has set a goal to eliminate foam usage (Zero Foam) within the office building, as well as campaigning for waste separation and continuously organizing activities to promote knowledge about waste reduction, such as promoting the use of personal containers instead of plastic or paper containers, refraining from using plastic water bottles, 5S activities, Big Cleaning Day, and ECO BINGO activities, promoting the use of straws.

stainless steel and silicone straws as environmentally friendly and reusable alternatives to plastic straws. The use of ECO Products, the separate disposal of colored or black-and-white documents, etc., are implemented to raise employee awareness about efficient resource utilization.

The Company adheres to the 5Rs waste management principles, comprising Reduce, Reuse, Recycle, Repair, and Reject, to concretely reduce environmental impacts.

Waste Management from Electricity Generation Process

The Company prioritizes waste management arising from the electricity generation process by adhering to the Code of Practice for Solar Power Plant Operators, relevant environmental laws, and strict environmental protection measures.

For hazardous waste generated from solar panels and deteriorated equipment, the Company arranges for transportation and disposal through legally authorized entities, using secure landfill methods or other legally prescribed methods. Furthermore, the Company also considers the reuse or recycling of damaged or deteriorated solar panels (Recycling Method), such as utilizing old panels in other areas of the Company, donating them to organizations or medical facilities that can use them to generate electricity and reduce electricity costs, or using them as spare parts in various projects. This is to enhance resource efficiency throughout the product lifecycle.

Furthermore, the Company also emphasizes waste management from energy storage systems by collaborating with partners in the battery industry, which is crucial for enhancing the stability of electricity generation from renewable energy. The Company is currently studying approaches for managing, recycling, and reusing batteries to support future business expansion and mitigate long-term environmental impacts.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2023	2030 : Reduced by 5%	• Landfilling • Other : No use of general foam waste in office buildings Zero Foam • 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

Sustainability operations in 2025	Target	Performance
Quantity of general waste in office buildings	100 kilograms	67.4 kilograms
● Orphan waste	-	11.3 kilograms
● Foam type	0	0
● Plastic bags	-	2,996 pieces
● Plastic bottles	-	2,003 bottles
Quantity of hazardous waste	-	4,722.19 tons

Information on waste management

Waste Generation(*)

	2023	2024	2025

	2023	2024	2025
Total waste generated (Kilograms)	0.00	0.00	4,722,190.00
Total non-hazardous waste (kilograms)	0.00	0.00	0.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	4,722,190.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	4,722,190.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	1.22
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	1.22

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

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	876.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)	N/A	876.00	0.00
Reused non-hazardous waste (Kilograms)[4]	N/A	0.00	0.00
Recycled non-hazardous waste (Kilograms)	N/A	876.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)[5]	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	0.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	N/A	N/A	0.00

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*

Remark: [4] *Activities have been conducted, but data has not yet been collected.*

[5] *Activities are being conducted, but data has not yet been segregated.*

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

The Company is committed to reducing the environmental impact of its business operations and participating in addressing climate change, which is a critical global issue and one of the Company's material sustainability topics. The Company has established a systematic process for measuring, controlling, and managing greenhouse gas emissions resulting from various organizational activities. Furthermore, greenhouse gas emission data is verified and certified annually by independent external bodies to ensure credibility and transparency in data disclosure.

In addition, the Company prepares and reports greenhouse gas emissions in accordance with the "GHG Protocol Corporate Accounting and Reporting Standard" and assesses value chain greenhouse gas emissions in line with the "GHG Protocol Corporate Value Chain Standard" by the World Resources Institute (WRI). This covers Scope 1, Scope 2, and Scope 3 greenhouse gas emissions for projects where the Company has operational control and that are already commercially operational, including solar power plants, wind power plants, and oil depot businesses in Thailand. The Company measures and reports its greenhouse gas emissions, covering the main greenhouse gases as defined in the GHG Protocol, namely carbon dioxide (CO_2) Methane (CH_4) Nitrous oxide (N_2O) Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur Hexafluoride (SF_6) and Nitrogen Trifluoride (NF_3) to ensure that reporting fully reflects climate impacts and complies with international standards.

Furthermore, the Company has developed a strategic plan and long-term operational guidelines to achieve carbon neutrality in Thailand by 2030 and net-zero GHG emissions by 2050, using 2019 as the base year. This plan considers the feasibility of reducing greenhouse gas emissions through various projects, such as utilizing electricity from renewable energy, employing technology to enhance energy efficiency, using electric vehicles to reduce reliance on fossil fuels, and promoting carbon sequestration activities like afforestation.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2019 : Greenhouse gas emissions 1,711.00 tCO_2e	2030 : Reduced by 35% or 605.00 tCO_2e in comparison to the base year	2050 : Reduced by 10,000.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2019 : Greenhouse gas emissions 1,711.00 tCO_2e	2030 : Reduced by 35% or 605.00 tCO_2e	• Thailand Greenhouse Gas Management Organization (TGO)

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Although the Company's clean energy power generation business has low greenhouse gas emissions compared to the overall energy industry, the Company continues to prioritize efficient energy use in production processes and the reduction of greenhouse gas emissions from various organizational activities throughout the value chain. This is to support the achievement of the United Nations Sustainable Development Goals (UN SDGs), specifically Goal 13: Climate Action.

The Company has systematically established guidelines and operational plans to reduce its organizational greenhouse gas emissions, covering both internal operations and indirect activities, such as the use of efficient technology, improving energy management systems in facilities through automation and continuous energy consumption monitoring, promoting the use of electric vehicles and enhancing logistics efficiency to reduce fuel consumption, as well as maintaining and upgrading the efficiency of clean energy systems and power generation equipment to ensure long lifespan and optimal performance.

In addition, the Company also prioritizes the long-term development and study of technologies to support energy transition and future greenhouse gas emission reduction, such as Energy Storage systems and Carbon Capture and Storage (CCS) technology. This is alongside supporting natural resource restoration and conservation projects, such as tree planting, mangrove forest restoration, and forest ecosystems, to enhance greenhouse gas absorption capacity.

In 2025, the Company has implemented concrete projects and activities aimed at reducing greenhouse gas emissions, as follows:

Thailand Voluntary Emission Reduction Program (T-VER) and Renewable Energy Certificates (The International REC: I-REC)

The Company places importance on concrete greenhouse gas emission reduction by participating in the Thailand Voluntary Emission Reduction Program (T-VER) under the supervision of the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. This aims to promote the participation of all sectors in domestic greenhouse gas emission reduction and support the development of a voluntary carbon market. The certified amount of greenhouse gas reduction can be used as tradable carbon credits. Currently, the Company has been certified for a total of 744,423 tons of carbon dioxide equivalent.

Furthermore, the Company has also received Renewable Energy Certificates (RECs) under The International REC Standard (I-REC). This certifies the right to produce electricity from renewable energy, with the Electricity Generating Authority of Thailand (EGAT) being the sole certifying body in Thailand. The Company is registered as both a seller (Registrant) and a buyer (Participant) to support the sustainable production and consumption of renewable energy. In 2025, the Company was certified for and sold I-RECs from renewable energy generation totaling 287,925 MWh in Thailand and 15,592 MWh in the Lao People's Democratic Republic.

The Company is committed to transparently reporting and disclosing greenhouse gas emission data in accordance with the GHG Protocol standard and the Task Force on Climate-related Financial Disclosures (TCFD) framework, to fully reflect the overall management and reduction of organizational greenhouse gas emissions.

The Company has been certified as a Carbon Neutral organization by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. In 2025, the Company offset its greenhouse gas emissions for 2024, which resulted from all activities within Thailand. This covered Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, totaling 2,697 tons of carbon dioxide equivalent. As a result, the Company has continuously achieved its Carbon Neutral goal for the third consecutive year.

Meanwhile, the Phetchaburi oil depot business has received certification for its emissions and the offsetting of greenhouse gas emissions. This covers all Scope 1, 2, and 3 greenhouse gas emissions, totaling 881 tons of carbon dioxide equivalent. As a result, it successfully achieved Carbon Neutrality for the first year.

The Company remains committed to systematically driving environmental operations to support climate change mitigation and contribute to achieving the United Nations Sustainable Development Goals, particularly Goal 13: Climate Action, on an ongoing basis.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (**Metrics tonne of carbon dioxide equivalents**)[6]	2,328.00	3,578.00	4,278.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	247.00	304.00	275.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,542.00	2,291.00	2,214.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	539.00	983.00	1,789.00

Remark: (6) The oil terminal business of Asia Link Terminal Co., Ltd. (ALT) has been included starting in 2024.

Greenhouse Gas Emissions Intensity(7)

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000437	0.000502	0.001109
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	15.22	23.70	27.60
Intensity of GHG emissions (Kilogram / Megawatt-hour of product)	7.40000000	8.60000000	7.50000000

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

Remark: (7) The oil terminal business of Asia Link Terminal Co., Ltd. (ALT) is excluded.

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 : LRQA (Thailand) Limited

Reference file for the greenhouse-gas verifier entity. : https://eonemedia.setlink.set.or.th/report/1332/2025/1773188459685.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

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

Social Dimension of Sustainability Management

The Company is committed to conducting business with social responsibility, coupled with efficient management, to build trust and confidence from all stakeholder groups, by adhering to the respect for human rights and promoting the long-term sustainable growth of the organization.

The Company prioritizes supporting local economies in its operational areas through community employment, vocational skill development, and the transfer of knowledge in innovation and technology, to enhance labor potential and increase economic competitiveness at both local and national levels.

These operations are consistent with the United Nations Sustainable Development Goals (SDGs), particularly

- SDG 8 : Decent Work and Economic Growth

Aims to promote decent employment, equal access to economic opportunities, and fair remuneration for work of equal value, covering all genders, age groups, and persons with disabilities.

- SDG11 : Sustainable Cities and Communities

Support the development of inclusive, safe, and sustainable cities and communities by improving quality of life, reducing inequality, and supporting essential infrastructure for economic and social development.

Social Policies and Practices

The Company recognizes the importance of respecting and protecting human rights. It conducts human rights risk assessments from activities throughout the business value chain that may affect stakeholder groups, and establishes control and management measures for social and environmental issues in strict accordance with human rights principles, international practices, and relevant laws in each country.

The Company is committed to being a role model for continuously growing and sustainable business organizations, by promoting equal and fair participation, respecting human dignity, as well as individual rights, freedoms, and equality, without discrimination based on race, nationality, origin, religion, gender, age, skin color, language, beliefs, education, ethnicity, disability, political opinion, economic status, group affiliation, or any other social status unrelated to work performance or business operations.

Human Rights and Fair Labor Practices

The Company places great importance on conducting business in strict accordance with human rights principles, by establishing clear policies and guidelines for monitoring, avoiding, preventing, mitigating, rectifying, and remedying potential human rights impacts arising from activities throughout the business value chain. The Company conducts comprehensive Human Rights Due Diligence (HRDD) to assess and manage risks covering key stakeholder groups, including employees, partners/contractors, customers, and communities.

From the assessment, human rights risks in the Company's operational areas were found to be low to moderate. Significant issues include the protection of employees' personal data, as well as community health and safety.

Therefore, the Company has established appropriate guidelines and measures to manage these risks, to build confidence among all stakeholder groups and reflect its commitment to conducting business responsibly towards society and the environment sustainably.
The Company's operational guidelines are consistent with relevant international agreements and standards, such as the United Nations Guiding Principles on Business and Human Rights (UNGP), the Universal Declaration of Human Rights (UDHR), and the International Labour Organization (ILO) standards, among others.

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, Consumer/customer rights, Community and environmental rights, Non-discrimination, Supplier rights, Others : Freedom of Association and Collective Bargaining

The company has reviewed and revised its business responsibility policy regarding respect for human rights, with key amendments as follows:

1. **Expand the scope of application** from previously covering only the company, to covering **Group company level** and extended throughout **supply chain, including partners and business associates**
2. **Enhance labor rights practices** by establishing principles regarding **Fair and equitable compensation** to promote fair treatment of employees
3. **Promote employee participation** by supporting **Employee association and employee representation in collective bargaining**
4. **Expand the protection of stakeholder rights** to be comprehensive **customers, partners, communities, and employees** including respect for **Freedom of association for employees**

These improvements aim to elevate human rights management in line with international standards and cover stakeholders throughout the company's value chain.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Universal Declaration of Human Rights, Womens Empowerment Principles, National Action Plan on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

BCPG Public Company Limited Group ("the Group") has conducted human rights due diligence as an ongoing risk management process. Its purpose is to identify, prevent, mitigate, and consider how the Company addresses human rights impacts arising throughout its business activities, referencing a human rights due diligence process comprising 5 steps, in accordance with the UN Guiding Principles on Business and Human Rights (UNGP).

1. Announce Commitment (Commitment)

The Company establishes and announces its human rights policy to demonstrate its commitment to respecting human rights in accordance with international standards, communicating it to employees, business partners, and stakeholders for their awareness and compliance.

2. Assess Human Rights Risks and Impacts from Business Operations (Risk and Impact Assessment)

The Company identifies and assesses potential human rights risks or impacts arising from its business operations, projects, or activities, including those within its supply chain, to ensure appropriate risk management.

3. Analyze and Integrate Human Rights Assessment Results (Integration and Action)

The assessment results are analyzed to define management approaches, such as establishing preventive measures, mitigating impacts, or alleviating risks, and are integrated into the organization's operational processes.

4. Monitor and Communicate Human Rights Performance (Monitoring and Communication)

Performance is continuously monitored, with reports and information disclosed to relevant stakeholders to foster transparency and trust in business operations.

5. Remedy for Human Rights Violations (Remedy)

In the event of human rights violations, the Company provides appropriate grievance mechanisms and remediation processes to resolve issues, mitigate impacts, and prevent recurrence in the future.

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

	2023	2024	2025
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

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

The Company has a plan for managing employees and labor to promote fair and safe working conditions and support the development of employee potential. This encompasses fair compensation and benefits in compliance with legal requirements, continuous training and skill development for employees, and fostering participation and positive relationships within the organization. Furthermore, the Company prioritizes occupational safety and health, implementing appropriate safety measures and management systems. It also maintains policies against child labor and for fair employment practices, ensuring compliance with all relevant labor laws.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development • Promoting employee relations and participation • Safety and occupational health at work • Others : Employee Satisfaction	Number of training hours and employee satisfaction	-	2030: Average training hours 40 hours per person and employee satisfaction >70%

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

Human Rights Model Organization

The Company received the Human Rights Model Organization Award in the category of Outstanding Large Business Organization from the 2025 Human Rights Model Organization Awards ceremony, organized by the Department of Rights and Liberties Protection under the Ministry of Justice, for the second consecutive year. The Company systematically and continuously operates in human rights, adhering to human rights principles in policy formulation, operations, and business relationship management throughout the value chain, to promote equality, social responsibility, and sustainable business operations.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	153	151	155
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	153	151	155
Male employees (persons)	85	78	81
Percentage of male employees (%)	55.56	51.66	52.26
Female employees (persons)	68	73	74
Percentage of female employees (%)	44.44	48.34	47.74

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	11	11	14

	2023	2024	2025
Percentage of employees under 30 years old (%)	7.19	7.28	9.03
Total number of employees 30-50 years old (Persons)	126	124	125
Percentage of employees 30-50 years old (%)	82.35	82.12	80.65
Total number of employees over 50 years old (Persons)	16	16	16
Percentage of employees over 50 years old (%)	10.46	10.60	10.32

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	7	7	6
Percentage of male employees under 30 years old (%)	8.24	8.97	7.41
Total number of male employees 30-50 years old (Persons)	70	63	68
Percentage of male employees 30-50 years old (%)	82.35	80.77	83.95
Total number of male employees over 50 years old (Persons)	8	8	7
Percentage of male employees over 50 years old (%)	9.41	10.26	8.64

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	4	4	8

	2023	2024	2025
Percentage of female employees under 30 years old (%)	5.88	5.48	10.81
Total number of female employees 30-50 years old (Persons)	56	61	57
Percentage of female employees 30-50 years old (%)	82.35	83.56	77.03
Total number of female employees over 50 years old (Persons)	8	8	9
Percentage of female employees over 50 years old (%)	11.76	10.96	12.16

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	76	130	79
Percentage of employees in operational level (%)	49.67	86.09	50.97
Total number of employees in management level (Persons)	75	21	76
Percentage of employees in management level (%)	49.02	13.91	49.03
Total number of employees in executive level (Persons)	2	0	0
Percentage of employees in executive level (%)	1.31	0.00	0.00

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)[1]	43	65	44

	2023	2024	2025
Percentage of male employees in operational level (%)	50.59	83.33	54.32
Total number of male employees in management level (Persons)[2]	40	13	37
Percentage of male employees in management level (%)	47.06	16.67	45.68
Total number of male employees in executive level (Persons)	2	0	0
Percentage of male employees in executive level (%)	2.35	0.00	0.00

Remark: [1] *Operational level refers to employees from senior manager level and below.*

[2] *Management level refers to personnel from director and above.*

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)[3]	33	65	35
Percentage of female employees in operational level (%)	48.53	89.04	47.30
Total number of female employees in management level (Persons)[4]	35	8	39
Percentage of female employees in management level (%)	51.47	10.96	52.70
Total number of female employees in executive level (Persons)	0	0	0
Percentage of female employees in executive level (%)	0.00	0.00	0.00

Remark: [3] *Operational level refers to employees from senior manager level and below.*

[4] *Management level refers to personnel from director and above.*

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Finance and Accounting	33
Investment	16
Corporate Excellence	18
Operation	20
Chief Executive Officer	14
Engineering Department (BSE) and Operation & Maintenance Department	37
BCPG Formosa Company Limited	6
Indochina Development and Operation Holdings Pte. Ltd	8
BCPG USA Inc.	1
Asia Link Terminal Company Limited	2
Total number of employees	155

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00
Total number of employees with disabilities (Persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	356,000,000.00	324,000,000.00	339,000,000.00
Average of remuneration of employees (Baht/persons)	2,326,797.39	2,145,695.36	2,187,096.77

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has a provident fund management policy (Provident Fund: PVD) to promote savings and create long-term financial security for employees. It offers employees the opportunity to voluntarily join the provident fund. Employees can choose an investment plan suitable for their acceptable risk level and can select a contribution rate to the fund at a percentage. **5, 10, or 15 percent of their salary.**
The Company will contribute to the fund at the same rate as the employee's contribution. **maximum not exceeding 10 percent of their salary.** to encourage employees to have discipline in saving and to prepare for financial security after retirement.
Additionally, the Company regularly communicates information regarding the provident fund to employees to promote understanding of financial planning and retirement savings.

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)	138	142	148
Number of employees joining in PVD (persons)	138	142	148
Number of PVD members / Total employees (%)	90.20	94.04	95.48
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	12,674,941.20	13,641,269.00	14,351,725.00
Total amount of provident fund contributed by employee (baht)	14,611,623.85	15,671,859.00	16,540,767.50

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 (%)
BCPG PUBLIC COMPANY LIMITED	Yes	155	148	148	95.48	100.00

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD)	:	Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies, Other promotional measures

Initiatives to encourage employees to achieve sufficient retirement savings

The Company regularly organizes campaigns and promotes savings to foster financial awareness and discipline among employees, such as:
- Communicating and promoting the benefits of saving through PVD.
- Promoting employees to increase their savings rate appropriate for their age and retirement goals.
- Organizing internal activities or campaigns to continuously encourage savings.

The Company aims for employees to have sufficient savings for a quality life after retirement.

Providing education or information on selecting appropriate investment policies

The Company supports employees in gaining knowledge and understanding of financial planning and investment through various forms of training, seminars, or educational materials, covering topics such as
- Financial planning for retirement
- Investment risk management
- Selecting fund investment policies appropriate for employees' risk levels and age groups

with sufficient information provided to help employees make informed decisions in selecting investment plans suitable for themselves.

Other promotional measures

Providing convenient channels for employees to adjust their contribution rates and investment plans.
The Company facilitates employees to flexibly adjust their provident fund contribution rates and investment policies through the fund management company's online system and the organization's HR system, while also establishing clear operational cycles and providing consultation channels to support employees in appropriately managing their savings in line with their financial goals and risk tolerance.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	-	Yes	Yes
Average employee training hours (Hours / Person / Year)	30.00	38.00	50.55
Total amount spent on employee training and development (Baht)	3,181,741.17	5,699,031.60	4,429,632.00
Percentage of training and development expenses to total expenses (%) (*)	0.001087	0.001371	0.001187
Percentage of training and development expenses to total revenue (%) (*)	0.000597	0.000799	0.001148

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)	421,540.00	703,424.00	776,556.00
Total number of hours worked by employees (Hours)	217,600.00	226,208.00	241,224.00
Total number of hours work by non-employee (Hours)	203,940.00	477,216.00	535,332.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	20	14	17
Total number of male employee turnover leaving the company voluntarily (persons)	8	5	5
Total number of female employee turnover leaving the company voluntarily (persons)	12	9	12
Proportion of voluntary resignations (%)	13.07	9.27	10.97
Percentage of male employee turnover leaving the Company voluntarily (%)	40.00	35.71	29.41

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	60.00	64.29	70.59

	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, Others : Occupational Safety, Health, and Environment Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No
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	:	No

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

The Company prioritizes responsible customer relationship management by focusing on developing the quality of products and services, along with building long-term customer trust and satisfaction. Therefore, the Company has established operational guidelines that cover responsible service provision, accurate and transparent information communication, as well as the protection of customers' personal data.

Over the past year, the Company has conducted its production and services with consideration for safety, quality, and potential impacts on customers. It has also clearly communicated information related to products and services to customers through the Company's communication channels. Furthermore, the Company conducts customer satisfaction surveys and listens to feedback to continuously improve operations and enhance service quality.

Regarding personal data protection, the Company manages customer data in accordance with relevant laws and standards. It implements appropriate data security measures and access controls to build trust among customers and stakeholders.

Furthermore, the Company provides channels for receiving customer complaints and suggestions to analyze the information and improve operations, as well as continuously strengthen good relationships with customers.

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)
• Responsible production and services for customers • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship	Customer Satisfaction Assessment Results	-	2025: 95%
• Others : Significant customer complaints/disputes	Number of significant customer complaints/disputes	-	2025: 0 Cases
• Protection of customer personal information	Personal Data Breach	-	2025: 0 Cases

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

- Awarded as an outstanding human rights model organization in the large business category for the second consecutive year
- No complaints/disputes regarding human rights issues
- Customer satisfaction evaluation result is 97%, exceeding the set target
- Number of significant customer complaints/disputes: 0 cases

- Customer personal data breaches: 0 cases

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	+66 2 335 8906
Fax	:	-
Email	:	auditcommittee@bcpggroup.com
Companys website	:	https://www.bcpggroup.com/th/corporate-governance/
Address	:	-

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.bcpggroup.com/en/sustainability/sustainability-policy-framework

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, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

The Company recognizes the importance of caring for and improving the quality of life of communities in its operational areas. With a commitment to creating sustainable value and positive impact, the Company has applied its business expertise to concretely promote community development, as well as prioritizing the conservation of natural resources and the environment to create a balance between economic growth and social and environmental sustainability. The Company believes that community development is a crucial foundation that supports the long-term stability of its business operations, by

• Strictly adhering to environmental and safety laws and regulations related to the Company's operations.
• Creating employment and income opportunities for people in communities around the power plant to support the organization's business operations and improve the quality of life in the community.
• Supporting various community activities in diverse forms, including financial support and other resources, as appropriate and according to the needs of each area.
• Providing resources to create benefits or value for the community, such as installing solar power generation systems for communities.
• Participating in activities that promote the culture and traditions of each area to support the preservation of local identity and build good relationships between the organization and the community.
• Promoting learning and conservation of nature and the environment for youth in communities surrounding the power plant.

