



**ESG Performance Report  
for Listed Companies in 2024**

**THACHANG GREEN ENERGY PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2024

Published on 31 March 2025



## ESG Performance

Company Name : THACHANG GREEN ENERGY PUBLIC COMPANY LIMITED      Symbol : TGE  
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, Water resources and water quality management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management

##### Environmental policies and practices

The Group recognizes the urgent need to actively participate in addressing global climate change, including the support and promotion of effective greenhouse gas (GHG) management for the benefit of all stakeholders, local communities, and the national environment. The Group is committed to transitioning toward a low-carbon organization in alignment with Thailand's national GHG reduction policies and international climate agreements. This commitment reflects Thailand's pledge under the United Nations Framework Convention on Climate Change to reduce greenhouse gas emissions as part of its obligations as a State Party. To support this goal, the Group has established the following Greenhouse Gas Management Policy and Commitments:

1. Committing to reducing greenhouse gas emissions in the power generation process by using clean, appropriate, and efficient technology aligned with the long-term greenhouse gas management plan.
2. Promoting government policies and measures to manage greenhouse gases at the national and regional levels.
3. In 2023, the group started collecting greenhouse gas emissions data of the Group to use as