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 • Education • Religion and culture • Occupational health, safety, health, and quality of life • Water and sanitation management	Employment of local communities in the operational area	-	2025: 200 persons
• Others : Beneficiaries of community projects	Number of beneficiaries from community projects	-	2025: 1,000 people
• Others : Employee Participation in Social Projects	Employee participation rate in social projects	-	2025: 90%
• Others : Complaints/Disputes from Communities Regarding Business Activities	Number of complaints/disputes from communities regarding business activities	-	2025: 0 Cases

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

- Employment of local communities around the operational area: 184 people
- Number of beneficiaries from community projects: 2,186 people
- Percentage of employees participating in social projects: 91%
- Number of complaints/disputes from the community regarding business activities: 0 cases

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Donations / Grants (Baht)	15,269,124.00	1,091,951.00	1,306,430.00

Non-financial benefits

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

	2023	2024	2025
Hiring local employees (Persons)	230.00	187.00	184.00
Beneficiaries of the company's community development projects (Persons)	230.00	1,000.00	2,186.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	1,118,323.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	N/A	N/A	0.029971
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	N/A	N/A	0.028989

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

ESG Performance

Company Name : BCPG PUBLIC COMPANY LIMITED Symbol : BCPG

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors places the highest importance on good corporate governance and has assigned the Corporate Governance and Sustainable Development Committee the primary responsibility for formulating the Corporate Governance Policy, the Anti-Corruption Policy, and the Anti-Bribery Policy, as well as business ethics and the code of conduct, within the framework of applicable laws, rules, regulations, and requirements issued by regulatory authorities. These policies are proposed to the Board of Directors for consideration, approval, and announcement as guidelines for best practices for directors, management, and employees at all levels of the Group. In addition, the Committee provides advice and recommendations on corporate governance policies and practices for the Boards consideration and approval and proposes approaches for fostering corporate values that reflect good corporate governance principles so as to embed them into the corporate culture. The Company has established its Corporate Governance Policy since its inception. Upon the recommendation of the Corporate Governance and Sustainable Development Committee, the Board of Directors reviews the Corporate Governance Policy on an annual basis to ensure alignment with the Corporate Governance Code for Listed Companies 2017, as announced by the Securities and Exchange Commission (SEC), and consistency with the Companys context. The policy is founded on the following six core principles:

1. Accountability

Any decision or action is undertaken prudently and carefully, supported by reasons honestly believed to be sufficient, with readiness to accept the consequences of such actions.

2. Responsibility

Commitment and dedication to fulfilling ones duties and responsibilities to the fullest for the best interests of the Company, including responsibility for continuous learning and the ongoing enhancement of capabilities that are beneficial.

3. Transparency

A commitment to conducting business with integrity, honesty, and transparency, supported by verifiable evidence and subject to review and accountability.

4. Equitable Treatment

Fair treatment of all stakeholders, adherence to justice and equality, and refraining from any form of discrimination.

5. Vision to Create Longterm Value

Business operations are conducted to enable the Company to create added value for stakeholders and guide the Company toward participative and sustainable growth, while refraining from any activity that would undermine the attainment of such goals.

6. Ethics

Demonstrating proper conduct based on integrity and propriety, in alignment with the corporate values.

QR Code for the Full Version of the Corporate Governance Policy

Reference link for the full version of corporate governance policy and guidelines : https://www.bcpggroup.com/en/corporate-governance/corporate-governance-policy

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The Company places importance on individuals who possess knowledge, competence, and experience, and have a good work history. Such individuals are expected to demonstrate leadership with a broad vision, as well as integrity and ethics, and a positive attitude toward the organization. They must also be able to devote sufficient time for the benefit of the Companys operations. In addition, consideration is given to diversity in the structure of the Board of Directors (Board Diversity). A Board Skills Matrix is prepared to consider the necessary skills that are still lacking, together with consideration of the structure and composition of the Board in line with the Companys business strategy. The Company may also use the Director Pool database of the Thai Institute of Directors Association (IOD) as a component in the nomination of new directors. In addition, the Board of Directors reviewed the qualifications of persons eligible to be directors to ensure consistency with, and no conflict with, the requirements or notifications of applicable laws. In this regard, the Board of Directors assigned the Nomination and Remuneration Committee to perform the duty of nominating and proposing suitable persons to be directors for the Board of Directors and/or the shareholders meeting to consider appointment.

Determination of director remuneration

Directors remuneration comprises monthly remuneration, meeting allowances per meeting attended, and bonuses. Such remuneration is determined based on experience, duties, roles, and accountability and responsibility. It is comparable to levels practiced in similar or comparable industries. The remuneration is intended to attract qualified directors who are able to perform their duties to achieve the objectives and business direction determined by the Company. The Board of Directors reviews the appropriateness of directors remuneration and proposes it to the annual general meeting of shareholders on a yearly basis.

Independence of the board of directors from the management

The Chairman of the Board of Directors should be an independent director and must not be the same person as the Chief Executive Officer. The Chairman of the Board of Directors should also not hold any position in sub-committees established by the Company, in order to ensure a clear separation of duties and operations. If the Chairman of the Board of Directors is not an independent director, more than one-half of the total number of directors must be independent directors, or one independent director must be appointed to jointly consider and determine the agenda for meetings of the Board of Directors. However, at present, the Chairman of the Board of Directors is an independent director and does not hold any position in sub-committees.

In accordance with the principles of good corporate governance, the Board of Directors is required to comprise at least one-third independent directors of the total number of directors, in order to balance the decision-making power of the Board of Directors as a whole, ensure transparency in the Companys management, and serve the overall interests of shareholders. The Company has determined the qualifications of independent directors as follows:

1. Holding no more than 0.5 percent of the total voting shares of the Company, the parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company, including shares held by related persons of such independent director.

2. Not being or having been a director involved in management, employee, staff member, salaried advisor, or controlling person of the Company, the parent company, subsidiaries, associates, companies under the same level of subsidiaries, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for not less than two years. This prohibited characteristic does not include cases where the independent director was a civil servant or an advisor to a government agency that is a major shareholder or controlling person of the Company.

3. Not being related by blood or legal registration in the manner of father, mother, spouse, siblings, or children, including spouses of children, of other directors, executives, major shareholders, controlling persons, or persons proposed to be directors, executives, or controlling persons of the Company or its subsidiaries.

4. Having no current or past business relationship with the Company, the parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company in a manner that may hinder the exercise of independent judgment, and not being or having been a major shareholder or controlling person of persons having business relationships with the Company, the parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for not less than two years.

5. Not being or having been an auditor of the Company, the parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company, and not being a substantial shareholder, controlling person, or partner of an audit firm to which the auditor of the Company, the parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company belongs, unless such characteristics have ceased for not less than two years.

6. Not being or having been any professional service provider, including legal advisors or financial advisors, who received service fees exceeding THB 2 million per year from the Company, subsidiaries, associates, major shareholders, or controlling persons of the Company, and not being a substantial shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for not less than two years.

7. Not being a director appointed to represent a director of the Company, a major shareholder, or a shareholder who is a related person of a major shareholder of the Company.

8. Not operating a business of the same nature that materially competes with the business of the Company or its subsidiaries, and not being a substantial partner in a partnership, or a director involved in management, employee, staff member, salaried advisor, or holding more than one percent of the total voting shares of another company that operates a business of the same nature and materially competes with the business of the Company or its subsidiaries.

9. Having no other characteristics that may prevent the provision of independent opinions regarding the Companys operations.

Director development

The Company supports the Board of Directors in undertaking further study and training to enhance knowledge and understanding of the roles and duties of directors in managing the Company efficiently and in accordance with good corporate governance principles. Such development includes attending training programs organized by the Thai Institute of Directors (IOD), comprising at least one director-related program, namely the Director Accreditation Program (DAP), the Director Certification Program (DCP), or equivalent programs, in order to enhance skills and capabilities in the performance of duties. It also includes attending other training programs related to the roles and duties of directors serving on sub-committees, as well as inviting experts to present information relating to the Companys business operations, future-related businesses, and operational matters.

Board performance evaluation

The Board of Directors has determined that performance evaluations shall be conducted at least once per year, in both the form of individual self-evaluation (by each director) and Board self-evaluation, to serve as a framework for reviewing and improving the performance of duties of the Board of Directors. The results of directors performance evaluations are summarized by management and reported to the Board of Directors, and a summary of the evaluation results of the Board of Directors is disclosed in the Companys annual report. The Company has also established performance benchmarks for the Board of Directors in a systematic manner and conducts periodic performance evaluations against such benchmarks as prescribed.

Corporate governance of subsidiaries and associated companies

The Board of Directors has the authority to appoint persons to serve as directors representing the Company within the Group. The Board of Directors is responsible for considering the suitability of persons to be appointed as directors of subsidiaries, in order to control management to be in accordance with the Companys policies and to ensure that transactions are conducted in compliance with applicable laws, securities and exchange regulations, and notifications of the Stock Exchange. In addition, the Company has policies for the governance of joint venture companies (such as strategic plans, investment plans, and budget plans), in order to ensure that management is carried out in the same direction efficiently.

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

The Company is committed to conducting its business with good corporate governance and reliability and is determined to create employment and develop its business with sustainable financial stability in order to maximize shareholder value. The Company also provides communication channels through its website and investor relations function.

Employee

The Company treats employees fairly and respects human rights without discrimination on any grounds. The Company provides appropriate and fair remuneration, welfare, and other benefits at a level not less than that prescribed by law. Remuneration is based on performance evaluation levels and is aligned with the Companys operating results, and is benchmarked against market rates in the same industry. In addition, the Company provides a provident fund, ensures occupational health and safety and a safe working environment, provides training and knowledge development, enhances capabilities and career advancement, and offers opportunities for the development of skills in other areas.

Customer

The Company is committed to developing the quality of its products and services to enhance customer confidence and achieve the highest level of satisfaction, with due consideration for health and safety. The Company provides accurate and sufficient information on products and services without exaggeration that may cause misunderstanding, safeguards customer information, and does not use such information for improper purposes.

Business competitor

The Company conducts its business ethically and transparently, competes fairly, does not take advantage of competitors, and does not seek confidential information through improper means. The Company also refrains from damaging the reputation of competitors through malicious allegations.

Business partner

The Company upholds a code of conduct for procurement and fair contractual terms and provides knowledge and capacity development to support standardized production and service provision. The Company monitors and ensures that suppliers respect human rights, treat labor fairly, and are responsible toward society and the environment. The Company also supports suppliers participation in anti-corruption networks and the development of innovations that create mutual benefits.

Creditor

The Company treats creditors fairly, with responsibility and transparency, and strictly complies with contractual terms and financial obligations, particularly in respect of guarantee conditions, capital management, and debt repayment. The Company does not employ dishonest practices or conceal information or facts that may cause damage to creditors. In the event that the Company is unable to comply with any contractual term, it will notify creditors in advance in order to jointly consider appropriate solutions.

Government agencies

The Company conducts its business with due importance given to government agencies and strictly complies with applicable laws and regulations. The Company also responds to government policies as necessary and appropriate, in alignment with its business operations.

Community and society

The Company takes care of and develops the well-being of communities surrounding its power plants and society by applying its business knowledge and experience to create tangible benefits. The Company also places importance on safety, occupational health, environmental, and energy management systems, which are regarded as an integral part of its business.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established a Code of Conduct that emphasizes appropriate practices reflecting awareness, responsibility, and ethical standards in the performance of duties, and is aligned with the Companys vision, objectives, goals, and organizational strategies. The Board of Directors plays a leadership role in corporate governance by promoting management to develop systems that support and instill an organizational culture based on ethical principles and the Code of Conduct throughout all work processes and decision-making. Further details on the Code of Conduct are provided in Section 2 of the full Good Corporate Governance Policy.

Reference link for the full version of business code of conduct : https://www.bcpggroup.com/en/corporate-governance/corporate-governance-policy

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, Money laundering prevention, 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

The Company has established guidelines for directors, executives, and employees to prevent any actions that may conflict with the Companys business interests. Such actions include engaging in activities or undertaking any acts that may cause the Company to suffer losses, receive less benefit than it should, or result in the sharing of benefits from the Company, as stipulated in the Companys policy on the prevention of conflicts of interest.

Anti-corruption

The Company conducts its business with a firm commitment to opposing corruption in all forms and strictly complies with the Companys Anti-Corruption Policy. The Company has established risk management and audit processes to control and prevent corruption and misconduct, and supports the fostering of an organizational culture that upholds honesty, integrity, propriety, and legitimacy.

The Company declared its intention to become a partner in anti-corruption networks in 2016 and was certified for participation in the Thai Private Sector Collective Action Against Corruption (Thai CAC). The Company has maintained its certified CAC membership status from 2016 to the present.

Whistleblowing and Protection of Whistleblowers

The Company has established measures for whistleblowing or submitting complaints regarding acts that violate laws, the Code of Conduct, or behaviors that may constitute corruption, covering both employees and other stakeholders. This also includes cases of inaccurate financial reporting or deficiencies in internal control systems. In addition, the Company has put in place mechanisms to protect whistleblowers, in order to encourage stakeholders to participate effectively in safeguarding the Companys interests.

Prevention of Misuse of Inside Information

The Company has established policies and practices to govern directors, executives, and employees in order to prevent the use of the Companys inside information that has not yet been disclosed to the public for personal benefit.

Money laundering prevention

The Company shall not receive or transfer assets, alter the form of assets, or support any such acts that are related to criminal offenses, in order to prevent any person from using the Company as a channel or instrument for transferring, concealing, or disguising the origin of assets unlawfully obtained. In addition, the Company places importance on the verification and recording of transactions, together with financial or asset-related facts, in an accurate and prudent manner and in compliance with applicable legal requirements.

Gift giving or receiving, entertainment, or business hospitality

The Company requires employees to refrain from receiving or providing entertainment, giving gifts, or undertaking any actions involving unnecessary or inappropriate expenses in relation to government officials or the Companys business stakeholders, in order to comply with the Companys policy on the prevention of conflicts of interest.

The receipt of gifts or gratuities constitutes a violation of the Code of Conduct relating to procurement and may be interpreted as the acceptance of bribery. However, the giving of low-value gifts or souvenirs on appropriate occasions, such as calendars, diaries, or stationery provided as New Year souvenirs, does not constitute a violation of the Companys Code of Conduct relating to procurement.

Compliance with laws, regulations, and rules

The Company places importance on and is committed to compliance with laws applicable to its business operations in all countries. Employees respect and strictly comply with laws, as well as local customs, traditions, and cultures. The Company also respects human rights in accordance with applicable laws and international standards.

Information and assets usage and protection

The Company places the highest importance on protecting the confidentiality of corporate information. All directors, executives, and employees must not disclose to external parties any confidential information of the Company, including data, documents, technology, technical know-how, rights, copyrights, patents, or inventions, whether intentionally or unintentionally, as such disclosure may cause harm to business competitiveness or adversely affect the Companys image and reputation. In addition, all employees have the duty and responsibility to use the Companys assets properly and prudently, to take care to prevent damage or loss, and to refrain from using such assets for purposes other than the Companys business. Employees must also respect the property rights of others.

Anti-unfair competitiveness

The Company conducts its business ethically and transparently, competes fairly without taking advantage of competitors, and does not seek confidential information through improper means. The Company also refrains from damaging competitors reputation through false accusations, and is committed to preventing unfair competition, promoting free and fair market competition, and avoiding any actions that may distort market prices or negatively impact consumers.

Information and IT system security

The Company places importance on the use of information technology and strictly complies with applicable laws and the Companys guidelines relating to the use of information technology. The Company also applies information technology as part of its strategy and operations to enhance work efficiency and expand business opportunities with due care and prudence.

Environmental management

The Company conducts its business with due regard to its duties and responsibilities, in alignment with the public interest and the environment, and participates in contributing to the improvement of societal well-being.

Human rights

The Company places importance on conducting its business in compliance with laws in all countries. Employees strictly comply with laws, local customs, traditions, and cultures, and respect human rights in accordance with applicable laws and international standards.

Safety and occupational health at work

The company ensuring that the working environment is safe for the lives and property of employees, and shall comply with the Companys policies on safety, security, occupational health, environment, and energy.

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

The Company places importance on promoting discipline in compliance with the Code of Conduct. The Company has announced and communicated its corporate governance policies to the Board of Directors, executives, and employees, together with information that may relate to conflicts of interest. For new directors, executives, or employees, such policies are communicated from the first day of commencement of work. The information is also reviewed at least once a year, or upon any significant changes, to ensure that personnel at all levels are informed and that relevant information is updated. This is to ensure that practices are aligned with good corporate governance principles, as well as with the requirements or notifications of the Securities and Exchange Commission or the Stock Exchange.

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	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : CAC_Certificate 2023-2026.pdf, United Nations Global Compact (UNGC) Certification document of UNGC membership status : BCPG Public Company Limited _ UN Global Compact.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

The Corporate Governance and Sustainable Developmant Committee reviewed and proposed additional matters in the Groups Corporate Governance Policy for 2025 to the Board of Directors for consideration, in order to align with the current environment and circumstances. The key points are summarized as follows:

1. Specified that the policies and practices of the corporate governance system established by the Company shall be applicable to all direct and indirect subsidiaries within the Group.

2. Reviewed matters relating to prohibited practices of the Board of Directors by enhancing the clarity of the wording to be consistent with notifications of the Stock Exchange of Thailand (SET) and/or notifications and orders of the Securities and Exchange Commission (SEC).

Implementation of the CG Code for listed companies

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

The Company has implemented concrete practices to ensure Good Corporate Governance, in accordance with the *Principles of Good Corporate Governance for Listed Companies B.E. 2560 (2017)* issued by the Office of the Securities and Exchange Commission. These principles consist of eight key categories, summarized as follows:

Principle 1: Establish Clear Leadership Role and Responsibilities of the Board

The Board of Directors has clearly defined the roles, duties, and responsibilities of the Board of Directors and the sub-committees, separately from the roles and responsibilities of management, in a systematic manner since the establishment of the Company. Such definitions are determined in alignment with the Groups regulations and corporate governance guidelines, and are adjusted to be appropriate to the continually changing business environment. The Company has established a Corporate Governance Policy, a Code of Conduct, and a Code of Conduct for Directors, Executives, and Employees, and has also prepared charters for all sub-committees. These practices specify the composition and qualifications, operational criteria, authorities and responsibilities, meeting management, and voting procedures of the Board of Directors and the respective sub-committees.

In order to ensure appropriate checks and balances between the Board of Directors and management, the Company has clearly segregated the roles and responsibilities of the Board of Directors and management into three groups, summarized as follows:

Matters to Be Undertaken by the Board of Directors

1. Determination of the vision, mission, objectives, and strategic plans for operations.
2. Annual plans and budgets.
3. Investments in projects and execution of significant contracts of the Company and group companies.
4. Revision of the management structure.
5. Dividend payment policy.
6. Evaluation of the performance of the Board and the Chief Executive Officer
7. Determination of the remuneration of the Chief Executive Officer.
8. Appointment of directors to fill vacancies during the year and appointment of sub-committees.
9. Determination of the list of authorized signatories binding the Company.
10. Appointment of Executive Vice Presidents and above.
11. Appointment of individuals as representative directors of companies within the Group, including determination of guidelines for the governance of such companies.

Matters to Be Undertaken Jointly by the Board of Directors and Management

1. Determination and review of strategies.
2. Annual goals and action plans.
3. Oversight of the adequacy and appropriateness of risk management and internal control systems.
4. Determination of appropriate delegated authorities in line with management responsibilities.
5. Determination of frameworks for resource allocation, development, and budgeting, such as human resource management policies and plans, and information technology policies.
6. Monitoring and evaluation of performance.
7. Oversight to ensure reliable disclosure of financial and non-financial information.

Matters Not to Be Undertaken by the Board of Directors

1. Matters for which the Board of Directors has assigned management as the primary party responsible for execution, namely the implementation of strategies, policies, or plans approved by the Board of Directors in accordance with the established policy framework, with the Board monitoring outcomes without intervening in managements decisions or operations, unless necessary.

2. Matters prohibited under notifications of the Stock Exchange of Thailand and the Securities and Exchange Commission, such as participation in meetings or approval of transactions in which a director has an interest in connected transactions, etc.

The Chief Executive Officer has the authority and primary responsibilities for the conduct of the Companys business and the management of its day-to-day operations, as delegated by the Board of Directors, and shall manage the Company in strict compliance with the policies, plans, and budgets approved by the Board of Directors, with honesty, integrity, and due care, and in the best interests of the Company and its shareholders.

Principle 2: Define Objectives that Promote Sustainable Value Creation

Based on the guidance and recommendations of the Board of Directors, management prepared and presented the business direction, the long-term strategic plan, the annual plans and budgets, and the annual manpower plan to the Board of Directors at a workshop meeting held on 16 September 2025 to review the strategic plan and the five-year strategic framework. The Board of Directors considered and discussed these matters to obtain a consensus prior to approving the Groups five-year strategic plan. This was to ensure that the strategic plans for operations could respond to the rapidly changing business environment, while also assessing potential risks and determining mitigation measures at both the organizational and operational levels. The focus was on developing and building upon the Companys fundamental strengths to enhance competitiveness and achieve sustainable economic growth.

Principle 3: Strengthen Board Effectiveness, Balance of Independent Directors / Non-Executive Directors

The Board of Directors has determined an appropriate number and proportion of independent directors commensurate with the size of the Company. As at 31 December 2025, the Company had a total of 12 directors, comprising:

- Independent Directors: 7 directors (representing 58.33% of the total number of directors), namely:
  1. Mr. Prasong Poontaneat
  2. Police General Visanu Prasattongosoth
  3. Pol. Lt. Gen. Chaiwat Chotima
  4. Mrs. Vilai Chattanrassamee
  5. General Sakda Niemkham
  6. Ms. Salagjit Pongsirichan
  7. Mr. Pornsit Poovanakijjakorn

Independent Directors listed in items 46 also serve as members of the Audit Committee.

- Non-Executive Directors: 4 directors (representing 33.33% of the total number of directors), namely:
  1. Mr. Natthakorn Athithanavanich
  2. Mr. Patiparn Sukorndhaman
  3. Mr. Bundit Hansapaiboon
  4. Ms. Phatphuree Chinkulkijniwat

- Executive Director: 1 director (representing 8.33% of the total number of directors), namely:
  1. Mr. Rawee Boonsinsukh, Chief Executive Officer and President

Details regarding directors qualifications and profiles, Board composition, the director and independent director nomination process, and other relevant information relating to the Board of Directors and the sub-committees are disclosed under the section Corporate Governance Structure of the Annual Report (Form 56-1 One Report) for 2025 and Appendix 1.

Principle 4: Ensure Effective CEO and People Management

The Board of Directors has established a policy for the nomination of the Chief Executive Officer and Senior Executive Vice Presidents, requiring that candidates possess qualifications not less than the minimum requirements prescribed under the Public Limited Companies Act and the Securities and Exchange Act, as well as other outstanding and appropriate qualifications. Both external and internal candidates may be nominated for these positions. The objective of this policy is to ensure suitability with the Companys circumstances at any given time and to prepare internal personnel to assume duties in the event that senior executives are unable to complete their terms of office or when positions become vacant for any reason, thereby reducing risks or impacts arising from a lack of management continuity. Accordingly, the Company has established a succession plan. Suitable candidates are nominated by the Nomination and Remuneration Committee or by management, in accordance with the Companys prescribed criteria and selection procedures.

In addition, to ensure maximum benefit in the selection of the Chief Executive Officer and executives at the Executive Vice President level and above, the Board of Directors has assigned management to oversee the training and development of senior executives knowledge and capabilities. The Board of Directors has also established additional development guidelines by providing for the rotation of duties and responsibilities among senior executives, in order to enhance their understanding, experience, and readiness to manage the organization as a whole. Employees at the Senior Vice President level and above may apply for selection as Chief Executive Officer or Executive Vice President level and above, provided that they meet the prescribed qualifications.

Principle 5: Nurture Innovation and Responsible Business

The Company is committed to taking care of all stakeholder groups, including shareholders, customers, suppliers, competitors, employees, creditors, government agencies, as well as communities and society as a whole, so that they receive rights in accordance with applicable laws and are treated fairly through the Companys operations. The Board of Directors has established policies and practices for each stakeholder group as reference standards for operations, such as emphasizing respect for human rights principles and fair treatment of labor; governance measures to prevent the infringement of intellectual property and copyrights; fair treatment of suppliers and competitors; and fostering awareness of, and consideration for, potential impacts arising from the Companys operations on communities, society, and the environment, etc. The Board of Directors also considers the establishment of processes to promote cooperation between the Company and stakeholders in creating wealth, financial stability, and business sustainability, together with providing effective communication channels for each stakeholder group. In addition, measures are in place to receive whistleblowing reports or complaints from both employees and other stakeholders regarding violations of laws, codes of conduct, or behaviors that may indicate fraud or corruption by persons within the organization (if any). Furthermore, the Group has jointly organized activities on a continuous, annual basis to instill the Groups anti-corruption policies and good practices.

In addition, the Company emphasizes conducting business in the nature of a social enterprise by coordinating cooperation with agricultural cooperatives to jointly operate solar power plant projects in various areas (the Solar Cooperation projects).

With regard to environmental stewardship, the Company has instilled and emphasized this as an organizational culture among employees at all levels, so that they remain aware that all operations must consider preventing negative impacts on the environment, communities, and society, or ensuring that such impacts are minimized. Processes are in place to monitor and oversee operations to provide assurance and reliability. The Company emphasizes operations in accordance with international standards and quality, as well as the continuous development and improvement of operating systems. The Group has obtained the following international certifications:

- All of the Groups power plant projects in Thailand
  Quality Management System Standard ISO 9001:2015
  Environmental Management System Standard ISO 14001:2015
  Occupational Health and Safety Management System Standard ISO 45001:2018
- Oil Storage Terminal and Port Facility Project in Phetchaburi Province.
  Quality Management System Standard ISO 9001:2015
  Occupational Health and Safety Management System Standard ISO 45001:2018

For details of the Groups activities relating to communities, society, the environment, and corporate sustainability during 2025, please refer to the section Driving Business toward Sustainability of this Annual Report (Form 56-1 One Report) for 2025.

Principle 6: Strengthen Effective Risk Management and Internal Control Risk Management Policy

The Board of Directors ensures that appropriate risk management systems are in place covering all relevant areas, encompassing risk factors related to the Companys vision, goals, business strategy, finance, production, and other operational activities. Consideration is given to the likelihood of risks occurring and the severity of their potential impacts. Clear mitigation measures and responsible persons are defined, together with measures for reporting, monitoring, and performance evaluation. An Enterprise-wide Risk Management Committee has been appointed to oversee risk management in close coordination with management and to report performance to the Board of Directors on a regular and continuous basis. Reviews of the risk management system or assessments of risk management effectiveness are conducted at the department level on a quarterly basis and at the enterprise level at least once a year, or whenever there is a material change in risk levels.

Internal Control Policy

The Board of Directors ensures that appropriate internal control systems are in place covering all areas, including financial controls, operational controls, and compliance with applicable laws, rules, and regulations. Effective and adequate checks and balances are established to safeguard and protect shareholders investments and the Companys assets. Clear lines of authority are defined, including the establishment of a Table of Authority, to systematically delegate authority and responsibility to executives and employees, with due consideration to mutual checks and balances. Written operating manuals at the department level are also prepared as reference standards for operations. The Internal Audit Office functions as an independent unit reporting directly to the Audit Committee and is responsible for auditing the operations of both business units and support units to ensure compliance with the Companys prescribed rules, regulations, and policies.

Principle 7: Ensure Disclosure and Financial Integrity

The Company discloses material information, both financial and non-financial, accurately, completely, in a timely manner, and with transparency through communication channels that are easily accessible, equitable, and reliable.

The Company has established the following practices:

1. The Company is committed to providing information on an equitable basis to shareholders, financial institutions, securities companies, investors, users of information, and the general public, with emphasis on transparent, accurate, complete, timely, and consistent communication. This disclosure policy covers all communication channels, including the annual report, quarterly performance briefings for analysts and investors, news and press releases, letters to shareholders, the Companys website, and other media.
2. The Company does not disclose any material information that has not yet been publicly disclosed to unauthorized employees or to any group or individual (including investors, media, and analysts) until such information has been publicly released.
3. The Company refrains from providing information relating to performance that could affect the share price or provide benefits to any particular person, especially during the period prior to the submission of financial statements to the Stock Exchange of Thailand.
4. The Company assigns the Investor Relations unit as the primary point of contact for coordinating with shareholders, analysts, investors, and other parties requiring information on the Companys financial information, performance, financial position, and transactions that may affect the Company.

In 2025, the Company participated in investor information disclosure activities organized by the Stock Exchange of Thailand through Opportunity Day. The Company also organized activities to present quarterly performance information to analysts and institutional analysts (Analysts Meeting Day), issued press releases, and continuously welcomed investors through one-on-one meetings arranged for company visits and information briefings. A summary is as follows:

Activity	Number (times)
Analyst Meeting	4
Opportunity Day and SET Digital Roadshow (organized by the Stock Exchange of Thailand)	4
Meetings with groups of investors for information sharing (Company Visit)	3
Conference call	24
Roadshows/Conferences with shareholders and investors, both domestic and overseas	2
Site visits for shareholders and investors	0
Knowledge sharing with analysts	1

Supervision of Directors, Executives, and Persons with Access to Inside Information to Prevent Unfair Practices in Securities Trading (Market Misconduct)

The Company has established policies and prohibitions to prevent any person who has access to and possesses the Companys inside information from using such information, which has not yet been publicly disclosed, for personal benefit or for the benefit of others. The Company has set out the following practices:

1. The Company specifies in its Corporate Governance Policy prohibited conduct that constitutes unfair practices in securities trading, including:

Disclosure of information that may cause damage to investors and the capital market, such as communicating, disseminating, or disclosing false or misleading statements, including analyses or forecasts based on false or misrepresented information.

Taking advantage of other investors by using inside information to trade the Companys securities.

Creating securities prices through trading that misleads the public regarding price or trading volume, or trading that causes prices or trading volumes to deviate from normal market conditions.

Submitting trading orders into the Stock Exchange trading system that result in system delays or disruptions, or using or allowing the use of nominee accounts to engage in unfair securities trading practices.

2. Directors and executives are informed of their duty to report their holdings of securities and derivatives in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), including their own holdings, those of (1) their spouses or partners living together as husband and wife, and (2) their minor children, as well as juristic persons in which they, the persons under (1), and the persons under (2) collectively hold more than 30 percent of the total voting rights and where such collective shareholding represents the largest shareholding in such juristic persons, in respect of holdings in the Company and its subsidiaries. Such reports must be made at every meeting of the Board of Directors whenever there is any change (purchase, sale, transfer, or receipt of transfer), and the Company must be informed without delay.

3. A blackout period for trading in the Companys securities is prescribed for at least one month prior to the public disclosure of inside information relating to the Companys financial statements, financial position, or performance, as well as other material inside information that may affect the securities price. Trading should be deferred for at least one day after such information has been publicly disclosed, and disclosure of such material information to other persons is prohibited.

4. Any director or senior executive wishing to trade the Companys securities must notify the Internal Audit Office at least one day in advance, in order for the matter to be reported to the Audit Committee on a quarterly basis.

5. Disciplinary actions are prescribed, to the extent permitted by law, for violations involving the use of inside information for personal gain. Such actions range from a written warning, salary deduction, temporary suspension without pay, to termination of employment, with penalties determined based on intent and the severity of the misconduct.

Principle 8: Ensure Engagement and Communication with Shareholders

The Company recognizes and places importance on shareholders rights and requires that its actions safeguard shareholders rights as owners of the business through the exercise of their rights, including participation in annual and extraordinary general meetings of shareholders to vote on approval of significant agenda items. The Board of Directors encourages shareholders to exercise their rights and refrains from any actions that would violate or restrict shareholders rights. The Company has established the following practices:

- The right to trade and transfer shares and the right to receive a share of profits.
- The right to receive sufficient and timely information, in an appropriate form, to support informed decisions that affect the Company and the shareholders themselves
- The right to attend and vote at shareholders meetings to approve significant matters, such as the appointment of directors to act on their behalf, the appointment and determination of auditor fees, and decisions on significant changes of the Company as prescribed by law or Company policy, with the Company facilitating and encouraging participation by shareholders, including institutional investors.
- Other rights to which shareholders are entitled under the law.

1. The Company provides shareholders with the opportunity to propose agenda items and nominate qualified persons for consideration for election as directors, and to submit questions, request explanations, and express opinions in advance. For the 2025 Annual General Meeting of Shareholders, the Company announced such shareholder rights through the Stock Exchange of Thailands website and the Companys website on 28 August 2024. However, upon the close of the submission period on 31 December 2024, which was more than four months in advance, no proposals were submitted to the Company for inclusion on the agenda of the 2025 Annual General Meeting of Shareholders.

2. Shareholders receive the notice of meeting and information regarding the date, time, and venue of the meeting, together with the meeting agenda and all relevant information for consideration. With respect to the dividend payment agenda, the Company discloses the actual dividend paid in comparison with the dividend policy. The Company recognizes the importance of providing information in advance to allow shareholders adequate time for careful review prior to the meeting. For the 2025 Annual General Meeting of Shareholders scheduled for 8 April 2025, the Company published the notice of meeting and supporting documents on the Stock Exchange of Thailands website on 10 March 2025, 29 days prior to the meeting date, and sent the notice of meeting by registered mail more than 21 days in advance. In addition, notices of the meeting were advertised through electronic media for 3 consecutive days and not less than 3 days prior to the meeting date.

3. Subject to the provisions of the law and the Companys Articles of Association, for the agenda item concerning the election of directors, shareholders may vote for directors on an individual basis, with one vote per share.

4. The Chairman of the Board, directors, and relevant executives are responsible for attending the annual general meeting of shareholders or any extraordinary general meeting of shareholders (if any) to provide explanations and respond to shareholders questions.

5. After the shareholders meeting, the Company discloses information on the consideration results and resolutions of the shareholders meeting through various channels, such as the Stock Exchange of Thailands website and the Companys website, to ensure that shareholders and other relevant parties who did not attend the meeting are promptly informed immediately after the meeting or by the following business day. In addition, the Board of Directors oversees to ensure the equitable treatment of shareholders.

The Company has established the following practices:

1. Shareholders have the right to vote in proportion to the number of shares held.
2. Shareholders receive necessary information on an equitable, sufficient, fair, and timely basis. The Company prepares information in English to facilitate broader communication with foreign shareholders and investors.
3. Shareholders are treated by the Company in an equitable and fair manner in accordance with rights prescribed by law or under the Corporate Governance Code for Listed Companies B.E. 2560 (2017) issued by the Securities and Exchange Commission.

4. In the case of entering into significant transactions, such as the acquisition or disposal of assets or transactions with related parties, the Company carefully considers the rationale and necessity prior to entering into such transactions. The approval process strictly complies with the criteria prescribed by regulatory authorities. The Company summarizes the key terms of such transactions, together with the opinions of the Audit Committee arising from its review, for disclosure in the Annual Registration Statement/Annual Report (Form 56-1 One Report) to ensure that shareholders and other stakeholders are fully informed.

5. Shareholders may communicate with independent directors on matters relating to their rights, including whistleblowing or lodging complaints in the following cases:

5.1 Violations of laws or Company regulations, corruption, or breaches of the code of conduct by directors, executives, and employees.

5.2 Irregularities in financial reports or deficiencies in internal control systems.

5.3 Matters that may affect the Companys interests or reputation.

Whistleblowing reports or complaints may be submitted through the communication channels prescribed by the Company and disclosed on the Companys website, as summarized below.

Whistleblowers or complainants may submit reports via the Companys website at www.bcpggroup.com under Corporate Governance / Whistleblowing Channel

at: https://www.bcpggroup.com/en/corporate-governance/whistleblowing-channel

Alternatively, reports may be submitted through the following channels:

A sealed letter addressed to the Chairman of the Audit Committee at the Companys head office

BCPG Public Company Limited

2098 M Tower, 12th Floor, Sukhumvit Road

Phra Khanong Tai, Phra Khanong, Bangkok 1026

or e-mail : auditcommittee@bcpggroup.com

Email to the following recipients:

- The Audit Committee and the Head of Internal Audit, email: ico@bcpggroup.com (For matters concerning Company employees)
- The Chairman of the Board, the Chairman of the Corporate Governance and Sustainability Committee, and the Company Secretary
  email: cg@bcpggroup.com (for matters concerning the Chief Executive Officer, directors, or sub-committees)
- Telephone: Head of Internal Audit: 0-2335-8977
- Telephone: Company Secretary: 0-2335-8941

QR Code to link to whistleblowing and complaint channels on the Company's website.

Whistleblowing

Other corporate governance performance and outcomes

The Company has adopted strict compliance with corporate governance principles as a policy. As a result, in 2025, the Company received various awards and recognitions in the area of corporate governance, reflecting its performance and achievements and serving as a source of pride for personnel at all levels. The key outcomes are summarized as follows:

- The Company received an Excellent rating (5 CG symbols) under the Corporate Governance Report of Thai Listed Companies (CGR) for 2025, assessed by the Thai Institute of Directors (IOD), for the eighth consecutive year.
- Company received a perfect score of 100% (5 coins) in the Annual General Meeting (AGM) Quality Assessment for 2025, conducted by the Thai Investors Association.
- The Thaipat Institute maintained the Companys status as a Sustainable Stock (ESG 100), recognizing the Company as one of 100 listed companies with outstanding performance in Environmental, Social and Governance (ESG) aspects for 2025, for the eighth consecutive year.
- The Company participated in the Human Rights Model Organization Assessment, conducted by the Department of Rights and Liberties Protection, Ministry of Justice, and received the Outstanding Role Model Organization avoid for Human Right in the Large Enterprise category.
- The Company received the Outstanding Investor Relations Award under the Business Excellence category for listed companies with a market capitalization between 10,000 and 30,000 million Baht.

Corporate Governance Structure

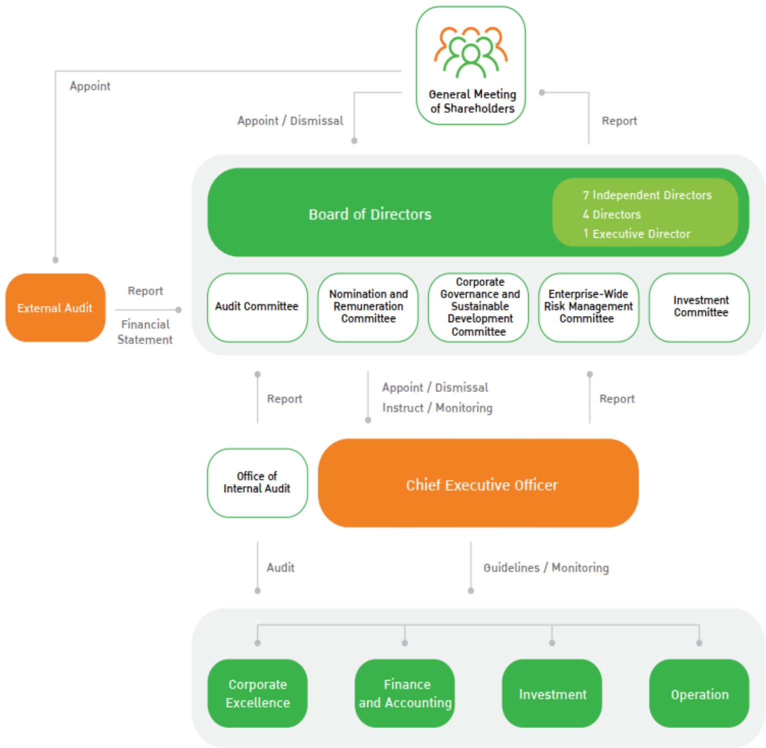
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate governance structure 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	12		12		12	
	10	2	9	3	9	3
Executive directors	1		1		1	
	1	0	1	0	1	0
Non-executive directors	11		11		11	
	9	2	8	3	8	3
Independent directors	8		8		7	
	7	1	6	2	5	2
Non-executive directors who have no position in independent directors	3		3		4	
	2	1	2	1	3	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	83.33	16.67	75.00	25.00	75.00	25.00
Executive directors	8.33		8.33		8.33	
	8.33	0.00	8.33	0.00	8.33	0.00
Non-executive directors	91.67		91.67		91.67	
	75.00	16.67	66.67	25.00	66.67	25.00
Independent directors	66.67		66.67		58.33	
	58.33	8.33	50.00	16.67	41.67	16.67
Non-executive directors who have no position in independent directors	25.00		25.00		33.33	
	16.67	8.33	16.67	8.33	25.00	8.33

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		66		58	
	68	53	68	59	58	60

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
1. Mr. PRASONG POONTANEAT Gender: Male Age : 65 years Highest level of education : Honorary 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	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	27 May 2025	Law, Business Administration, Energy & Utilities, Banking, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. Natthakorn Athithanavanich Gender: Male Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Management & Strategy 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 **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Vice-chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director	27 May 2025	Strategic Management, Finance & Securities, Energy & Utilities, Human Resource Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. PATIPARN SUKORNDHAMAN Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	9 May 2024	Petrochemicals & Chemicals, Finance, Energy & Utilities, Strategic Management, Commerce

List of directors	Position	First appointment date of director	Skills and expertise
4. Police General Visanu Prasattongosoth Gender: Male Age : 63 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 **Shareholding in the company** • Direct shareholding : 200,000 Shares (0.006676 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	1 Feb 2022	Economics, Finance & Securities, Information & Communication Technology, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
5. Mrs. VILAI CHATTANRASSAMEE Gender: Female Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Accounting 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 **Shareholding in the company** • Direct shareholding : 374,214 Shares (0.012491 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	9 Apr 2024	Accounting, Finance, Audit, Project Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
6. General Sakda Niemkham Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Jul 2019	Risk Management, Audit, Leadership, Strategic Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
7. Police Lieutenant General Chaiwat Chotima Gender: Male Age : 73 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 : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	10 Apr 2023	Energy & Utilities, Law, Leadership, Negotiation, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
8. Ms. Salagjit Pongsirichan Gender: Female Age : 58 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 : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	21 Nov 2023	Accounting, Finance, Data Analysis, Audit, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
9. Ms. Phatpuree Chinkulkitnivat Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	17 Oct 2023	Finance, Accounting, Economics, Banking, Information & Communication Technology

List of directors	Position	First appointment date of director	Skills and expertise
10. Mr. Bundit Hansapaiboon Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 5,584 Shares (0.000186 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 85,318 Shares (0.002848 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	8 Apr 2025	Energy & Utilities, Transportation & Logistics, Data Analysis, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. Pornsit Poovanakijjakorn Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	8 Apr 2025	Finance, Energy & Utilities, Commerce, Fund Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
12. Mr. Rawee Boonsinsukh Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 5,000 Shares (0.000167 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	1 Jan 2025	Energy & Utilities, Finance, Leadership, Sustainability, Business Administration

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 directors	Position	Date of resignation / termination	Replacement director
1. General Kanit Sapitaks Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Military 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 **Shareholding in the company** • Direct shareholding : 196,887 Shares (0.006572 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes	8 Apr 2025	Mr. Bundit Hansapaiboon Appointment date of replacement director : 8 Apr 2025

List of directors	Position	Date of resignation / termination	Replacement director
2. General Ongard Pongsakdi Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Master of Arts, Army Command and General Staff College 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 **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes	8 Apr 2025	Mr. Pornsit Poovanakijjakorn Appointment date of replacement director : 8 Apr 2025

List of directors	Position	Date of resignation / termination	Replacement director
3. Mr. Suthep Wongvorazathe Gender: Male Age : 77 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 **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes	7 May 2025	Mr. Natthakorn Athithanavanich Appointment date of replacement director : 27 May 2025

List of directors	Position	Date of resignation / termination	Replacement director
4. Mr. Thammayot Srichuai Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 337,500 Shares (0.011266 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes	7 May 2025	Mr. PRASONG POONTANEAT Appointment date of replacement director : 27 May 2025

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PRASONG POONTANEAT	Chairman of the board of directors		✔	✔		✔
2. Mr. Natthakorn Athithanavanich	Vice-chairman of the board of directors		✔		✔	
3. Mr. PATIPARN SUKORNDHAMAN	Director		✔		✔	✔
4. Police General Visanu Prasattongosoth	Director		✔	✔		
5. Mrs. VILAI CHATTANRASSAMEE	Director		✔	✔		✔
6. General Sakda Niemkham	Director		✔	✔		✔
7. Police Lieutenant General Chaiwat Chotima	Director		✔	✔		✔
8. Ms. Salagjit Pongsirichan	Director		✔	✔		
9. Ms. Phatpuree Chinkulkitnivat	Director		✔		✔	✔
10. Mr. Bundit Hansapaiboon	Director		✔		✔	✔
11. Mr. Pornsit Poovanakijjakorn	Director		✔	✔		✔
Total (persons)		1	11	7	4	9

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
12. Mr. Rawee Boonsinsukh	Director	✔				✔
Total (persons)		**1**	**11**	**7**	**4**	**9**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	16.67
2. Banking	2	16.67
3. Finance & Securities	2	16.67
4. Petrochemicals & Chemicals	1	8.33
5. Energy & Utilities	7	58.33
6. Commerce	2	16.67
7. Transportation & Logistics	1	8.33
8. Information & Communication Technology	2	16.67
9. Law	2	16.67
10. Accounting	4	33.33
11. Finance	6	50.00
12. Corporate Social Responsibility	1	8.33
13. Human Resource Management	1	8.33

Skills and expertise	Number (persons)	Percent (%)
14. Sustainability	1	8.33
15. Fund Management	1	8.33
16. Data Analysis	2	16.67
17. Negotiation	1	8.33
18. Project Management	1	8.33
19. Leadership	3	25.00
20. Strategic Management	4	33.33
21. Risk Management	1	8.33
22. Audit	4	33.33
23. Budgeting	1	8.33
24. Governance/ Compliance	3	25.00
25. Public Administration	1	8.33
26. Business Administration	3	25.00

Information about the other directors (*)(**)

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	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

	2023	2024	2025
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	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 board of directors and the Management	:	Have
Methods of balancing power between the board of directors and Management	:	Increasing the proportion of independent directors to more than half, Others : The Chairman is an Independent Director, Clear separation between the positions of Chairman and CEO, The proportion of Independent Directors exceeds one-half, Establishment of sub-committees to screen managements proposals before submission to the Board, Clear definition of roles and responsibilities between the Board and management, Regular monitoring of performance and investment projects by the Board

The Company has established guidelines on balancing power between the Board and management, whereby the Chairman should be an Independent Director and must not be the same person as the Chief Executive Officer. The Chairman shall also not serve on any sub-committee established by the Company in order to ensure clear separation of duties and responsibilities. In the event that the Chairman is not an Independent Director, Independent Directors must account for more than one-half of the total number of Directors, or one Independent Director shall be appointed to jointly consider the determination of the agenda for Board meetings.
In order to ensure a balance of power between the Board and management, the Company has defined separate roles and responsibilities between the Board and management, divided into three groups:
(1) matters that the Board should undertake;
(2) matters that the Board should undertake jointly with management; and
(3) matters that the Board should not undertake.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors, as the leader and the highest responsible body of the organization, plays an important role in corporate governance for the maximum benefit of the Company, leading to sustainable growth. The Board of Directors is responsible for the performance of its duties to other stakeholders, remains independent from management, and has defined in writing the roles, duties, and responsibilities of the Board of Directors and sub-committees, as set out in Section 2 of the Companys Corporate Governance Policy. The details are as follows:

Roles, Duties and Responsibilities of the Board of Directors

1. Newly appointed Directors shall attend an orientation program regarding the Companys business operations.
2. The Board of Directors shall perform its duties in compliance with the law, the Companys objectives, the Articles of Association, and resolutions of the shareholders meeting, with honesty, integrity, and due care in protecting the interests of the Company, and with fairness and accountability to shareholders.
3. The Board of Directors shall determine the Companys policies and direction of operations and shall monitor and supervise management to ensure implementation in accordance with the Companys policies and regulations with efficiency and effectiveness under good corporate governance, in order to maximize economic value and shareholders wealth, including the application of innovation and technology in allocating key resources to enhance sustainable value for the business.
4. The Board of Directors shall ensure long-term continuity of the Companys business, including having a staff development plan and a succession plan.
5. The Board of Directors shall monitor the Companys operations and ensure compliance with applicable laws and contractual obligations by requiring management to report performance and other significant matters at every Board meeting in order to ensure effectiveness of operations.
6. The Board of Directors shall report to shareholders regularly and completely on the status of the organization in a truthful manner, including future trends of the organization in both positive and negative aspects with adequate supporting reasons.
7. The Board of Directors shall ensure that the Company has effective and reliable accounting systems, financial reporting, internal control, and internal audit.
8. The Board of Directors shall review and approve the Corporate Governance Policy annually.
9. The Board of Directors shall perform roles in risk management by establishing appropriate and adequate risk management guidelines and measures, with regular monitoring.
10. The Board of Directors shall supervise management to ensure ethical and equitable treatment of all stakeholders.
11. Independent Directors and other external Directors shall exercise independent judgment in determining strategy, management, use of resources, appointment of Directors, and setting operational standards, and shall be prepared to oppose actions of other Directors or management in the event of disagreement on matters affecting equitable treatment of all shareholders.
12. The Board of Directors may seek professional opinions from external advisors regarding operations at the Companys expense where necessary.
13. The Board of Directors shall appoint a Company Secretary in accordance with the securities and exchange law to prepare and maintain documents and perform other duties as prescribed by the Capital Market Supervisory Board, assist in Board and shareholders meetings, regularly advise Directors and the Company on compliance with applicable laws and regulations, and ensure accurate, complete, and transparent disclosure of information.
14. The Board of Directors shall establish provisions relating to the Code of Corporate Conduct and the Code of Ethics as internal guidelines for practice within the organization.
15. Directors shall refrain from trading the Companys securities at least one month prior to the announcement of financial statements and at least one day after such announcement.
16. Directors shall report holdings of securities and derivatives of themselves, (1) their spouse or cohabiting partner as husband and wife, and (2) their minor children, and juristic persons in which they, persons under (1) and persons under (2), collectively hold more than 30 percent of the total voting rights of such juristic person, and such collective shareholding represents the largest proportion in such juristic person, in the Company and its subsidiaries, at every meeting of the Board of Directors whenever there is any change (purchase, sale, transfer, or acceptance of transfer), and shall notify the Company without delay.
17. Directors who intend to trade the Companys securities shall notify the Internal Audit Department at least one day in advance for reporting to the Audit Committee meeting on a quarterly basis.

18. Directors shall attend training courses of the Thai Institute of Directors Association, at least one course relating to Directors, namely the Director Accreditation Program (DAP), Director Certification Program (DCP), or equivalent, to enhance skills and competence in performing duties.
19. Non-Executive Directors shall evaluate the performance of the Chief Executive Officer annually.
20. Non-Executive Directors and Independent Directors shall meet among themselves as necessary at least twice per year to discuss management matters of interest without managements participation and shall inform the Chief Executive Officer of the meeting results.
21. Each Director shall hold directorships in listed companies on the Stock Exchange of Thailand in not more than five companies.
22. The Board of Directors shall consider and approve the appointment and determine the roles, duties, and responsibilities of sub-committees as appropriate and necessary to support the functions of the Board of Directors.
23. The Board of Directors shall establish mechanisms to oversee subsidiaries in order to safeguard the Companys investment interests, and shall consider the suitability of persons to be appointed as Directors in subsidiaries to supervise management in accordance with the Companys policies and to ensure compliance with securities and exchange laws and the regulations of the Stock Exchange of Thailand.
24. The Board of Directors shall consider and approve acquisitions or disposals of assets, investment in new businesses, business operations, borrowings or credit facilities from financial institutions, provision of loans, guarantees, and other actions in compliance with applicable securities and exchange laws, regulations, rules, and related requirements.
25. The Board of Directors shall consider and/or provide opinions on connected transactions and/or entry into transactions (where the transaction size does not require approval by the shareholders meeting) of the Company and its subsidiaries in compliance with applicable laws, regulations, rules, and related requirements.
26. The Board of Directors shall report its responsibility for preparing financial reports, presented together with the auditors report in the annual report, covering significant matters in accordance with best practice guidelines for Directors of listed companies of the Stock Exchange of Thailand.
27. The Board of Directors shall consider and approve interim dividend payments to shareholders and shall report such payments to the next shareholders meeting.
28. The Board of Directors shall consider and approve the appointment of persons with qualifications not prohibited under the Public Limited Companies Act B.E. 2535 (as amended), the Securities and Exchange Act B.E. 2535 (as amended), and other applicable laws, including related regulations, rules, and requirements, to serve as Directors in cases where a Directors position becomes vacant for reasons other than retirement by rotation, appointment of Directors in replacement of those retiring by rotation, appointment of new Directors, and determination of Directors remuneration for submission to the shareholders meeting for approval.
29. The Board of Directors may delegate one or more Directors or any other person to perform any act on its behalf, provided that such delegation shall not enable a Director or delegate to approve transactions in which they or persons with potential conflicts have an interest or other conflicts of interest with the Company or its subsidiaries, except for approval of transactions in accordance with policies and criteria approved by the shareholders meeting or the Board of Directors.

Roles and Duties of the Chairman as the leader of the Board of Directors

1. Supervise, monitor, and ensure that the performance of the Board of Directors is carried out efficiently and achieves the main objectives and goals of the organization.
2. Ensure that all Directors participate in promoting an ethical corporate culture and good corporate governance.
3. Determine the agenda of the Board of Directors meetings in consultation with the Chief Executive Officer, and put in place measures to ensure that significant matters are included in the meeting agenda.
4. Allocate sufficient time for management to present matters and ample time for Directors to thoroughly discuss significant issues.

5. Encourage Directors to exercise careful judgment and give due attention to all matters presented to the meeting, including corporate governance matters.
6. Foster good relationships between the Board of Directors and management, support the performance of management, but not participate in the day-to-day management.

Meetings of the Board of Directors

1. The Board of Directors shall hold meetings regularly at least once every quarter and as necessary, with the meeting agenda determined in advance throughout the year.
2. In convening meetings of the Board of Directors, a notice of meeting shall be delivered to Directors or their representatives not less than three days prior to the meeting date, except in urgent cases to protect the rights or interests of the Company, in which case the meeting may be notified by other means and the meeting date may be scheduled earlier.Management shall provide appropriate and timely information to the Board of Directors. The Chairman shall ensure that Directors receive relevant information at least three days in advance in order to have sufficient time to study, consider, and make appropriate decisions on matters to be considered at the meeting.In cases involving highly confidential and particularly sensitive matters, the Chief Executive Officer may consult with the Chairman to arrange for documents to be delivered to Directors on the meeting date prior to the commencement of the meeting.The Chairman shall ensure that the minutes of each meeting are completed within seven days after the meeting so that the Board of Directors may review the accuracy of the details before approving the minutes at the subsequent meeting.
3. Each meeting of the Board of Directors should be attended by not less than three-fourths of the total number of Directors. For the adoption of resolutions, not less than three-fourths of the total number of Directors should be present at the meeting.
4. Directors should attend not less than 75 percent of the total number of meetings in each year.
5. The Chairman shall approve the matters to be included in the meeting agenda in consultation with management. Management shall consider requests from certain Directors to include other significant matters as agenda items for consideration at the next meeting.
6. The Chairman shall allocate sufficient time for management to present documents and information for discussion and sufficient time for the Board of Directors to discuss significant matters.
7. At each meeting, the Chairman shall summarize key matters of the meeting agenda for the Directors consideration and shall encourage and provide opportunities for each Director to express opinions in order to compile views and conclude with meeting resolutions.
8. In considering agenda items, any Director having an interest in the matter under consideration shall have no right to vote and shall not be present at the meeting during consideration of such agenda.
9. Directors may access and request necessary information, advice, and services relating to the Companys operations from management and may seek independent opinions from external advisors.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review the Companys financial reporting and disclosure in the financial statements for accuracy and reliability in accordance with accounting and financial reporting standards prescribed by law.
2. Review the adequacy and effectiveness of the Companys internal control systems in various processes, including sustainability management processes and internal audit, and review the effectiveness and adequacy of the risk management process.
3. Review the Companys compliance with the securities and exchange law, the regulations of the Stock Exchange of Thailand, and laws relating to the Companys business.
4. Consider connected transactions or transactions that may involve conflicts of interest, including acquisitions and disposals of assets, for compliance with the law and the regulations of the Stock Exchange of Thailand, and for reasonableness and the best interests of the Company.
5. Review significant deficiencies identified and managements responses together with management.
6. Exercise authority to examine and investigate persons concerned within the scope of the Audit Committees duties and to engage specialists to assist in such examination and investigation in accordance with the Companys regulations.
7. Prepare the Audit Committees report for disclosure in the Form 56-1 One Report / Annual Report of the Company. The report shall be signed by the Chairman of the Audit Committee and shall include at least the following information:
a) Opinion on the accuracy, completeness, and reliability of the Companys financial reports.
b) Opinion on the adequacy of the Companys internal control system.
c) Opinion on compliance with the securities and exchange law, the regulations of the Stock Exchange of Thailand, and laws relating to the Companys business.
d) Opinion on the appropriateness of the auditor.
e) Opinion on transactions that may involve conflicts of interest.
f) Number of Audit Committee meetings and attendance of each member.
g) Overall opinions or observations from the performance of duties under the Charter.
h) Other matters deemed appropriate for shareholders and general investors within the scope of duties and responsibilities assigned by the Board of Directors.
8. Consider, select, and propose for appointment an independent person to serve as the Companys auditor, propose remuneration and removal, and meet with the auditor without management at least once a year.
9. Consider the scope and audit plan of the auditor and the Internal Audit Office for coordination and reduction of duplication in financial audit matters.
10. Approve the charter, strategic plan, audit plan, budget, training plan, and staffing plan of the Internal Audit Office.
11. Consider the appointment, transfer, removal, and annual performance evaluation of the head of internal audit, including the independence of the Internal Audit Office.
12. Review the efficiency and effectiveness of information technology systems relating to internal control and risk management.
13. Report to the Board of Directors any transaction or act that is found or reasonably suspected to have a material impact on the Companys financial position or performance, including (1) a transaction involving a conflict of interest, (2) fraud, irregularity, or significant deficiency in the internal control system, or (3) violation of the Securities and Exchange Law, the regulations of the Stock Exchange of Thailand, or laws relating to the Companys business, in order for corrective action to be taken within a period deemed appropriate by the Audit Committee. If the Board of Directors or the management fails to take corrective action within such period, any member of the Audit

Committee may report such transaction or act to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.
14. Review and provide opinion on the self-assessment form relating to anti-corruption measures under the Collective Action Coalition Against Corruption (CAC).
15. Consider the Non-Assurance Services Policy (NAS Policy) and monitor non-audit services provided by the auditor to maintain independence and absence of conflicts of interest.
16. Act in accordance with procedures for handling whistleblowing reports or complaints upon receipt.
17. Perform other duties as assigned by the Board of Directors with the approval of the Audit Committee.

Reference link for the charter

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Corporate Governance and Sustainable Development Committee

Role

• Corporate governance
• Sustainability development
• Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Recommend policies and practices that are up to date and in compliance with applicable rules, regulations, and principles relating to good corporate governance, anti-corruption, sustainability, and the supervision of society, communities, and the environment of the Group to the Board of Directors for consideration and approval.
2. Assign policies on good corporate governance, anti-corruption, sustainability, and the supervision of society, communities, and the environment of the Group to working groups to support the Corporate Governance and Sustainable Development Committee as appropriate.
3. Oversee the performance of the Board of Directors and the management of the Group to ensure compliance with principles of good corporate governance, anti-corruption, and sustainability development guidelines.
4. Review policies and practices on good corporate governance, anti-corruption, sustainability, and the supervision of society, communities, and the environment of the Group, and the Charter of the Corporate Governance and Sustainable Development Committee, by comparing them with international standards, and propose to the Board of Directors for consideration of continuous updates.
5. Perform any other duties as assigned by the Board of Directors.

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Reference link for the charter

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Enterprise-wide Risk Management Committee

Role

• Risk management

Scope of authorities, role, and duties

1. Determine and review enterprise-wide risk management policies to ensure alignment with the strategic direction and objectives of the organization and provide recommendations on risk management approaches relating to business operations, including sustainability-related risks and risks arising from climate change to the management.
2. Oversee, monitor, and review significant enterprise-wide risk management plans, including ensuring that risks are managed within acceptable levels.

3. Promote awareness of the importance of risks and encourage cooperation in risk management at all levels of the organization, including continuous development of the enterprise-wide risk management system to enhance efficiency.
4. Report significant enterprise-wide risk management results to the Board of Directors for acknowledgment.
5. Review the Charter of the Enterprise-wide Risk Management Committee at least once a year to ensure its appropriateness in light of changing circumstances.
6. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Investment Committee

Role

• Others
• Implementation of Corporate Strategy

Scope of authorities, role, and duties

1. Provide opinions, monitor, and evaluate the implementation of the sustainable corporate strategy, taking into account existing businesses, constraints, diversification, and the capability to expand business domestically and internationally in accordance with the direction, objectives, and policies of the Board of Directors.
2. Consider and screen investment opportunities and disposal of investments before proposing opinions to the Board of Directors for consideration, including monitoring the performance of approved investment projects and disposal of investments to ensure consistency with the Companys strategy.
3. Provide recommendations on the appropriate financial structure to support the aforementioned strategy to the Board of Directors.
4. Evaluate the performance of the Investment Committee annually.
5. Perform other duties as assigned by the Board of Directors.

Authority of the Investment Committee
1. Consider, screen, and provide opinions on investment projects for submission to the approving authority, such as the Board of Directors or the shareholders, for further approval.
2. Consider the appointment and determine the remuneration of advisors to the Investment Committee.
3. Instruct and request information from the management as deemed appropriate.

Reference link for the charter

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Nomination and Remuneration Committee

Role

• Director and executive nomination
• Remuneration

Scope of authorities, role, and duties

1. Determine and review the nomination process and qualifications of persons to be appointed as directors, members of sub-committees, the Chief Executive Officer and President, and senior executives.
2. Conduct the nomination process and propose qualified persons for appointment as directors, members of sub-committees, the Chief Executive Officer and President, and senior executives.

3. Determine criteria or methods for remuneration of directors, members of sub-committees, the Chief Executive Officer and President, and senior executives.
4. Consider and propose remuneration of directors and members of sub-committees to the Board of Directors for endorsement and submission to the shareholders for approval.
5. Consider and propose remuneration of the Chief Executive Officer and President and senior executives to the Board of Directors for approval.
6. Evaluate the performance of the Chief Executive Officer and President to provide recommendations on appropriate remuneration to the Board of Directors for approval, including determining development approaches for the Chief Executive Officer and President.
7. Review and summarize the annual succession plan of the Chief Executive Officer and President and senior executives and report to the Board of Directors for acknowledgment.
8. Evaluate the performance of the Nomination and Remuneration Committee and report the results to the Board of Directors and disclose them in the annual report.
9. Consider suitable persons to serve as Company Secretary for submission to the Board of Directors for approval.
10. Perform other duties as assigned by the Board of Directors.

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
1. Mrs. VILAI CHATTANRASSAMEE(*) Gender: Female Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	9 Apr 2024	Accounting, Finance, Audit, Project Management, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. General Sakda Niemkham Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	1 Jul 2019	Risk Management, Audit, Leadership, Strategic Management, Governance/ Compliance
3. Ms. Salagjit Pongsirichan (*) Gender: Female Age : 58 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 : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	21 Nov 2023	Accounting, Finance, Data Analysis, Audit, Public Administration

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

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

Other Subcommittees[1]

Subcommittee name	Name list	Position
Corporate Governance and Sustainable Development Committee	General Sakda Niemkham	The chairman of the subcommittee (Independent director)
	Police General Visanu Prasattongosoth	Member of the subcommittee (Independent director)
	Mr. Rawee Boonsinsukh	Member of the subcommittee
Enterprise-wide Risk Management Committee	Mr. Bundit Hansapaiboon	The chairman of the subcommittee
	Police Lieutenant General Chaiwat Chotima	Member of the subcommittee (Independent director)
	Mr. Pornsit Poovanakijjakorn	Member of the subcommittee (Independent director)
	Mr. Rawee Boonsinsukh	Member of the subcommittee
Investment Committee	Mr. Natthakorn Athithanavanich	The chairman of the subcommittee
	Ms. Phatpuree Chinkulkitnivat	Member of the subcommittee
	Mr. Bundit Hansapaiboon	Member of the subcommittee
	Mr. Pornsit Poovanakijjakorn	Member of the subcommittee (Independent director)
	Mr. Rawee Boonsinsukh	Member of the subcommittee
Nomination and Remuneration Committee	Mr. Pornsit Poovanakijjakorn	The chairman of the subcommittee (Independent director)
	Mr. Natthakorn Athithanavanich	Member of the subcommittee
	Ms. Salagjit Pongsirichan	Member of the subcommittee (Independent director)

Remark: [1] *1. General Sakda Niemkham was appointed as Chairman of the Corporate Governance and Sustainability Committee on 29 April 2025. 2. Police General Visanu Prasattongosoth resigned from the position of Chairman of the Enterprise Risk Management Committee on 29 April 2025, and was appointed as a member of the Corporate Governance and Sustainability Committee on 27 May 2025. 3. Mr. Rawee Boonsinsukh was appointed to member of the Corporate Governance and Sustainability Committee, the Enterprise Risk Management Committee, and the Investment Committee, effective 1 January 2025. 4. Mr. Bundit Hansapaiboon was appointed as a member of the Enterprise Risk Management Committee on 29 April 2025. On 27 May 2025, he was further appointed as a member of the Investment Committee and as Chairman of the Enterprise Risk Management Committee, replacing Police General Visanu Prasattongosoth, who resigned from the position. 5. Mr. Pornsit Poovanakijjakorn was appointed as a member of the Enterprise Risk Management Committee and the Investment Committee on 29 April 2025. Subsequently, on 27 May 2025, he was appointed as Chairman of the Nomination and Remuneration Committee, replacing Mr. Suthep Wongvorazathe, who resigned from the position. 6. Mr. Natthakorn Athithanavanich was appointed as Chairman of the Investment Committee, replacing Mr. Thammayot Srichuai, who resigned from the position. He was also appointed as a member of the Nomination and Remuneration Committee on 27 May 2025. 7. Ms. Salagjit Pongsirichan was appointed as a member of the Nomination and Remuneration Committee on 27 May 2025.*

List of subcomittees 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(2)

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Rawee Boonsinsukh Gender: Male Age : 50 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	Chief Executive Officer and President (The highest-ranking executive)	1 Jan 2025	Energy & Utilities, Finance, Leadership, Sustainability, Business Administration
2. Mr. Charnvit Trangadisaikul Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Executive Vice President, Investment	1 Feb 2023	Business Administration, Energy & Utilities, Finance, Sustainability, Fund Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Kongkiat Kanjanapan (*) Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Senior Executive Vice President (Acting), Corporate Finance	1 Jun 2025	Finance, Energy & Utilities, Marketing, Data Management, Negotiation
4. Ms. Sattaya Mahattanaphanij Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Executive Vice President, Corporate Excellence	1 Jan 2018	Accounting, Finance, Governance/ Compliance, Corporate Management, Human Resource Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Remark: [2] *(1) Mr. Rawee Boonsinsukh holds the position of Acting Senior Executive Vice President, Finance and Accounting in place of Mr. Kongkiat Kanjanapan, who resigned, effective from 1 January 2026. (2) The top responsible person in the accounting and finance.*

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

The Company has a policy on executive and employee remuneration with the objective of ensuring that executives and employees receive appropriate and fair returns for their work. Remuneration is determined in both monetary and non-monetary forms, on a short-term and long-term basis, as follows:

1. Remuneration is determined according to the duties and responsibilities of each position, taking into consideration the nature of the work, experience, and individual skills. An annual performance evaluation is conducted as part of the remuneration consideration process, including comparison with relevant industries to ensure appropriateness and fairness.
2. The Company places importance on employee welfare and benefits in order to enhance stability and security in working life, such as health insurance, accident insurance, life insurance, travel allowance, and other welfare benefits. In addition, special assistance may be granted in cases of flooding or where employees encounter health problems, disability, or death, with the aim of maintaining morale among executives and employees in both the short term and long term. The Company also works with the Welfare Committee to develop and improve benefits to be in line with the current environment and society.

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

The Board of Directors and the Nomination and Remuneration Committee conduct an annual performance evaluation of the Chief Executive Officer and determine his remuneration annually.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	**2024**	**2025**
Total remuneration of executive directors and executives (baht)	105,000,000.00	94,130,000.00	94,280,000.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	105,000,000.00	94,130,000.00	94,280,000.00

Other remunerations of executive directors and executives

	2023	**2024**	**2025**
Employee Stock Ownership Plan (ESOP)	Yes	Yes	Yes

	2023	2024	2025
Employee Joint Investment Program (EJIP)	No	No	No

Remuneration in other forms for executives, including provident fund, annual health check-up, vaccination expenses, medical expenses, health insurance plan, life insurance premium, and other welfare benefits, in line with market practice and as required by law.

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. Mr. Pongsak Chanama	pongsak@bcpggroup.com	023358951

List of the company secretary

General information	Email	Telephone number
1. Mrs. Sattaya Mahattanaphanij	sattaya@bcpggroup.com	023358941

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Warun Aumetanapan	warun@bcpggroup.com	023358977

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Sattaya Mahattanaphanij	sattaya@bcpggroup.com	023358941

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mrs. Sasithaya Kritayapimonporn	sasithaya@bcpggroup.com	023358943

Company's auditor

Details of the companys auditor[3]

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	1,406,000.00	-	1. Mr. SAKDA KAOTHANTHONG Email: sakda@kpmg.co.th License number: 4628 2. Mr. WAIYAWAT KORSAMARNCHAIYAKIJ Email: waiyaway@kpmg.co.th License number: 6333 3. Mr. CHAROEN PHOSAMRITLERT Email: charoen@kpmg.co.th License number: 4068 4. Mr. YOOTTAPONG SOONTALINKA Email: yoottapong@kpmg.co.th License number: 10604

Remark: [3] *The auditors audit firm and himself have no relationship with or interest in the Company, subsidiaries, management, major shareholders, or those who are related to such persons.*

Details of the auditors of the subsidiaries[4]

Audit fee (Baht)	Other service fees		
6,462,716.00	Types of non-audit service : a Details of non-audit service : a Total non-audit fee 1,242,400.00 baht		

Remark: [4] *For overseas subsidiaries, the exchange rates applied were THB 32.88 per USD, THB 1.06 per TWD, and THB 25.16 per SGD.*

Assigned personnel in case of a foreign company

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

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

Board of Directors Meetings During 2025, the Company undertook the following: Regular monthly meetings of the Board of Directors were held, with extraordinary meetings convened as necessary for urgent matters. In 2025, the Company held a total of 13 Board of Directors meetings to consider and monitor various operational matters and review the Group's performance reports from management. These included progress reports on projects under development and new projects, monthly/project-based performance reports, and/or financial status reports of the Group. Reports from sub-committees, such as the Audit Committee's reports on financial statements and related party transactions, and the Enterprise Risk Management Committee's reports on enterprise risks and risk management plans, were also presented. Additionally, management presented specific matters to sub-committees for detailed review before submission to the Board of Directors for approval. An annual Strategy Workshop was held on September 16, 2025, to discuss and exchange knowledge regarding the overall industry landscape and current and future business environments. This was to assist the Board of Directors in reviewing the organizational strategy and strategic plan, identifying approaches to enhance the value of current assets and future business trends, and defining the Group's short-term and long-term strategic plans. Two meetings of the Independent Directors were held to provide observations or recommendations to the Company's senior management for the continuous improvement of the Company's operations. An assessment of the internal control system and risk management measures was conducted, along with regular reviews and evaluations of these systems and measures. An annual report was prepared to inform the Board of Directors and management for use in improving operational efficiency. Presentations were arranged for directors and executives to enhance their skills and stay informed about industry changes and/or potential impacts on the business. In 2025, presentations were given on IFRS Sustainability Disclosure Standards, International Tax Impact of Pillar Two, and GenAI for EU&R: Empowering the Energy Sector with GenAI. A visit was made to the Monsoon wind power plant in Laos, which has a production capacity of 600 megawatts, including a study tour of the Fusion Power Plant Research Center in the Federal Republic of Germany.

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

List of directors	Position	First appointment date of director	Skills and expertise
Ms. Salagjit Pongsirichan	Director	21 Nov 2023	Accounting, Finance, Data Analysis, Audit, Public Administration
Ms. Phatpuree Chinkulkitnivat	Director	17 Oct 2023	Finance, Accounting, Economics, Banking, Information & Communication Technology

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PRASONG POONTANEAT	Chairman of the board of directors	27 May 2025	Law, Business Administration, Energy & Utilities, Banking, Accounting
Mr. Natthakorn Athithanavanich	Vice-chairman of the board of directors	27 May 2025	Strategic Management, Finance & Securities, Energy & Utilities, Human Resource Management, Business Administration
Mr. Bundit Hansapaiboon	Director	8 Apr 2025	Energy & Utilities, Transportation & Logistics, Data Analysis, Budgeting
Mr. Pornsit Poovanakijjakorn	Director	8 Apr 2025	Finance, Energy & Utilities, Commerce, Fund Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Rawee Boonsinsukh	Director	1 Jan 2025	Energy & Utilities, Finance, Leadership, Sustainability, Business Administration

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

Selection of independent directors

Criteria for selecting independent directors

The Company stipulates that the Board of Directors shall comprise at least one-third of the total number of directors as independent directors, with a minimum of 3 independent directors. The Board of Directors or the Shareholders' Meeting (as the case may be) shall appoint independent directors to serve on the Board of Directors.
Individuals serving as independent directors must possess the qualifications and not have any prohibited characteristics for directors as stipulated by the Public Limited Company Act and the Securities and Exchange Act, including other relevant notifications, regulations, and/or rules. The selection of independent directors will be based on educational qualifications, specialized expertise, work experience, and other relevant suitability, to be proposed to the Board of Directors' Meeting or the Shareholders' Meeting (as the case may be) for consideration and appointment as independent directors of the Company. In the event that an independent director vacates their position before the end of their term, the Board of Directors may appoint an independent director with the aforementioned qualifications to fill the vacancy. The independent director appointed as a replacement shall serve only for the remaining term of the independent director they replace.
The Board of Directors has established the qualifications for independent directors as follows:
1. Holds not more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company. This includes the shareholding of related persons of that independent director.
2. Is not or has not been a director involved in management, an employee, staff, a salaried advisor, or a controlling person of
the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years. However, the aforementioned prohibited characteristics do not include cases where the independent director was a government official or an advisor to a government agency that is a major shareholder or controlling person of the Company.
3. Is not a person related by blood or by legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of other directors, executives, major shareholders, controlling persons, or persons to be nominated as directors, executives, or controlling persons of the Company or its subsidiaries.
4. Has no or has not had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company in a manner that may impede their independent judgment, and is not or has not been a significant shareholder or controlling person of a party having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or

controlling persons of the Company, unless such characteristics have ceased for at least 2 years. The aforementioned business relationships include ordinary commercial transactions for business operations, such as leasing or letting real estate, transactions related to assets or services, or providing or receiving financial assistance through loans, guarantees, pledging assets as collateral, debts, and other similar circumstances, which result in the Company or the counterparty having a debt obligation to the other party of at least 3% of the Company's net tangible assets or 20 million Baht or more, whichever is lower. The calculation of such debt obligations shall follow the method for calculating the value of connected transactions as per the Capital Market Supervisory Board's notification regarding rules for connected transactions by analogy. However, when considering such debt obligations, debts incurred within 1 year prior to the date of the business relationship with the same person shall be included.

5. Is not or has not been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and is not a significant shareholder, controlling person, or partner of an audit firm where an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company is affiliated, unless such characteristics have ceased for at least 2 years.
6. Is not or has not been a professional service provider, including legal or financial advisor services, receiving service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and is not a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least 2 years.
7. Is not a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to major shareholders.
8. Does not engage in businesses of the same nature that are significantly competitive with the business of the Company or its subsidiaries, or is not a significant partner in a partnership, or is a director involved in management, an employee, staff, a salaried advisor, or holds more than 1% of the total voting shares of another company that engages in businesses of the same nature and is significantly competitive with the business of the Company or its subsidiaries.
9. Has no other characteristics that would prevent them from providing independent opinions regarding the Company's operations.
10. After being appointed as an independent director with qualifications as per items 1 to 9, the independent director may be assigned by the Board of Directors to make decisions regarding the operations of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, with decisions made in the form of a collective decision.

Independence of the Chairman of the Board

Independence of the Chairman of the Board

The Chairman is an independent director who is not an executive, is not the same person as the Chief Executive Officer, and has no relationship with the management. Furthermore, the Chairman is not a member of any sub-committees of the Company, ensuring that the various sub-committees can consider and express opinions on matters independently. The Board of Directors comprises 7 independent directors out of a total of 12 directors, accounting for 58.33%, which is more than half of the total number of directors. This ensures that the directors perform their duties as representatives of the shareholders under appropriate checks and balances. The Chairman performs the duties of the chairman independently, without dominating or guiding thoughts during discussions, and encourages all directors to have the opportunity to participate in discussions and express their opinions fully by providing sufficient and appropriate time to reach resolutions for various decision-making matters. The roles and responsibilities of the Chairman as the leader of the Board of Directors are detailed in Chapter 7, Section 7.1, Corporate Governance Structure.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The Company provided an opportunity for minority shareholders to participate in nominating qualified individuals for consideration as directors to the Company in advance, from August 28, 2024, to December 31, 2024. The Company disclosed the criteria and procedures on its website and informed shareholders through the channels of the Stock Exchange of Thailand. The Nomination and Remuneration Committee will consider the suitability. For individuals approved by the Board of Directors, the Company will include their names in the agenda of the shareholders' meeting in the annual general meeting invitation letter, along with the Board of Directors' opinion. For individuals not approved by the Board of Directors, the Company will inform shareholders with reasons at the subsequent shareholders' meeting. However, in 2024, no shareholders nominated any individuals to be directors to the Company.

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

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. PRASONG POONTANEAT (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Certification Program (DCP)
2. Mr. Natthakorn Athithanavanich (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Certification Program (DCP)
3. Mr. PATIPARN SUKORNDHAMAN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Certification Program (DCP)
4. Police General Visanu Prasattongosoth (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2015: Advanced Audit Committee Program (AACP) • 2004: Director Accreditation Program (DAP) Other • 2015: Corporate Governance for Capital Market Intermediaries (CGI) • 2005: Audit Committee Program (ACP) • 2005: Finance for Non-Finance Directors (FND)
5. Mrs. VILAI CHATTANRASSAMEE (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Board Nomination and Compensation Program (BNCP) • 2001: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
6. General Sakda Niemkham (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2023: Advanced Audit Committee Program (AACP) • 2023: Director Certification Program (DCP) • 2021: Ethical Leadership Program (ELP) • 2020: Strategic Board Master Class (SBM) • 2019: Director Accreditation Program (DAP) Other • 2025: Intensive Strategic Foresight 2025
7. Police Lieutenant General Chaiwat Chotima (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2014: Director Certification Program (DCP) • 2014: Financial Statements for Directors (FSD)
8. Ms. Salagjit Pongsirichan (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Advanced Audit Committee Program (AACP) • 2023: Director Certification Program (DCP)
9. Ms. Phatpuree Chinkulkitnivat (Director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP)
10. Mr. Bundit Hansapaiboon (Director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP) • 2016: Financial Statements for Directors (FSD)

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. Pornsit Poovanakijjakorn (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Accreditation Program (DAP)
12. Mr. Rawee Boonsinsukh (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company conducts performance evaluations of the Board of Directors and its sub-committees at least once a year. This serves as a framework for reviewing whether, during the past year, the Board has performed its duties fully and appropriately within its scope of authority and responsibilities, and in accordance with good corporate governance principles. The evaluation results are also utilized for development in the subsequent year.

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

The Board of Directors evaluated the performance of the Board of Directors and its sub-committees using the assessment form from the Thai Institute of Directors Association (IOD), which includes

1. Board of Directors' self-assessment form, with assessment topics including
   - Structure and qualifications
   - Roles, duties, and responsibilities
   - Board meetings
   - Culture and collaboration
   - Relationship with management and stakeholders
   - Director development
2. Individual self-assessment form for the Board of Directors, with assessment topics including
   - Individual qualifications
   - Readiness to perform duties
   - Participation in meetings
   - Roles, duties, responsibilities
   - Relationship with stakeholders
3. Sub-committees' self-assessment form, including the Audit Committee, Nomination and Remuneration Committee, Enterprise Risk Management Committee, Corporate Governance and Sustainable Development Committee, and Investment Committee, with assessment topics including
   - Structure and qualifications
   - Roles, duties, and responsibilities

- Meetings
- Relationship with stakeholders
- Training and necessary resources
- Reporting

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	95.2	100
	Self-assessment	91.6	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	99.8	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	91.6	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Enterprise-wide Risk Management Committee	Group assessment	92.1	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainable Development Committee	Group assessment	93.6	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Investment Committee	Group assessment	95	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company has established annual organizational performance evaluation criteria, which will be linked to the determination of evaluation criteria for senior executives and subsequent levels.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 13

Date of AGM meeting : 08 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. PRASONG POONTANEAT (Chairman of the board of directors, Independent director)	8	/	8	0	/	0		/	
2. Mr. Natthakorn Athithanavanich (Vice-chairman of the board of directors)	7	/	8	0	/	0		/	
3. Mr. PATIPARN SUKORNDHAMAN (Director)	13	/	13	1	/	1		/	
4. Police General Visanu Prasattongosoth (Director, Independent director)	13	/	13	1	/	1		/	
5. Mrs. VILAI CHATTANRASSAMEE (Director, Independent director)	13	/	13	1	/	1		/	
6. General Sakda Niemkham (Director, Independent director)	13	/	13	1	/	1		/	
7. Police Lieutenant General Chaiwat Chotima (Director, Independent director)	13	/	13	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. Ms. Salagjit Pongsirichan (Director, Independent director)	13	/	13	1	/	1		/	
9. Ms. Phatpuree Chinkulkitnivat (Director)	13	/	13	1	/	1		/	
10. Mr. Bundit Hansapaiboon (Director)	9	/	9	0	/	0		/	
11. Mr. Pornsit Poovanakijjakorn (Director, Independent director)	9	/	9	0	/	0		/	
12. Mr. Rawee Boonsinsukh (Director)	13	/	13	1	/	1		/	
13. General Kanit Sapitaks (Director, Independent director)	4	/	4	1	/	1		/	
14. General Ongard Pongsakdi (Director, Independent director)	4	/	4	1	/	1		/	
15. Mr. Suthep Wongvorazathe (Director, Independent director)	5	/	5	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)
16. Mr. Thammayot Srichuai (Director)	5	/	5	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. PRASONG POONTANEAT (Chairman of the board of directors)	8/8 (100.00%)	N/A	N/A
2. Mr. Natthakorn Athithanavanich (Vice-chairman of the board of directors)	7/8 (87.50%)	N/A	N/A
3. Mr. PATIPARN SUKORNDHAMAN (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
4. Police General Visanu Prasattongosoth (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. VILAI CHATTANRASSAMEE (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
6. General Sakda Niemkham (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
7. Police Lieutenant General Chaiwat Chotima (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
8. Ms. Salagjit Pongsirichan (Director)	13/13 (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
9. Ms. Phatpuree Chinkulkitnivat (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
10. Mr. Bundit Hansapaiboon (Director)	9/9 (100.00%)	N/A	N/A
11. Mr. Pornsit Poovanakijjakorn (Director)	9/9 (100.00%)	N/A	N/A
12. Mr. Rawee Boonsinsukh (Director)	13/13 (100.00%)	1/1 (100.00%)	N/A
13. General Kanit Sapitaks (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
14. General Ongard Pongsakdi (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
15. Mr. Suthep Wongvorazathe (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
16. Mr. Thammayot Srichuai (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**99.22%**	**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

The Nomination and Remuneration Committee shall consider and screen the determination of remuneration for company directors, taking into account the appropriateness of the assigned duties and responsibilities, and comparability with listed companies on the Stock Exchange of Thailand in similar industries and/or businesses of comparable size. Such director remuneration shall be sufficient to incentivize directors to perform their duties with quality and achieve the company's business goals and directions, with a transparent process to build confidence among shareholders, provided that:
1. The Board of Directors receives remuneration as approved by the shareholders' meeting. Such remuneration is set at a level comparable to industry practices and is linked to the performance of the company and each director.

2. Directors assigned with additional special duties and responsibilities (e.g., sub-committee members) shall receive additional remuneration, linked to the level of assigned responsibility.

3. The Board of Directors has prepared a report on individual director remuneration and total executive remuneration, including the disclosure of remuneration received by directors and/or executives appointed to perform duties in subsidiaries, in the company's annual report. In accordance with the good corporate governance policy for determining director remuneration, the Nomination and Remuneration Committee shall consider the appropriateness of such remuneration and propose it for approval by the Board of Directors, and then seek approval from the shareholders' meeting annually. The Annual General Meeting of Shareholders for 2025, held on April 8, 2025, resolved to approve the remuneration for the Board of Directors and sub-committees for the year 2025 as follows:

3.1 Regular remuneration for company directors

- Board of Directors members receive 30,000 Baht per month.
- Audit Committee members receive 20,000 Baht per month.

3.2 Meeting allowance, which will be paid only to directors attending the meeting.

- Board of Directors members receive 30,000 Baht/person/meeting.
- Members of various sub-committees receive 15,000 Baht/person/meeting.

The Chairman of the Board and the chairmen of sub-committees shall receive monthly remuneration and meeting allowances 25.00% higher than other directors. The Vice Chairman of the Board shall receive monthly remuneration and meeting allowances 12.50% higher than other directors.

3.3 Bonus

The Board of Directors shall receive an annual bonus at a rate of 0.75% of net profit, but not exceeding 3,000,000 Baht per director, calculated and paid according to the term of office. The Chairman and Vice Chairman shall receive bonuses 25.00% and 12.50% higher than other directors, respectively.

3.4 The company issued and offered to sell warrants to purchase ordinary shares of the company to directors, executives, and employees of the company and its subsidiaries under ESOP Scheme 2, totaling 20,000,000 units, with 7,004,000 units allocated to directors. (The offering of such warrants was in accordance with the resolution and details disclosed at the Extraordinary General Meeting of Shareholders No. 1/2020).

3.5 Other expenses for directors. The company does not specify other remuneration, except for directors' expenses related to the performance of their duties, with details as follows:

- Company car for the convenience of the Chairman of the Board in performing duties. Fuel cards for directors to perform duties, based on actual expenses, not exceeding 400 liters/person/month.
- Internet network service fees for directors to perform their duties, not exceeding 900 Baht/person/month
- Provision of directors' and officers' liability insurance with a total coverage not exceeding 250 million Baht.

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. PRASONG POONTANEAT (Chairman of the board of directors, Independent director)			**598,548.39**		**0.00**
Board of Directors (Chairman of the board of directors)	330,000.00	268,548.39	598,548.39	No	
2. Mr. Natthakorn Athithanavanich (Vice-chairman of the board of directors)			**646,693.55**		**0.00**
Board of Directors (Vice-chairman of the board of directors)	266,250.00	241,693.55	507,943.55	No	
Investment Committee (The chairman of the subcommittee)	93,750.00	0.00	93,750.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	45,000.00	0.00	45,000.00	No	
3. Mr. PATIPARN SUKORNDHAMAN (Director)			**1,759,008.26**		**0.00**
Board of Directors (Director)	465,000.00	1,294,008.26	1,759,008.26	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Police General Visanu Prasattongosoth (Director, Independent director)			**1,918,781.00**		**0.00**
Board of Directors (Director)	420,000.00	1,468,781.00	1,888,781.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
5. Mrs. VILAI CHATTANRASSAMEE (Director, Independent director)			**2,108,380.00**		**0.00**
Board of Directors (Director)	420,000.00	1,144,630.00	1,564,630.00	No	
Audit Committee (Chairman of the audit committee)	243,750.00	300,000.00	543,750.00	No	
6. General Sakda Niemkham (Director, Independent director)			**2,361,281.00**		**0.00**
Board of Directors (Director)	420,000.00	1,468,781.00	1,888,781.00	No	
Audit Committee (Member of the audit committee)	195,000.00	240,000.00	435,000.00	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 and Sustainable Development Committee (The chairman of the subcommittee)	37,500.00	0.00	37,500.00	No	
7. Police Lieutenant General Chaiwat Chotima (Director, Independent director)			**1,993,781.00**		**0.00**
Board of Directors (Director)	420,000.00	1,468,781.00	1,888,781.00	No	
Enterprise-wide Risk Management Committee (Member of the subcommittee)	105,000.00	0.00	105,000.00	No	
8. Ms. Salagjit Pongsirichan (Director, Independent director)			**2,353,781.00**		**0.00**
Board of Directors (Director)	420,000.00	1,468,781.00	1,888,781.00	No	
Audit Committee (Member of the audit committee)	180,000.00	240,000.00	420,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	45,000.00	0.00	45,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
9. Ms. Phatpuree Chinkulkitnivat (Director)			**1,978,781.00**		**0.00**
Board of Directors (Director)	390,000.00	1,468,781.00	1,858,781.00	No	
Investment Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
10. Mr. Bundit Hansapaiboon (Director)			**720,500.00**		**0.00**
Board of Directors (Director)	270,000.00	263,000.00	533,000.00	No	
Enterprise-wide Risk Management Committee (The chairman of the subcommittee)	112,500.00	0.00	112,500.00	No	
Investment Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
11. Mr. Pornsit Poovanakijjakorn (Director, Independent director)			**784,250.00**		**0.00**
Board of Directors (Director)	300,000.00	263,000.00	563,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	56,250.00	0.00	56,250.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Enterprise-wide Risk Management Committee (Member of the subcommittee)	90,000.00	0.00	90,000.00	No	
Investment Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
12. Mr. Rawee Boonsinsukh (Director)			**1,020,000.00**		**0.00**
Board of Directors (Director)	390,000.00	360,000.00	750,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
Enterprise-wide Risk Management Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
Investment Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
13. General Kanit Sapitaks (Director, Independent director)			**1,326,781.00**		**0.00**
Board of Directors (Director)	120,000.00	1,206,781.00	1,326,781.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
14. General Ongard Pongsakdi (Director, Independent director)			**1,326,781.00**		**0.00**
Board of Directors (Director)	120,000.00	1,206,781.00	1,326,781.00	No	
15. Mr. Suthep Wongvorazathe (Director, Independent director)			**1,558,749.97**		**0.00**
Board of Directors (Director)	168,750.00	1,389,999.97	1,558,749.97	No	
16. Mr. Thammayot Srichuai (Director)			**1,385,555.19**		**0.00**
Board of Directors (Director)	150,000.00	1,235,555.19	1,385,555.19	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	5,070,000.00	16,217,902.36	21,287,902.36
2. Audit Committee	618,750.00	780,000.00	1,398,750.00
3. Corporate Governance and Sustainable Development Committee	97,500.00	0.00	97,500.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
4. Enterprise-wide Risk Management Committee	427,500.00	0.00	427,500.00
5. Investment Committee	483,750.00	0.00	483,750.00
6. Nomination and Remuneration Committee	146,250.00	0.00	146,250.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	11,170,766.33	10,358,000.00	6,843,750.00
Other monetary remuneration (Baht)	18,880,078.00	7,315,165.00	16,997,902.36
Total (Baht)	30,050,844.33	17,673,165.00	23,841,652.36

Remunerations or benefits pending payment to the board of directors

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

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 companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

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, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The operational governance policy for subsidiaries or associates was last reviewed and announced on December 16, 2025. This operational governance policy requires executives of the Company who serve as representative directors of the Company in subsidiaries and associates to acknowledge the duties and responsibilities specified in the said policy. The representative directors, who are responsible for overseeing subsidiaries and associates on behalf of the Board of Directors, must continuously report the performance of the companies they serve to the Board of Directors' meeting for acknowledgment. The Company has established guidelines for the operational governance of its subsidiaries or associates, including companies in which the Company holds shares (collectively referred to as Joint Ventures), which can be summarized as follows:

1. Sending representatives of the Company to serve as directors in joint ventures in proportion to the shareholding in each company (Representative Directors)
of the Company) to oversee that the joint venture operates in compliance with laws, good corporate governance policies, operational governance policies for joint ventures, and other policies of the Company.
2. The representative directors of the Company in each joint venture must obtain approval from the Board of Directors of the Company before casting votes at the Board of Directors' meeting of each joint venture (unless the joint venture is not a subsidiary or associate of the Company, in which case the representative directors of the Company may cast votes on various matters only after obtaining approval from the Chief Executive Officer of the Company).

Items or actions that require consideration by the Board of Directors' meeting before entering into or undertaking such transactions, for example:

- Dissolution of joint ventures, company mergers, or changes in the nature of business operations, including
- Establishment of a legal entity, joint venture, or partnership
- Amendment of the Memorandum of Association or Articles of Association
- Capital increase or decrease and share allocation
- Annual dividend payment and dividend payment policy
- Appointment of directors and determination of remuneration
- Appointment of auditors and determination of audit fees
- Incurring significant financial obligations, etc.

3. Any action undertaken by a joint venture that is a subsidiary of the Company, which constitutes an acquisition or disposal of assets or a connected transaction, and results in the Company being required to seek approval from the Board of Directors' meeting of the Company or undertake any other action in accordance with the regulations or announcements of the Stock Exchange of Thailand and/or the Securities and Exchange Commission, the subsidiary may enter into such transaction or action only after receiving approval from the Board of Directors' meeting and/or the shareholders' meeting of the Company and/or the relevant regulatory authorities (as the case may be).
4. Joint ventures that are subsidiaries shall establish internal control systems, risk management systems, and anti-corruption systems, as well as appropriate measures to monitor the performance of subsidiaries and associates.
5. Joint ventures that are subsidiaries shall disclose information regarding their operating results and financial position, as well as other information required to be disclosed to relevant regulatory bodies, government agencies, external investors, and the public, accurately, completely, and reliably.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Board of Directors establishes policies regarding the prevention of conflicts of interest based on the principle that any decision to enter into a transaction or any item of business by the Company must be for the utmost benefit of the Company and its shareholders, and actions that may give rise to a conflict of interest should be avoided.

Guidelines for Preventing Conflicts of Interest

Any person involved in or having an interest in a transaction under consideration must inform the Company of their relationship or interest in such transaction, and must not participate in the consideration or have the authority to approve such transaction. Furthermore, actions that may give rise to a conflict of interest include the following:

Nature of actions that may give rise to a conflict of interest	Guidelines
1. Competition with the Company's Business	Directors, executives, and employees should not engage in any operations or investments that compete or may compete with the Company's business.
2. Interests that may result in a conflict of business interests.	All directors, executives, and employees should disclose any businesses or ventures conducted personally, or with family members, relatives, or dependents, that could lead to a conflict of business interests, such as co-investing or having an interest with a vendor doing business with the Company, holding any position, or even serving as a consultant to a vendor doing business with the Company or a Company client, or trading products or services directly with the Company or its subsidiaries, or through others.
3. Use of Company Information	Using Company Information for Personal Gain. Directors, executives, and employees shall not seek personal gain for themselves or others by using confidential information of the Company or its subsidiaries, such as business plans, revenues, resolutions, business forecasts, results from research and development, or bidding prices for personal benefit, regardless of whether it causes damage to the Company. Furthermore, they must strictly adhere to the Company's insider information policy.
4. Holding shares in the Company's competitors	Directors, executives, and employees should refrain from holding shares in the Company's competitors if it causes directors, executives, and employees to act or refrain from acting as required by their duties, or affects their job performance. In cases where directors, executives, and employees acquired such shares before becoming directors, executives, or employees, or before the Company entered into that business, or acquired them through inheritance, directors, executives, and employees must report it to their supervisor.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has policies and procedures to supervise its directors, executives, and employees regarding the use of the Company's undisclosed inside information for personal gain.

GuidelinesPrevention of the Use of Inside Information for Personal Gain

1. The Company shall educate directors, executives, and employees regarding their duty to report the holding and changes in holding of the Company's securities and derivatives by themselves, their spouses, or cohabiting partners as husband and wife (1), minor children (2), and legal entities in which they, individuals under (1), and individuals under (2) collectively hold more than 30% of the total voting rights of such legal entity, and such collective shareholding constitutes the largest proportion in that legal entity, to the Securities and Exchange Commission (SEC) in accordance with the criteria stipulated in the Securities and Exchange Act B.E. 2535 (1992) (including any amendments).
2. It is stipulated that the first four directors and senior executives following the Chief Executive Officer, including executive-level positions in accounting or finance at the manager level or equivalent, as well as their spouses or cohabiting partners (1), minor children (2), and legal entities in which they, individuals under (1), and individuals under (2) collectively hold more than 30% of the total voting rights of such legal entity, and such collective shareholding constitutes the largest proportion in that legal entity, shall prepare and disclose reports on the holding and changes in holding of the Company's securities and derivatives to the Securities and Exchange Commission (SEC) in accordance with the criteria stipulated in the Securities and Exchange Act B.E. 2535 (1992) (including any amendments). A copy of this report shall also be submitted to the Company on the same day the report is submitted to the Securities and Exchange Commission.
3. Individuals who possess inside information regarding the Company's financial statements, financial position, or operating results, as well as other material inside information that affects the change in securities prices, must refrain from trading the Company's securities during the period before the release of financial statements or the disclosure of the Company's financial position and status, until the Company has disclosed such information to the public. The Company will notify individuals who possess inside information in writing to cease trading the Company's securities at least one month prior to public disclosure. They should also wait at least one day after the information has been publicly disclosed, and are prohibited from disclosing such material information to other persons.

4. Individuals who possess inside information are prohibited from using the Company's inside information that has or may have an impact on the change in the price of the Company's securities, which has not yet been disclosed to the public, and which they became aware of in such a position or capacity, to buy, sell, offer to buy, offer to sell, or solicit others to buy, sell, offer to buy, or offer to sell shares or other securities (if any) of the Company, whether directly or indirectly, which may cause damage to the Company, and regardless of whether such action is for their own benefit or that of others, or whether such facts are disclosed to enable others to act similarly, with or without receiving compensation.
5. Individuals who possess inside information are prohibited from disclosing the Company's inside information or secrets, as well as confidential information of the Company's business partners that they became aware of during the performance of their duties, to external parties, even if such disclosure does not cause damage to the Company and its business partners.
6. Individuals who possess inside information are obligated to maintain the confidentiality of the Company's secrets and/or inside information and are obligated to use the Company's inside information solely for the benefit of the Company's business operations. Furthermore, individuals who possess inside information are prohibited from using the Company's secrets and/or inside information to seek personal gain for themselves or others, whether directly or indirectly, and regardless of whether any compensation is received.
7. Disciplinary penalties shall be imposed for any violation of using inside information for personal gain, ranging from written warnings, salary deductions, temporary suspension without pay, or termination of employment as permitted by law.
   Penalties will be determined based on the intent of the act and the severity of the offense.
8. Individuals who possess inside information are prohibited from engaging in any conduct that creates unfairness in the trading of the Company's securities, including the disclosure of information that may harm investors or the capital market, the manipulation of securities prices, the placement of buy orders that cause system delays or disruptions, and any other acts with intent as defined in the Securities and Exchange Act B.E. 2535 (1992) (including any amendments).

Report on Changes in Securities Holding of the Company

Report on Changes in Securities Holdings of the Company by Directors for the Year 2025 (January 1 - December 31, 2025)

Name-Surname	Common Shares (Shares)				
	Balance brought forward as of Jan 1, 2025	Exercise of rights to purchase common shares under the program ESOP	Changes from buying/selling through the SET during the period		As of the end of Dec 31, 2025
			+ Acquired	(Disposed of)	
Directors (1)					
1. Mr. Prasong Poontaneat (2)	-	-	-	-	-
2. Mr. Nattakorn Athithanawanich (2)	-	-	-	-	-
3. Mr. Patipan Sukonthaman	-	-	-	-	-
4. Police General Wisanu Prasarttong-Osoth	200,000	-	-	-	200,000
5. Mrs. Wilai Chatthantrasamee	374,214	-	-	-	374,214
6. General Sakda Niamkham	-	-	-	-	-
7. Police Lieutenant General Chaiwat Chotima	-	-	-	-	-
8. Miss Salakjit Pongsirichan	-	-	-	-	-
9. Miss Patpuree Chinkulkitniwat	-	-	-	-	-
10. Mr. Bundit Hansapaiboon (3) Indirect shareholding (by spouse)	5,584 85,318	- -	- -	- -	5,584 85,318
11. Mr. Pornsith Phuwanakijjakorn (3)	-	-	-	-	-
12. Mr. Rawee Boonsinsukh (4)	5,000	-	-	-	5,000
Total	**670,116**	-	-	-	**670,116**

Note: (1) There has been no change in the shareholding of the Company and its subsidiaries by related persons as defined in Section 59 of the Securities and Exchange Act B.E. 2535

[illegible]

[illegible]

[illegible] Rawee Boonsinsukh as Chief Executive Officer and President, replacing Mr. Niwat

Adirek, whose employment contract expired on December 31, 2024. This appointment is effective from January 1, 2025, onwards.

Report on Changes in Securities Holdings of the Company by Executives for the Year 2025 (January 1 - December 31, 2025)

Name-Surname	Common shares (shares)				
	Balance brought forward as of January 1, 2568	Exercise of rights to purchase common shares under the program ESOP	Changes from buying/selling through the SET during the period		As of the end of December 31, 2568
			+ Acquired	(Disposed of)	
Executives [1]					
1. Ms. Sattaya Mahatthana Panich	240,000	-	-	-	240,000
2. Mr. Chanwit Trangadisaiyagul	164,545	-	-	-	164,545
3. Mr. Kongkiat Kanjanapan [2]	223,600	-	-	-	223,600
Total	**628,145**	-	-	-	**628,145**

Note: (1) There were no changes in the securities holdings of the company and its subsidiaries by related persons as defined in Section 59 of the Securities and Exchange Act B.E.

[illegible]

[illegible]

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, 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

Directors, executives, and employees shall not commit or support any form of fraud or corruption under any circumstances, and shall strictly adhere to anti-fraud and anti-corruption measures. This includes establishing a responsible structure and systems for risk management, internal control, and internal audit to rigorously monitor, control, and prevent fraud or corruption within the organization.

Guidelines for Anti-Fraud and Anti-Corruption Measures

1. Political Neutrality and Political Assistance
   - The Company is a politically neutral business organization that supports adherence to the law and a democratic system of government with the King as Head of State. The Company has no practice of providing political assistance to any political party, whether directly or indirectly.
   - Directors, executives, or employees have political rights and freedoms under the law, but they shall not take any actions that would cause the Company to lose its neutrality or suffer damage from political involvement.
   - Directors, executives, or employees shall not engage in political activities within the Company, nor shall they use any Company resources for such activities.

2. Charitable Donations and Support Funds. The Company supports community and social development to improve quality of life, create economic strength, and empower communities and society through business processes or charitable donations, which must be used solely for public charity. Furthermore, the Company's business support funds are not used as an excuse for fraud or corruption, with clear documentation and compliance with Company regulations.

3. Entertainment, Gifts, and Other Expenses. Directors, executives, or employees should not accept or offer entertainment, gifts, or any other expenses that are excessive or inappropriate to government officials or individuals doing business with the Company. If a gift of unusual value is received on a customary occasion, employees must refuse to accept it and report it to their immediate supervisor for acknowledgment.

4. Anti-Money Laundering. The Company will not accept the transfer or conversion of assets or support the transfer or conversion of any assets related to criminal offenses, to prevent anyone from using the Company as a channel or tool to transfer, conceal, or disguise the origin of illegally obtained assets. This also includes ensuring careful verification of records and financial facts or various assets to be accurate and in accordance with legal requirements.

Guidelines for the Company, Directors, Executives, and Employees

1. Directors, executives, and employees are responsible for complying with anti-fraud and anti-corruption policies and operations. The Board of Directors assigns management to disseminate and implement anti-fraud and anti-corruption measures.

2. Directors, executives, and employees who violate or fail to comply with anti-fraud and anti-corruption policies and operations will be subject to penalties under the law and/or the Company's regulations. However, the Company will not demote, punish, or negatively impact individuals who refuse to engage in fraud or corruption, even if such refusal results in the Company losing business opportunities.

3. The Company communicates its anti-fraud and anti-corruption policies and operations, including channels for reporting tips or complaints within the Company, through various channels such as orientation courses for directors and employees, continuous company training, intranet, CEO meetings with employees, etc. This is to ensure serious implementation of the measures and to ensure that support and operational departments have sufficient resources and skilled personnel to implement the measures.

4. The Company communicates its anti-fraud and anti-corruption policies and operations, including channels for reporting tips or complaints, to the public, subsidiaries, associates, other companies under the Company's control, business representatives, relevant business partners, and stakeholders through various channels such as the website, annual reports, and the Company's representative directors, for their awareness and serious implementation of the measures.

5. Employees acknowledge the annual Good Corporate Governance Policy to confirm that all employees are aware of, understand, and are prepared to strictly apply the principles and ethics outlined in the Good Corporate Governance Policy as operational guidelines throughout the organization.
6. Employees take an annual Good Corporate Governance Policy test to assess their understanding and to enhance the effectiveness of communicating good corporate governance and anti-fraud or anti-corruption policies.
7. The Company establishes disbursement regulations by defining spending limits, approval authority matrices, objectives, and recipients, which must be supported by clear documentation. This is to prevent political assistance and to ensure that charitable donations are not for fraud or corruption, business support funds are not used as an excuse for fraud or corruption, and entertainment, gifts, and other expenses comply with policies, along with an audit process by the Internal Audit Department.
8. The Company regularly audits key business processes, including procurement and contracting, for risks of fraud or corruption, to ensure compliance with disbursement and procurement regulations. The Internal Audit Department will provide opinions and monitor appropriate corrective actions.
9. The Company establishes human resource management processes that reflect its commitment to anti-fraud and anti-corruption measures, from selection, training, performance evaluation, compensation, and promotion.
10. The Company establishes internal controls covering finance, accounting, data recording, and other internal processes related to anti-fraud or anti-corruption measures.
11. The Company implements risk management to control and prevent fraud or corruption by analyzing business operational risks, determining the significance level of risks, and establishing appropriate measures for the assessed risks, while regularly monitoring the progress of risk management plans.
12. The Company arranges for internal audits to ensure that the established internal control and risk management systems help the Company achieve its objectives. This also includes auditing the operations of all departments to ensure compliance with regulations and to identify deficiencies and weaknesses, as well as providing recommendations for developing operational systems to be efficient and effective in accordance with the Company's policies.
13. The Internal Audit Department must urgently report any findings to the Audit Committee and the Chief Executive Officer, who will then report to the Board of Directors.
14. The Company ensures that these operational measures are documented in accordance with internal control principles to comply with the Company's policies and regulations.

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 procedures over the past year : Yes

The Board of Directors has established measures for reporting or complaining about legal violations, ethical breaches, or behaviors that may indicate corruption or misconduct by individuals within the organization, including employees and other stakeholders, as well as inaccurate financial reports or deficient internal control systems. Furthermore, a mechanism for whistleblower protection is in place to enable stakeholders to participate more effectively in overseeing the company's interests. In the event that the company receives a complaint alleging misconduct, an investigation committee comprising representatives from departments with no vested interest in the matter will be appointed to consider, investigate, and proceed according to the regulations, as follows:

Matters reported or complained about

Legal violations, corruption in violation of company regulations, or ethical breaches by directors, executives, and employees, irregularities in financial reports, deficient internal control systems, and matters affecting the company's interests or reputation.

Protection of whistleblowers or complainants and related parties

Whistleblowers or complainants and related parties will receive appropriate protection from the Group of Companies. For instance, there will be no changes in job position, job nature, workplace, suspension, intimidation, interference with work performance, termination of employment, or any other actions that constitute unfair treatment towards them. Furthermore, information regarding the reported and complained matters will be kept confidential and not disclosed to unrelated parties, unless disclosure is required by law. Any individual who becomes aware of a complaint or information related to a complaint under this procedure must protect the confidentiality of the complaint or related information and not disclose it to others, taking into account the safety and potential harm to the complainant, the source of information, or related parties, unless it is necessary for the procedural steps outlined herein or as required by law. In the event of intentional violation by disclosing such information, disciplinary action and/or legal proceedings will be taken against the offender, as the case may be.

Number of cases or issues related to whistleblowing

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

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 13

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. VILAI CHATTANRASSAMEE (Chairman of the audit committee)	13	/	13	13/13 (100.00%)
2 General Sakda Niemkham (Member of the audit committee)	13	/	13	13/13 (100.00%)
3 Ms. Salagjit Pongsirichan (Member of the audit committee)	12	/	13	12/13 (92.31%)
Average meeting attendance rate				**(97.44%)**

The results of duty performance of the audit committee

Review of financial statements.

The Audit Committee reviewed the quarterly and annual financial statements of the Company and its subsidiaries, including consolidated financial statements, intercompany transactions, and transactions that may involve conflicts of interest within the business group, which were prepared in accordance with Thai Financial Reporting Standards and the requirements of the Securities and Exchange Commission. The Audit Committee regularly met with the auditor and responsible management to review significant issues such as the accuracy and completeness of financial reports, accounting estimates, significant accounting adjustments, asset write-offs, progress of significant investments, appropriateness of accounting policies, and monitoring the impact of new financial reporting standards. The scope of the audit included Key Audit Matters, accurate and complete disclosure of information, and the independence of the auditor, to ensure that the financial statements of the Company and its subsidiaries are reliable and adequately disclosed, benefiting users of financial reports.

The Audit Committee held one meeting with the auditor without the presence of management to ensure that the auditor received information for the audit, particularly on matters significant to the preparation of financial statements and issues related to control and risk management, including suspicious circumstances regarding fraud, and to express opinions independently without scope limitations. The auditor had no significant observations and found no such suspicious circumstances.

Furthermore, the Audit Committee considered and approved Non-Assurance Services (NAS) provided by the auditor to ensure that the scope of these services does not affect the auditor's independence in the Company's audit work.

Review of connected transactions and transactions that may involve conflicts of interest.

The Audit Committee reviewed, supervised, and provided opinions on connected transactions, especially those that may involve conflicts of interest, in accordance with regulatory guidelines, before presenting them to the Board of Directors. This is to ensure that such transactions are transparent, reasonable, and that the Company receives the maximum benefit from them.

Review of the risk management system.

The Audit Committee reviewed the effectiveness and appropriateness of the risk management process and met with the Corporate Strategy Department every half-year period to be informed of plans and risk management affecting operational performance. This is to ensure that risk management has responsible parties, appropriate and sufficient risk management measures covering all risk issues, and that potential risk issues are monitored, with recommendations provided for further development and improvement.

The Audit Committee held a joint meeting with the Enterprise Risk Management Committee once a year to ensure that the risk management policy is effective, covers significant risks, including emerging risks, and is prepared to handle unexpected situations, with contingency plans to reduce or mitigate potential damages in both the short and long term.

Review of internal control system and internal audit.

The Audit Committee considered and monitored the assessment of the adequacy of the internal control system based on the COSO framework, which covers 5 aspects: 1. Control Environment, 2. Risk Assessment, 3. Control Activities, 4. Information and Communication, and 5. Monitoring Activities. The key substance of this consideration is summarized in the relevant sections of this report.

The Audit Committee emphasized compliance with laws and relevant regulations and management. It reviewed monthly audit reports from the Internal Audit Department and assessed the adequacy of the internal control system by management and the auditor. The Audit Committee monitored to ensure that management fully implemented recommendations and addressed root causes to prevent recurrence, especially for high-risk issues or serious operational errors.

The Audit Committee places great importance on information systems in the digital age. It regularly met with the department responsible for information technology to be informed and inquire about operational systems, ensuring that the Company has plans and readiness to develop its systems, utilizing AI correctly and enhancing efficiency.

The Audit Committee can conclude that the overall internal control is appropriate and sufficient for business operations, and no significant issues or deficiencies affecting the Company's main objectives were found. This provides reasonable assurance that the Company has adequate internal controls.

effective, and appropriate for business operations to achieve the defined goals.

Oversight of internal audit work.

The Audit Committee considered the independence, impartiality, and value addition to the organization in internal audit operations, approved the review of the internal audit charter, and reviewed and approved the annual audit plan. The Audit Committee monitored the performance according to the plan and the results of the internal audit department's audits on a monthly basis, as well as providing recommendations and tracking corrective actions on significant issues to promote good corporate governance and to enhance the efficiency and effectiveness of audit operations.

Furthermore, the Audit Committee advised and promoted the use of technology to enhance the quality of internal audit work, ensuring that operations comply with the adopted internal audit standards, which are in line with the Global Internal Audit Standards 2024. It also arranged for regular quality assessments of internal audit work by external expert and independent agencies, known as Quality Assessment Reviews (QAR), providing recommendations to align with required practices and improve efficiency. The Committee approved the strategies and goals of the Internal Audit Department and the annual internal audit plan, which considers both internal and external risks (Risk-based Approach), alongside supporting human resources development in knowledge, skills, experience, and understanding of the Company's business, and allocated sufficient and appropriate budgets. Additionally, it reviewed and acknowledged findings from internal audit reports, provided comments and recommendations, and consistently monitored the resolution of significant findings. The Committee continues to focus on leveraging information systems and AI to enhance auditing and for data analytics, aiming towards automated audits that can quickly detect anomalies to prevent risks and provide faster and more effective recommendations.

Review of good corporate governance, compliance with laws and relevant regulations.

The Audit Committee reviewed compliance with the corporate governance policy, regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand, as well as compliance with various laws, rules, and regulations related to the Company's business. This includes reports on legal compliance from the legal department, as well as new legal changes that will come into effect, to ensure correct and timely implementation. The said department is responsible for reviewing compliance with regulations, rules, and laws related to business operations, and for being informed of data management plans and information system security, to support the current business environment and regulations and achieve defined goals for sustainable business operations.
Moreover, the Audit Committee emphasizes the oversight of organizational sustainability and continues to monitor the process for preparing sustainability reports, IFRS S1 (Disclosure of Sustainability-related Financial Information), and IFRS S2 (Climate-related Disclosures), as well as studying and implementing international tax measures under Pillar 2.

Review of anti-corruption measures.

The Audit Committee encouraged the Company to join the Thai Private Sector Collective Action Against Corruption (CAC) project. It also reviewed the results of self-assessment forms for developing an anti-corruption system, and supported and supervised the regular review and revision of whistleblower or complaint guidelines to align with operations. Complaints can be submitted via the website www.bcpggroup.com in both Thai and English, email, telephone, and regular mail. In the past year, there were no complaints meeting the criteria that led to an investigation process within the Company.

Consideration of the proposal for the appointment of the auditor and annual audit fees.

The Audit Committee considers and selects the appointment of the Company's auditor and audit fees annually, taking into account qualifications, independence, knowledge, ability, audit experience, performance, professional ethics of accounting professionals, as well as the appropriateness of remuneration, in accordance with the scope of audit guidelines. It is stipulated that an audit firm shall be selected every 3 years. The results of the consideration are presented to the Board of Directors for approval and then submitted for approval at the Annual General Meeting of Shareholders. Furthermore, other services beyond audit work engaged by departments within the Company or its subsidiaries from the audit firm and its affiliates do not affect the independence of the auditor in performing the audit of the Company's financial statements.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times)	:	2

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 General Sakda Niemkham (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Police General Visanu Prasattongosoth (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. Rawee Boonsinsukh (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Corporate Governance and Sustainable Development Committee

The CGC Committee considered various matters within the scope, authority, and duties defined in the CGC Committee Charter and continuously reported its performance to the Board of Directors, summarized as follows:

1. Development of Corporate Governance Practices and Criteria.

The CGC Committee reviewed and presented various additional matters in the Group's Good Corporate Governance Policy for 2025 to the Board of Directors for further consideration, in order to align with the current environment and situation, as follows:

- The CGC Committee is of the opinion that the Company's established governance policies and practices should apply to all direct and indirect subsidiaries within the Group. Therefore, the Board of Directors has expanded the scope, authority, and duties of the CGC Committee to cover the entire Group.
- Reviewing prohibited practices for directors, as the Company is a listed company on the Stock Exchange of Thailand (SET), it was further clarified that these must comply with SET announcements and/or announcements or orders of the Securities and Exchange Commission (SEC).

Following the review of the Group's Good Corporate Governance Policy, the Company will disseminate the revised policy to personnel at all levels within the organization and publish it on the Company's website.

Another channel to ensure all stakeholder groups are informed of the evolving developments, and for all employees to sign an acknowledgment of the revised policy annually.

2. Oversight, Promotion, and Monitoring of Compliance with Corporate Governance Policy, Anti-Corruption Policy, and Business Ethics.

The CGC Committee considered the corporate governance development plan, business ethics, anti-corruption, and organizational sustainability management plan, as well as reviewing approaches to various stakeholder groups. It also provided recommendations to executives for implementation, covering communication, fostering a culture of transparency [PS1], fair and equitable treatment of all stakeholder groups, and monitoring the results of implementing the established plans. Key activities undertaken in 2025 include:

- Preparing and presenting to the CGC Committee for approval the plan to renew membership status in the Thai Private Sector Collective Action Against Corruption (CAC) project for the 3rd time, to ensure continuous renewal of certification, as the current certification is due to expire on December 30, 2026.
- Organizing the Group's CG Day activity on November 28, 2025, under the theme "Change Your Mind, Change Your Life" to promote self-development and create beneficial perspectives for work. Ms. Dear Lily McGrath was honored to give a lecture, inviting everyone to review their perspectives, thoughts, and self-management approaches in various aspects, which can be applied in both life and work.
- Organizing a new employee orientation (Induction Program) on business ethics and good corporate governance policy to instill the values and ethics upheld by the Group, ensuring all new employees are aware and implement them in their future operations.
- Organizing Knowledge Sharing activities to disseminate and answer questions regarding operational guidelines in accordance with the Group's Good Corporate Governance Policy, to be continuously informed to employees annually.
- The Company has disseminated and encouraged its joint ventures to acknowledge the Group's Good Corporate Governance Policy and to adhere to and comply with it, through oversight by the Company's representative directors in the joint ventures. It must ensure that joint ventures with subsidiary status have internal control systems, risk management systems, and anti-corruption systems, as well as establish appropriate, efficient, and stringent measures to monitor the performance of subsidiaries and joint ventures, ensuring that their operations comply with the Company's policies, as well as relevant laws, regulations, announcements, rules, or orders.

Furthermore, the CGC Committee also approves and provides recommendations on significant operational plans directly related to corporate governance, such as the plan for the Annual General Meeting of Shareholders for 2025, considering approval to allow shareholders to propose agenda items and nominate qualified individuals for election as directors of the Company for 2025 in advance, and arranging for annual performance evaluations of the Board of Directors and all sub-committees to review and determine guidelines for improving/developing operations, among others.

3. Promotion of Corporate Social Responsibility (CSR) and Sustainable Development (SD).

The CGC Committee has monitored and overseen the implementation of Corporate Social Responsibility (CSR) activities, which encompass community relations management and Sustainable Development (SD). This includes promoting the Company's participation in activities that help develop communities around the Company's service areas, covering education.

Community health and occupational hygiene, religion, culture and traditions, and various environmental conservation efforts.

As a result of the aforementioned promotion and efforts, in 2025, the Company continuously received accolades, such as being awarded the ESG100 Company certificate from Thaipat Institute, a co-operating organization in the international initiative for sustainability assessment. The Company was ranked among the ESG100 securities for 2025, recognizing listed companies with outstanding performance in Environmental, Social, and Governance (ESG) aspects for the 8th consecutive year. It also received an excellent rating (5-star symbol) in the Corporate Governance Report of Thai Listed Companies (CGR) for the 8th consecutive year, and the Outstanding Investor Relations Award in the Business Excellence category for listed companies with a market capitalization between 10,000 and 30,000 million baht at the SET Award 2025, organized by the Stock Exchange of Thailand. Additionally, in 2025, the Company received an outstanding award for the 2nd consecutive year from the assessment of human rights model organizations, conducted by the Department of Rights and Liberties Protection, Ministry of Justice. Throughout 2025, the Company organized activities to promote community well-being and give back to society, as well as continuously focusing on environmental care. The various evident operational results mentioned above are a testament to the Group's commitment, intention, and strong determination to comply with the corporate governance and business ethics

standards of the BCPG Group, coupled with social responsibility and sustainable management, which stems from the cooperation of the Board of Directors.
The Company, executives, and employees.

Meeting attendance of Enterprise-wide Risk Management Committee(5)

Meeting Enterprise-wide Risk Management Committee (times) : 7

List of Directors	Meeting attendance of Enterprise-wide Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Bundit Hansapaiboon (The chairman of the subcommittee)	5	/	5	5/5 (100.00%)
2 Police Lieutenant General Chaiwat Chotima (Member of the subcommittee, Independent director)	6	/	7	6/7 (85.71%)
3 Mr. Pornsit Poovanakijjakorn (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
4 Mr. Rawee Boonsinsukh (Member of the subcommittee)	7	/	7	7/7 (100.00%)
Average meeting attendance rate				**(96.43%)**

The results of duty performance of Enterprise-wide Risk Management Committee

In 2025, the Enterprise-wide Risk Management Committee performed its duties to its full capacity under the Enterprise-wide Risk Management Committee Charter assigned by the Board of Directors, overseeing the organization's risk management to achieve its defined business objectives and to build confidence and credibility among investors and stakeholders. The Enterprise-wide Risk Management Committee held a total of 7 discussion meetings with the management team. The key operational highlights can be summarized as follows:
1. Consider the risk management plans for investment projects, such as the rooftop solar power project in Thailand, the solar rooftop power generation project at Bangchak service stations, the solar power and battery (Energy Service) project in Thailand, and other additional investment projects, to provide recommendations to the Board of Directors for further consideration and approval.
2. Consider monitoring and reviewing the organization's risk management plan, including:
2.1 Review and revise the organization's risk management plan for 2025 that may affect the company's strategic plan, objectives, sustainability, and stakeholders.
2.2 Monitor the progress of management's operations according to the organization's risk management plan for 2025, which, overall, has managed risks to an acceptable level, by considering guidelines for assessing the likelihood and impact of potential risks to prioritize them.
2.3 Review and revise the annual enterprise-wide risk management manual to ensure its suitability for changing circumstances.

3. Consider reviewing and approving the annual revision of the Enterprise-wide Risk Management Committee Charter.
4. Oversee and provide recommendations on various issues that management should focus on and be aware of, including the volatile climate risk management plan over the past period, as well as flood risks that may affect projects or operational areas. This should encompass the assessment of risks and opportunities from financial data related to climate change.

Remark: [5] *Note (1) Mr. Bundit Hansapaiboon served as Enterprise Risk Management Committee Member on April 29, 2025, and was appointed as Chairman of the Enterprise Risk Management Committee, replacing Police General Wisanu Prasarttongosoth, on May 27, 2025.*
(2) Police General Wisanu Prasarttongosoth served as Chairman of the Risk Management Committee until May 27, 2025.
(3) Mr. Pornsith Phuvanartkijjakorn served as Enterprise Risk Management Committee Member on April 29, 2025.
(4) Mr. Thammayot Srichuay resigned from the position of Enterprise Risk Management Committee Member on May 7, 2025.

Meeting attendance of Investment Committee[6]

Meeting Investment Committee (times) : 8

List of Directors	Meeting attendance of Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Natthakorn Athithanavanich (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Ms. Phatpuree Chinkulkitnivat (Member of the subcommittee)	8	/	8	8/8 (100.00%)
3 Mr. Bundit Hansapaiboon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. Pornsit Poovanakijjakorn (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
5 Mr. Rawee Boonsinsukh (Member of the subcommittee)	8	/	8	8/8 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Investment Committee

The Investment Committee, comprising Mr. Natakorn Athithanawanich, serving as Chairman, Ms. Patpuree Chinkulkitniwat, Mr. Bundit Hansapaiboon, Mr. Pornsith Phuwanakitjakorn, and Mr. Rawee Boonsinsukh, has prioritized the company's strategic investment plan, which focuses on investments in infrastructure businesses and new ventures to support the company's growth, in alignment with global growth trends emphasizing sustainability. The Investment Committee has reviewed investment opportunities presented by management and continuously monitored the progress of investments. In 2025, a total of 8 Investment Committee meetings were held to screen investments and provide opinions to inform the decision-making process of the Board of Directors. The evaluation of investments and divestments has been continuously monitored.

The Investment Committee has fully performed its duties in accordance with its charter and the mandates received from the Board of Directors, meticulously considering various matters to ensure that the company's investments align with organizational goals, while creating value for all stakeholders in a stable, fair, and sustainable manner across economic, social, and environmental aspects.

Remark: [(6)] *Note: (1) Mr. Thammayot Srichuay and Mr. Suthep Wongworaset resigned from their positions as Investment Committee Members on April 29, 2025. (2) Mr. Thanwa Laohasiriwong resigned from his position as Investment Committee Member on May 27, 2025. (3) Mr. Natthakorn Athithanawanich, Mr. Bundit Hansapaiboon, and Mr. Pornsith Phuwanakijjakorn were appointed as Investment Committee Members on May 27, 2025.*

Meeting attendance of Nomination and Remuneration Committee[(7)]

Meeting Nomination and Remuneration Committee (times) : 5

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Pornsit Poovanakijjakorn (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. Natthakorn Athithanavanich (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Ms. Salagjit Pongsirichan (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

For the year 2025, the Nomination Committee held a total of 5 meetings, and all directors attended the meetings, fulfilling the quorum requirements each time.

The key resolutions of the meetings can be summarized as follows:

1. Director Nomination

In the director nomination process, the Company provided an opportunity for shareholders to propose names of qualified individuals for consideration as directors of the Company in advance of the 2025 Annual General Meeting of Shareholders. Shareholders could submit such nominations between August 28, 2024, and December 31, 2024, through the communication channels of the Stock Exchange of Thailand and published on the Company's website. Upon the expiration of the specified period, no shareholders proposed individuals for consideration as directors to the Company as announced.

The Nomination Committee is responsible for considering and nominating directors, individuals with knowledge, capabilities, work experience, achievements, and dedication to supporting the company's management, whose qualifications do not conflict with the company's regulations/laws and align with the organizational strategic plan, as well as promoting a diverse board structure (Board Diversity) to enhance the effectiveness of the Board's operations.

For the year 2025, the Nomination Committee is responsible for considering the qualifications of two directors whose terms have expired and re-appointing them for another term, and considering the qualifications of three suitable individuals as new directors.

2. Determination of Director Remuneration

The Nomination Committee reviewed the annual director remuneration by benchmarking it against the average remuneration of directors of listed companies in the same industry, business expansion, and the roles and responsibilities of the Board of Directors and each sub-committee, to propose the determination of director remuneration for 2025. The remuneration (comprising monthly fees, meeting allowances, and bonuses) for directors and sub-committee members was proposed to remain at the same rate as in 2024.

3. Establishing Criteria and Evaluating the Performance of the Chief Executive Officer

The Nomination Committee is responsible for establishing and reviewing the criteria for determining the performance indicators of the Chief Executive Officer, as well as conducting the annual performance evaluation, which comprises (1) organizational performance indicator results, (2) leadership qualification assessment results, and (3) the performance of the group of companies, to present the evaluation results and recommendations for determining annual remuneration and bonuses to the Board of Directors for consideration and approval.

4. Review of the Nomination Committee's Charter for 2025

The Nomination Committee is responsible for reviewing the charter to ensure alignment with its scope of duties, good corporate governance principles, and the criteria for the Thai Listed Companies Corporate Governance Report 2025 (CGR 2025) of the Thai Institute of Directors Association. The Nomination Committee resolved to maintain the details of its charter as originally stated.

Remark: [7] *Note*

(1) Mr. Pornsith Phuwanakijjakorn, Mr. Natakorn Athithanawanich, and Ms. Salakjit Pongsirichan commenced their positions from May 27, 2025.

(2) General Kanit Sapitak and General Ong-art Pongsak served until April 8, 2025.

(3) Police Lieutenant General Chaiwat Chotima served until May 27, 2025.

(4) Mr. Suthep Wongworaset served until May 7, 2025.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy	:	Yes

The Company has established a Sustainable Business Development Policy, integrated according to international standards for sustainability and global responsibility. Its core pillars are to create value in three dimensions: Economic Value (Growth), Social Value (Good), and Environmental Value (Green), all founded on good corporate governance. Details are as follows:
1. Good Corporate Governance. Conduct business transparently and in accordance with good governance principles, with a strict anti-corruption policy and comprehensive risk management throughout the value chain.
2. Collaborate with All Sectors to Promote Sustainable Development, both in terms of laws and regulations, and to raise public awareness. Collaborate with government agencies, businesses, communities, and civil society to promote sustainable development through the enforcement of laws and regulations, as well as to raise awareness about the importance of environmental and energy conservation.
3. Support Community Energy Security, Foster Local Economies, Promote Community Development, and Aim to Create Shared Value by supporting communities' access to sustainable and reliable energy sources.
4. Reduce Environmental Impact in All Aspects. Reduce environmental impact from business operations by integrating the concept of a "circular economy" to minimize resource consumption and waste volume.
5. Respond to Customer Needs and Protect Personal Data. Efficiently respond to customer needs, protect personal data, and safeguard online privacy with modern technology and the best data security systems.
6. Creative Growth with Eco-Friendly Innovation. Develop the business through continuous creation of eco-friendly innovations, and adapt appropriately to utilize value-adding technologies effectively.
7. Develop Capabilities Throughout the Value Chain. Enhance organizational capabilities and sustain continuous growth by developing employee readiness, fostering business collaborations, and developing the potential of partners and subcontractors throughout the value chain.
8. Respect Diversity and Protect Human Rights. Aim to be an organization that accepts and respects diversity, and operates equitably without discrimination.
9. Protect Biodiversity Potentially Affected by Operations. Avoid operations that impact biodiversity, mitigate impacts, restore, and compensate for potential damages to prevent loss of biodiversity.
10. Address Climate Change. Consider the rapidly changing climate factors today by preparing contingency plans to reduce risks and increase investment opportunities, as well as mitigate impacts on communities and the environment.

Sustainability management goals

Does the company set sustainability management goals	:	Yes

The Company supports and drives its operations in alignment with the United Nations Sustainable Development Goals (SDGs) by identifying 6 primary goals that are directly consistent with its business nature and organizational strategy, namely:

SDG 3 Good Health and Well-being
SDG 7 Affordable and Clean Energy
SDG 8 Decent Work and Economic Growth
SDG 9 Industry, Innovation, and Infrastructure
SDG 11 Sustainable Cities and Communities

SDG 13 Climate Action

Additionally, the Company has expanded its scope of operations to support 5 secondary goals, namely:

SDG 4 Quality Education

SDG 6 Clean Water and Sanitation

SDG 14 Life Below Water

SDG 15 Life on Land

SDG 16 Peace, Justice, and Strong Institutions

The aforementioned SDGs serve as a crucial framework for developing sustainability strategies, plans, and projects for The Company aims for its business operations to create concrete positive impacts on society and the environment.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year	:	Yes
Has the company changed and developed the policy and/or goals of sustainable management over the past year	:	No

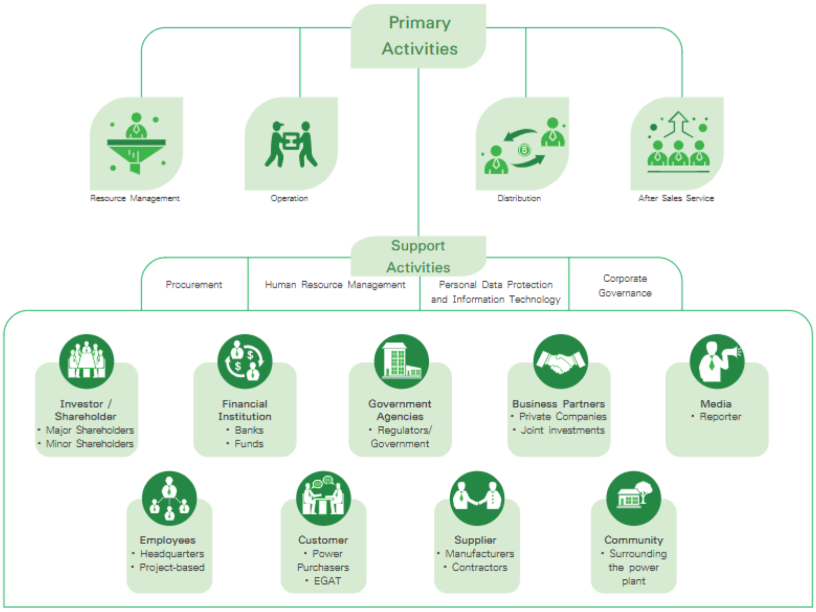
The Company continuously monitors and evaluates the suitability of its sustainability policies and goals. In the past year, no significant issues requiring improvement were identified. Furthermore, these policies and goals continue to effectively support the organization's risk management and long-term value creation.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company recognizes the importance of stakeholders throughout the value chain as key drivers for value creation and sustainable business growth. Therefore, the Company has established a systematic Stakeholder Engagement process, covering both internal and external stakeholders. This is achieved through communication, soliciting feedback, and surveying material sustainability issues to ensure that stakeholders' perspectives, expectations, and concerns are comprehensively considered.

Business value chain diagram



Primary and Support Activities across the Business 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
Internal stakeholders			
• Employees	Environmental - Reduce environmental impact from business operations - Implement clear environmental management measures - Promote environmental knowledge and employee engagement Social - Support skill	Environment - Implement projects to reduce greenhouse gas emissions - Promote ecosystem conservation - Standardized management of water, pollution, and waste - Promote environmental knowledge among employees Social - Employee potential development and training	• Visit • Press Release • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others • Survey and Assessment of Material Issues

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	development and career growth - Create a safe working environment - Promote community engagement Governance - Maintain a robust risk management system - Adapt to changes in the energy industry - Ensure transparent and ethical corporate governance	- Create learning opportunities and career advancement - Participate in community development activities - Occupational health and safety management Governance - Risk management and business continuity planning - Promote an organizational culture of ethics and good governance - Innovation development and digital transformation - Sustainable supply chain management - Enhance cybersecurity	
• Investors or investment institutions • Analysts • Shareholders	Environmental: - Conduct renewable energy business to reduce greenhouse gas (GHG) emissions and lower carbon intensity. - Have a clear plan and commitment to	Environmental Aspect - Primarily focus on renewable energy business to reduce GHG emissions. - Support the reduction of Scope 3 emissions for customers and other organizations through the use of clean energy.	• Press Release • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	achieve Net Zero targets. - Increase the proportion of electricity generation from clean energy. - Manage air quality and pollution from operations. Governance: - Manage risks from currency fluctuations, geopolitics, and conflicts in investment countries. - Maintain power plant production efficiency and operations according to targets. - Manage risks from energy policies and regulations in each country. - Diversify investments across multiple countries and energy types.	- Generate electricity from clean energy sources to mitigate impacts on air quality. Governance and Business Aspect - Possess a risk management system and business continuity planning. - Diversify investment portfolios across multiple countries and energy types. - Closely monitor energy regulations and policies in each country. - Develop new energy innovations and technologies to enhance competitiveness.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	- Adapt to increased competition and volatility in the renewable energy market. - Develop new energy technologies such as Fusion, Hydrogen, or future energy technologies. - Promote innovation and digital transformation.		
External stakeholders			
• Suppliers • Contractors	Environmental Aspects: - Proper and safe waste management, especially for hazardous waste such as expired solar panels or electrical equipment. - Support for greenhouse gas emission reduction and clean energy business operations. - Appropriate management	Environment - Manage waste and expired equipment in accordance with legal requirements. - Support clean energy and Net Zero targets. - Manage water and wastewater from production processes. - Develop partnerships with suppliers to create an environmentally friendly supply chain. Social - Promote economic opportunities for local communities and farmers. - Establish	• Visit • Online Communication • External Meeting • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	of water resources and wastewater. - Promotion of sustainable and environmentally friendly supply chains. Social Aspects: - Promotion of local economic and community development. - Maintenance of good safety, occupational health, and working environment standards for employees and contractors. Governance Aspects: - Implementation of effective risk management systems and business continuity plans. - Support for innovation, technology, and digital	occupational safety standards and control systems for employees and partners. Governance - Implement a risk management system and Business Continuity Management (BCM) plan. - Promote the development of innovative products and services. - Adapt business strategies to align with changes in the energy industry, such as Energy Storage. - Support the development of a sustainable supply chain in collaboration with partners.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	transformation. - Adaptability to changes in the energy industry. - Promotion of sustainable supply chain management.		
• Business partners	Environmental: - Consideration of impacts on biodiversity and ecosystems from project development, such as the use of large areas for solar farms. - Appropriate waste management, especially for expired solar panels classified as e-waste/hazardous waste. - Water management systems for operational processes, such as water used for cleaning solar panels. - Support for greenhouse	Environment - Manage impacts on project areas and ecosystems - Implement waste management systems and manage expired solar panels - Manage water resources within the project - Develop and invest in clean energy to reduce greenhouse gas emissions - Control noise and pollution impacts from operations Social - Build relationships with communities around the project area - Support community development activities and stakeholder engagement Governance and	• Visit • Press Release • Online Communication • Internal Meeting • External Meeting • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	gas emission reduction and clean energy development. - Control of air and noise pollution impacts from energy project operations. Social: - Emphasis on communities around project areas and human rights. - Promotion of community participation and community development in project areas. Governance: - Conducting business under principles of good governance, transparency, and business ethics. - Strategic risk management and stable operational performance. - Adaptation to	Business - Conduct business under principles of good governance and business ethics - Implement risk management systems and strategic planning - Develop partnerships to expand investments and new energy technologies - Adjust business strategies in line with changes in the energy industry	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	increased competition in the renewable energy industry. - Fostering new business and technological collaborations. - Adaptation to changes in the energy industry structure, such as Decentralized energy, Prosumer, Data Center. - Compliance with rapidly changing energy and environmental laws and standards.		
• Financial institution	Environmental - Operate clean energy businesses to reduce greenhouse gas emissions and support the bank's Scope 3 targets. - Control and reduce air pollution from operations.	Environment - Expand investment in renewable and clean energy. - Generate electricity without fuel combustion, reducing air pollution. - Implement waste management systems and manage end-of-life solar panels.	• Press Release • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Training / Seminar • Others

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	- Implement appropriate waste management systems, especially for electronic waste or expired solar panels. Social - Respect community rights and human rights in project areas. - Promote access to affordable clean energy for the public and communities. - Manage projects with consideration for impacts on community livelihoods and residential areas. Governance - Manage risks from the volatility of renewable energy generation. - Maintain security in electricity	Social - Distribute quality solar electricity at accessible prices to expand opportunities for clean energy use. - Manage projects with consideration for community well-being and minimize impact on local areas. Governance and Business - Implement risk management and business continuity planning systems. - Monitor energy policies and regulations in each country. - Prepare for ESG and Sustainability-Linked Financing. - Invest in energy technologies and infrastructure, such as Energy Storage. - Conduct business in accordance with good governance and ethics.	• ESG Assessment and Sustainability-Linked Loan

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	supply and service quality. - Reduce credit risk and debt repayment capacity. - Adapt to changes in government policies and regulations in various countries. - Be prepared for Sustainability-linked financing and ESG assessments. - Develop energy infrastructure to support the electricity demands of Data Centers, such as energy storage and stable power systems. - Develop innovations and technologies to enhance business efficiency. - Conduct business under principles of good		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	governance, ethics, and transparency.		
• Customers	Environmental: - Proper management of electronic waste and expired solar panels in accordance with legal requirements. - Reduction of air pollution and operation of environmentally friendly energy businesses. - Support for greenhouse gas emission reduction and clean energy development. - Operating energy businesses that help customers and society achieve climate goals. Social: - Support for job creation and career opportunities for	Environmental Aspect - Has a system for managing waste and expired solar panels in accordance with the law. - Operates clean energy businesses, such as Solar Rooftop, to reduce air pollution. - Supports the reduction of greenhouse gas emissions and energy transition. Social Aspect - Creates employment opportunities in project areas. - Supports the installation of clean energy for communities. - Conducts projects with consideration for the safety of communities and workers. Governance and Business Aspect - Manages stability in electricity supply and operations.	• Visit • Social Event • Online Communication • Internal Meeting • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	communities around project areas. - Promotion of community access to clean energy. - Consideration of community rights and impacts on people's way of life. - Adherence to occupational health and safety standards in project implementation. Governance: - Stability in electricity delivery to customers. - Implementation of cybersecurity systems. - Promotion of innovation and development of energy technology. - Development of energy infrastructure systems such as SCADA,	- Develops Cybersecurity systems and business risk management. - Collaborates with partners such as PEA and AIT in developing SCADA for electrical systems and energy innovation. - Invests in Energy Storage and new energy technologies to support increasing electricity demand. - Expands business into new energy markets, such as Data Centers.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	Smart Energy, and Battery Storage. - Adaptability to new energy demands, such as Data Centers.		
• Government agencies and Regulators	Environmental: - Support the reduction of greenhouse gas emissions and address climate change through the development of clean energy. - Efficiently manage waste from the energy industry, such as expired solar panels. Social: - Implement occupational health and safety measures in energy infrastructure, such as transmission systems or energy structures. -	Environmental: Operate clean energy businesses to increase the proportion of renewable energy and mitigate climate change impacts. Implement appropriate waste management systems and end-of-life solar panel management. Social: Implement safety measures in energy project operations and manage risks associated with energy infrastructure. Organize activities and projects that enhance energy knowledge and technology for communities. Governance and Business: Develop a Risk &	• Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	Reduce the risk of accidents that may affect communities and residents around project areas. - Respect community and human rights, and develop energy technology capabilities for communities. Governance: - Manage business risks and continuity amidst uncertainties in energy laws and policies. - Possess the ability to adapt to new energy regulations and business models. - Promote innovation and digitalization in energy, such as micro-grids or smart energy systems.	Business Continuity Management system. Adapt to changing energy policies and regulations. Promote energy innovation, such as Sandbox projects and micro-grids, to develop new energy business models.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Media	Environmental - Operating clean energy businesses that help mitigate the impacts of climate change - Increasing the proportion of clean energy and reducing greenhouse gas emissions Social - Energy project development must consider impacts on communities and human rights - The construction of power plants or energy projects should minimize impacts on the livelihoods, occupations, and residential areas of communities - Preventing conflicts with communities or	Environmental Aspect - Operate clean energy businesses to increase the use of clean energy and reduce greenhouse gas emissions. Social Aspect - Implement energy projects with consideration for impacts on local communities and stakeholders. - Manage operations to reduce conflicts with communities and stakeholders. Governance and Business Aspect - Possess a Risk & Business Continuity Management system. - Monitor and adapt to government energy policies. - Manage risks related to power plant stability and operations. - Promote innovation, technology, and the expansion of energy businesses.	• Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	opposition from civil society Governance - Managing risks and business continuity from external factors, such as government policies - Ability to cope with changes in energy policies that may affect investments - Managing operational risks of power plants, such as grid instability - Transparent communication of information to the public and media - Promoting innovation and development of energy technology		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community	Environmental Aspects - Utilize efficient clean energy technologies that do not cause environmental impact. - Provide communities with access to clean energy, such as solar or wind power, to ensure sufficient and stable electricity. - Reduce air pollution, dust, and greenhouse gases to improve air quality and community health. - Manage water and wastewater appropriately and reuse it to reduce environmental impact. - Manage waste safely to avoid impacting the health of local	Environmental Aspect - Develop and invest in renewable and clean energy, such as solar and wind. - Utilize technology to enhance energy production efficiency and reduce environmental impact. - Implement water and wastewater management systems, including water recycling within projects. - Control and reduce air pollution and greenhouse gas emissions. - Establish waste management systems in accordance with standards and laws. - Assess environmental impacts and implement measures to protect ecosystems and biodiversity. Social Aspect - Support employment and income generation in project areas. - Conduct community	• Visit • Press Release • Social Event • External Meeting • Complaint Reception • Satisfaction Survey • Others • Community Survey and Community Meeting / Public Hearing

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	residents. - Protect ecosystems and biodiversity by assessing risks and implementing measures to prevent project impacts. Social Aspects - Create jobs and income for communities around the project. - Support local social and cultural activities to preserve community identity. - Participate in improving the quality of life for local residents and build good relationships with communities.	development activities and social projects (CSR / Community Development). - Support local cultural and social activities. - Promote collaboration with communities to improve local quality of life and economy.	

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

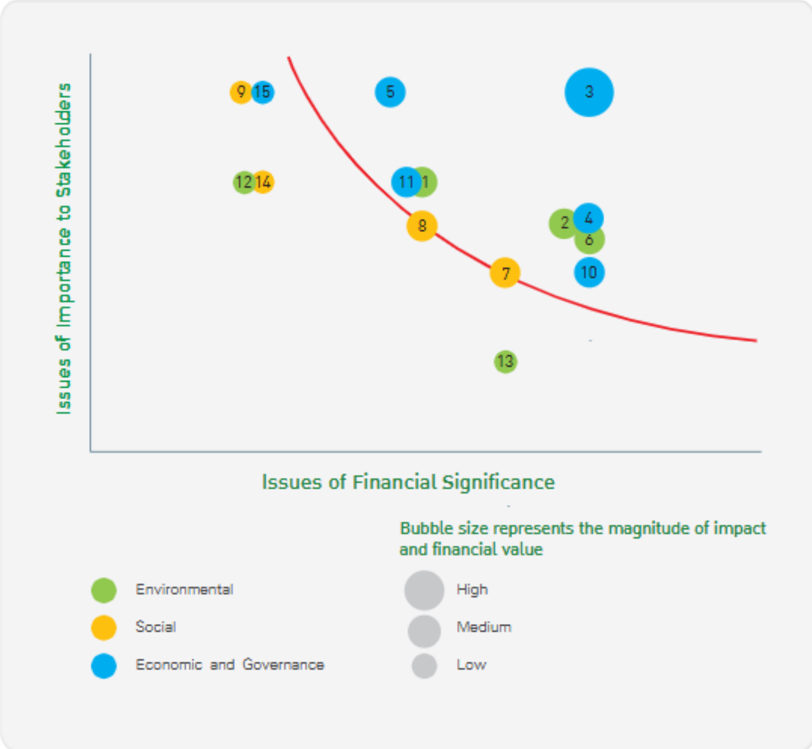
Over the past year, the company has reviewed its sustainability materiality topics : Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Investment Supporting the Energy Transition	• Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management • Innovation Development
Biodiversity and Ecosystem Protection	• Environmental Management Standards Policy and Compliance • Biodiversity Management
Human Capital Development	• Fair Labor Practices
Community Engagement, Social Development, and Human Rights	• Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility
Occupational Health, Safety, and Working Environment	• Human Rights • Fair Labor Practices
Business Resilience	• Sustainability Risk Management • Innovation Development
Risk Management and Business Continuity	• Sustainability Risk Management
Corporate Governance, Ethics, and Sustainable Business Conduct	• Good Governance
Innovation and Digital Transformation	• Innovation Development
Air Quality and Pollution Management	• Environmental Management Standards Policy and Compliance • Waste and Waste Management • Greenhouse Gas Management

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Cybersecurity	• Good Governance • Sustainability Risk Management
Waste Management	• Environmental Management Standards Policy and Compliance • Waste and Waste Management • Greenhouse Gas Management
Water Resource Management	• Environmental Management Standards Policy and Compliance • Water Management • Greenhouse Gas Management
Product and Service Quality and Responsibility	• Customer / Consumer Responsibility
Sustainable Supply Chain Management	• Sustainable Supply Chain Management

Diagram of organizations material sustainability topics



List of Material Topics

Strategic ESG Topics

1. Investment Supporting the Energy Transition
2. Biodiversity and Ecosystem Protection
3. Risk Management and Business Continuity
4. Innovation and Digital Transformation
5. Business Resilience

Other ESG Topics

12. Waste Management
13. Water Resource Management
14. Product and Service Quality and Responsibility
15. Sustainable Supply Chain Management

Fundamental ESG Topics

6. Air Quality and Pollution Management
7. Community Engagement, Social Development, and Human Rights
8. Human Capital Development
9. Occupational Health, Safety, and Working Environment
10. Corporate Governance, Ethics, and Sustainable Business Conduct
11. Cybersecurity

List of Material Topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Have data
Reference link for corporate sustainability report	:	https://www.bcpggroup.com/en/document/sustainability-reports

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	GRI 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

The Company has adopted and effectively applied the COSO ERM 2017 risk management framework or guidelines to prevent and mitigate the impact of risks that could hinder the organization from achieving its stated objectives. This aligns with the vision, mission, organizational strategy, and sustainable business development policy encompassing Environmental, Social, and Governance (ESG) factors, which may be subject to changing market conditions. This is achieved by operating according to the risk management system within appropriate available resources and budget, with the participation of executives and employees at all levels within the organization. Furthermore, the enterprise-wide risk management committee continuously oversees to achieve shared business objectives. The Company's enterprise-wide risk management policy is as follows:

1. The Company designates executives and employees in various departments as risk owners. They must play a role and participate in developing the organization's risk management and possess an understanding of their responsibilities related to risk management.
2. Establish an effective risk management process at every stage of operations, in accordance with the principles of Good Corporate Governance, and integrate risk management with sound information technology management to help reduce the likelihood of risks and their impacts, reduce overall operational uncertainty, and increase the chances of success.
3. Implement and support successful risk management throughout the organization by efficiently utilizing limited resources in identifying, assessing, and appropriately managing risks.
4. Promote and encourage risk management to become an organizational culture by ensuring everyone recognizes the importance of risk management.
5. Executives and employees at all levels participate in supporting and encouraging joint ventures to recognize and prioritize operations in the area of risk management.

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), ISO 31000: Risk management, ISO 22301: Business continuity management systems (BCMS)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Changes in government energy policies in countries where the company invests

Related risk factors	:	Strategic Risk • Government policy

- Policies or international agreements related to business operations

ESG risk factors : Yes

Risk characteristics

The company's power plant business operations depend on changes in energy policies and regulations in the countries where the company invests, such as gas price restructuring, electricity tariffs, and government policies on renewable energy procurement, among others.

Risk-related consequences

- Revenue
- Power Purchase Agreement Terms
- Long-term project viability
- Future business plan

Risk management measures

- Continuously monitor and assess the situational impact of energy policies.
- Adjust investment strategies and revenue structure to align with the evolving policy context.
- Diversify investments across multiple countries and technologies to mitigate policy risks.

Risk 2 Changes in laws, regulations, and rules related to business operations

Related risk factors : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

ESG risk factors : Yes

Risk characteristics

Changes in relevant laws and regulations, or interpretations differing from those currently in effect, may result in non-compliance with laws and regulations, which could lead to penalties, revocation of licenses, or temporary or permanent closure orders for power plants.

Risk-related consequences

- Operations
- Organizational image and reputation

Risk management measures

- Strictly adhere to laws and closely monitor changes in laws and regulations.
- Review company policies and regulations, and communicate them to all departments to ensure compliance with requirements.
- Engage external legal counsel in cases where complex legal issues are identified, to ensure that the company's business operations comply with laws and regulations.

Risk 3 Climate Change

Related risk factors : Strategic Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate variability and greenhouse gas emission reduction policies

Risk-related consequences

Electricity generation and long-term business direction

Risk management measures

- Develop an organizational greenhouse gas reduction plan and set carbon neutrality targets by 2030 and net-zero greenhouse gas emissions by 2050
- Integrate climate change risks into strategic and investment decisions
- Utilize weather data and forecasts to plan production in advance and prepare response plans

Risk 4 Competitive Landscape in the Industry

Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
- Competition risk
- Economic risk
- New business risk

Compliance Risk
- Laws and regulations is not favorable for doing business

ESG risk factors : Yes

Risk characteristics

Due to the continuous decrease in the cost of renewable energy technology, consumers can access products more easily, leading to increased demand, particularly in the solar rooftop business. Concurrently, the number of operators has also risen, reflecting an intensified competitive landscape.

Risk-related consequences

- Profit margin/project return
- Business expansion plan

Risk management measures

- Develop strategic investment plans and closely monitor progress
- Collaborate with partners to reduce risks and increase opportunities for accessing new projects

Risk 5 Volatility of the Spark Spread (electricity price and natural gas cost differential) for natural gas power plants in the United States

Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

Operational Risk
- Shortage or fluctuation in pricing of raw materials or productive resources

Financial Risk

• Income volatility

ESG risk factors : Yes

Risk characteristics

Electricity rates for natural gas power plants in the United States will depend on daily auction results, and natural gas prices, which are the cost of electricity generation, will fluctuate according to supply and demand at different times.

Risk-related consequences

Operating Results

Risk management measures

- Utilize Spark Spread Hedging to reduce the volatility of electricity rates and natural gas prices.
- Utilize Financial Transmission Right Hedging to mitigate risks arising from congestion in the transmission system (Congestion)

Risk 6 Management of Projects Under Development and Construction

Related risk factors :

Operational Risk

• Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The progress of power plant development and construction, both domestically and internationally, depends on several factors, such as obtaining permits, securing financing, land acquisition, constructing transmission lines to the connection point, or complying with the conditions in the power purchase agreement, among others.

Risk-related consequences

- Delayed revenue recognition
- Potentially higher project development costs
- Return on project

Risk management measures

- Monitor project progress and closely control quality
- Increase the diversity of partners to reduce costs and dependency risks

Risk 7 Risk from the performance of businesses in which the company invests

Related risk factors : Strategic Risk

• Competition risk

• Economic risk

Operational Risk

• Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The degradation of equipment due to usage and age may affect the performance and stability of the equipment system.

Risk-related consequences

- Optimal and continuous electricity production
- Revenue from sales

Risk management measures

- Develop a preventive and predictive maintenance plan (Preventive & Predictive Maintenance)

Risk 8 Business Continuity

Related risk factors :

Operational Risk
- Systems or internal control system

ESG risk factors : Yes

Risk characteristics

Continuity in electricity generation or project development may be disrupted or not proceed according to plan, which may be caused by climate fluctuations, including disasters, cyber threats, sabotage, epidemics, or geopolitical issues.

Risk-related consequences

Operational results

Risk management measures

- Develop and regularly test annual emergency plans, such as for earthquakes, fires, oil spills, and flood disasters.
- Provide comprehensive insurance covering damage and disruption.

Risk 9 Credibility of the Counterparty Country

Related risk factors :

Operational Risk
- Loss or damage from non-compliance of partners or counterparties

Financial Risk
- Fluctuation in return on assets or investment

ESG risk factors : No

Risk characteristics

Upgrades/downgrades in the credit rating of the counterparty country, which are a result of its economic conditions, fiscal and financial status, reserve funds, international deficit, and its debt repayment capacity.

Risk-related consequences

- Overall Investment Project Management (Portfolio Management) of the Company

Risk management measures

- Diversify investments across multiple countries and technologies
- Monitor the economic situation of contracting parties closely

Risk 10 Exchange rate volatility

Related risk factors :

Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The Company has investments both domestically and internationally, such as in the United States or Taiwan, leading to a currency mismatch between income and expenses.

Risk-related consequences

- Operating results arising from foreign exchange gains or losses

Risk management measures

- Mitigate natural risk (Natural Hedge) by having loans in the same currency as the project's revenue.
- Utilize appropriate financial instruments, such as forward foreign exchange contracts (Forward Contract), etc.
- Implement management to remain within the risk appetite and in accordance with established policies.

Risk 11 Interest rate volatility

Related risk factors	:	<u>Financial Risk</u> • Fluctuation in exchange rates, interest rates, or the inflation rate
ESG risk factors	:	No

Risk characteristics

Changes in domestic and international loan interest rates

Risk-related consequences

Operating results arising from increased/decreased interest expenses

Risk management measures

- Utilize financial instruments as appropriate, such as Cross Currency Swap agreements or Interest Rate Swap agreements, etc.
- Utilize Project Finance structures where appropriate.
- Manage operations to be within the risk appetite framework and in accordance with established policies.

Risk 12 Personnel development in alignment with the organizational strategic plan

Related risk factors	:	<u>Strategic Risk</u> • ESG risk <u>Operational Risk</u> • Reliance on employees in key positions • Shortage or reliance on skilled workers
ESG risk factors	:	Yes

Risk characteristics

Attracting high-potential personnel and fostering employee engagement with the organization contributes to the company's business expansion.

Risk-related consequences

Talented personnel to meet current and future demands.

Risk management measures

- Develop personnel skills in line with future business directions.
- Procure personnel suitable and aligned with the organizational strategic plan.
- Develop a succession plan for key positions (Succession Plan) to ensure business continuity.

Risk 13 Safety, Occupational Health, and Environment

Related risk factors	:	<u>Strategic Risk</u> • Damage to company image and reputation • ESG risk <u>Operational Risk</u> • Safety, occupational health, and

working environment

ESG risk factors : Yes

Risk characteristics

Accidents or safety incidents may affect personnel, such as employees or contractors, in each country where the company operates.

Risk-related consequences

- Operations may be temporarily suspended
- Organizational reputation

Risk management measures

- The Company operates in accordance with ISO 45001 and ISO 14001 standards, including regular safety training and drills.
- Continuously monitor, control, and report accidents in the workplace.
- Improve and maintain the working environment with a standardized security system.

Risk 14 Community or Stakeholder Complaints

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on the environment

Compliance Risk

- Violations of laws and regulations
- Legal risk

ESG risk factors : Yes

Risk characteristics

The company's project operations in some areas near communities may cause impacts, which could lead to complaints from the community.

Risk-related consequences

- Reputation and image of the company

Risk management measures

- Organize public hearings to study environmental and safety impacts on the community before commencing project development.
- Develop relationships with communities and local agencies to foster continuous understanding and good relationships.

Risk 15 Corruption

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Corruption

Compliance Risk

• Corporate Governance

ESG risk factors : Yes

Risk characteristics

Engaging in business operations or activities involving the public sector may pose corruption risks to facilitate various operational aspects, such as hospitality, gift-giving, donations, or sponsorships, potentially impacting the company's reputation and public image.

Risk-related consequences

- The company's reputation and image

Risk management measures

- Strictly enforce anti-corruption policies, review corporate governance policies and anti-corruption practices, and consistently communicate awareness to stakeholders (including employees), as well as organize activities to promote anti-corruption.
- Provide complaint channels under the supervision of the relevant committee.
- Be a member of the Collective Action Coalition of the Thai private sector against corruption, or CAC

Risk 16 Cyber threats

Related risk factors :

Operational Risk

• Systems or internal control system
• Human error in business operations
• System disruption risk

ESG risk factors : Yes

Risk characteristics

Information technology systems serve as the infrastructure for storing the company's data, which is utilized for analysis, control, and planning to enhance the efficiency of electricity generation operations. Should a cyber threat occur, it could result in the loss of critical data.

Risk-related consequences

- Business operations may be temporarily disrupted
- Credibility
- Organizational image and reputation

Risk management measures

- Operate in accordance with ISO 27001 standards and review information security policies and practices, including measures to prevent data leakage.
- Provide regular training to personnel to raise awareness of cyber threats and prevention methods.
- Establish a system for cyber threat prevention and regularly assess its effectiveness.

Risk 17 Personal Data Protection

Related risk factors : Strategic Risk

• ESG risk

Compliance Risk

• Legal risk

ESG risk factors : Yes

Risk characteristics

Personal data breaches may result in the loss of critical personal data that can be used for identification and linked to various transactions, for the purpose of seeking personal gain without the consent of the data subject.

Risk-related consequences

- Financial and asset risks
- Credibility with internal and external parties
- Organizational image and reputation

Risk management measures

- Monitor legal compliance, annually review the company's personal data protection policy, and regularly communicate it to stakeholders (including employees).
- Provide continuous training and communication to personnel within the organization to raise awareness of personal data protection practices.

Risk 18 Technological Innovation Changes

Related risk factors : Strategic Risk
- Changes in technologies
- Competition risk

ESG risk factors : Yes

Risk characteristics

Advancements in innovation and technological changes

Risk-related consequences

- Current competitiveness and return on assets

Risk management measures

- Closely study and monitor technological innovations and changes.
- Collaborate with business partners and customers to experiment with and further develop innovations that align with the organizational strategy.

Risk 19 Funding Risk

Related risk factors : Strategic Risk
- New business risk

Financial Risk
- Insufficient sources of funding

ESG risk factors : No

Risk characteristics

Unfavorable financial market conditions make it more difficult to raise capital or result in increased financial costs.

Risk-related consequences

- Inability to secure funding on time or in the desired amount, impacting business expansion or new investments.

Risk management measures

- Monitor investment plan information and continuously plan for funding.
- Prepare various forms of funding sources, such as committed and uncommitted credit facilities., intercompany loans (Intercompany Loan), and bridging loans (Bridging Loan) to support investment plans.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company recognizes the importance of preparing for potential crisis events that could disrupt business operations. Therefore, in 2025, the Company has established a business continuity management policy that covers the operations of the entire group of companies, to ensure continuous operations, minimize losses, mitigate impacts, and enable recovery to normal conditions. The objectives are as follows:

1. Develop and improve the business continuity management system and adhere to relevant international standard frameworks, which include defining scope, objectives, roles and responsibilities, and allocating appropriate internal and external resources.
2. Establish business continuity strategies and an incident and crisis response structure, enabling critical processes to return to normal within the specified timeframe.
3. Ensure that all departments involved in core and support processes are responsible for preparing, implementing, and regularly updating and revising documents related to business continuity management accurately, completely, and consistently, to enable efficient use of information.
4. Executives and employees at all levels must recognize the importance of business continuity management, provide support, drive serious implementation, and participate in policy execution to achieve the organization's objectives.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.bcpggroup.com/en/sustainability/governance-economic-aspects

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

The company recognizes the impact that suppliers have on business operations. By selecting efficient, ethical, and moral suppliers, or those with good environmental and social policies, it can meet the expectations of stakeholders and deliver quality products and services to society. Therefore, the company prioritizes efficient, transparent, and auditable management of suppliers and the supply chain. Furthermore, the company plans to integrate environmental, social, economic, and good governance issues as criteria for supplier selection. It has also established a Supplier Code of Conduct for sustainable business development (BCPG Supplier Code of Conduct) to serve as a guiding principle for its dealings with suppliers.

The company has developed a supply chain management process through consideration criteria and supplier grouping, including the classification of supplier groups for manufacturers and distributors of goods or services. In the past year, the company conducted on-site audits of 6 suppliers to ensure that they adhere to guidelines rigorously and transparently, as well as fostering good relationships for mutual improvement and development of new products and services, which may lead to environmentally friendly innovations. Furthermore, training employees and suppliers to have knowledge of sustainability in the dimension of supply chain management, along with building good relationships through annual Supplier Conferences, enables effective business adaptation, climate change resilience, and systematic personnel management, fostering development and growth in the same direction.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria[8]

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

Remark: [8] *The Company conducts screening of new suppliers based on governance-related criteria, including verification against relevant regulatory watchlists/blacklists, to ensure compliance with applicable laws and ethical business practices.*

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://www.bcpggroup.com/storage/document/cg/bcpg-supplier-code-of-conduct-en.pdf

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 (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : No

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)[9]	N/A	900,000.00	13,500,000.00

Remark: [9] *Integrated Power Plant Management System Development Project (War Room), CFO Enhancement, and PowerWise Challenge*

Additional explanation for research and development (R&D) expenses over the past 3 years

Over the past three years, the company has continuously invested in Research and Development (R&D) to support the enhancement of operational efficiency, the development of digital platforms, and the creation of energy and environmental innovations. This includes both in-house technology development and fostering innovative ideas from personnel.

The company's R&D expenses during this period were primarily related to key projects, including:

1. War Room System Development Project (Digital Platform Development)

R&D expenses in the War Room project focused on:

- Design and development of a Centralized Data Platform
- Development of Dashboard and Data Visualization systems for executives
- Improving and upgrading the existing Monitoring system to be modern and support real-time usage
- Development of Digital Workflow functions such as document management, approvals, and internal electronic signature systems
- Development and improvement of the Computerized Maintenance Management System (CMMS) for enhanced user-friendliness and efficiency

As of 2025, the core system has been implemented, and continuous additional investments are being made in data fine-tuning and system optimization.

This project helps reduce long-term costs by decreasing reliance on external systems (e.g., document management and e-Signature systems) and lowering paper-based expenses, while also enhancing overall organizational operational efficiency.

2. PowerWise Challenge Project (Employee-driven Innovation)

The company has allocated a budget to support the PowerWise Challenge activities, which serve as a platform for promoting employee-driven innovative research and development. Expenses covered include:

- Development of concepts and prototypes
- Testing and improvement of operational guidelines
- Support for resources and tools for project development

This project promotes an organizational culture of innovation and generates ideas that can be commercially extended or genuinely enhance operational efficiency.

3. CFO Enhancement and Carbon Market Development Project

R&D expenses in this section focused on developing knowledge and tools related to climate change, including:

- Development of greenhouse gas emission calculation tools (Carbon Footprint for Organization: CFO and MyCF)
- Development of platforms and websites for knowledge on carbon markets
- Support for the development of infrastructure for carbon credit and REC trading
- Organizing activities to disseminate knowledge and develop the potential of the business sector and society

This investment contributes to strengthening the company's capabilities in adapting to climate change and supports the development of carbon markets both domestically and regionally.

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 innovation culture	:	Yes

The Company prioritizes the systematic development and promotion of an innovation culture, providing opportunities for employees at all levels to participate in generating ideas through the PowerWise Challenge project. This platform facilitates brainstorming to enhance efficiency, reduce costs, and create new business opportunities. Selected ideas are developed into prototypes before being tested and scaled for actual implementation within the organization. This is particularly evident in the War Room system development project, which reflects the application of innovation to modernize existing systems, integrating data and workflows into a single platform. This initiative aims to reduce redundancy and paper-based processes, and to develop digital workflows to enhance operational speed and transparency. The system has already been implemented in its core functions and is continuously improved based on user feedback to increase accuracy and efficiency in practical use. Concurrently, the Company promotes collaboration with various sectors through the CFO Enhancement and Carbon Market Development projects, which aim to develop knowledge, tools, and platforms for greenhouse gas management and carbon markets, while continuously disseminating this knowledge to the public. This process reflects the promotion of an organizational culture that embraces new ideas, supports learning and experimentation, fosters cross-functional collaboration, and creates value from data. This enables the Company to develop innovations that address real operational needs, enhance competitiveness, and support long-term sustainable growth.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits[10]

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

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	100,000.00

Remark: *(10) CFO Enhancement Project*

Non-financial benefits(11)

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

	2023	2024	2025
Average reduction in working hours per person per year (Hours)	0.00	0.00	40.00
Percentage of employees benefiting (%)	0.00	0.00	92.00

Remark: *(11) Average reduction in working hours per person per year from the War Room project Percentage of employees benefiting from the PowerWise Challenge project*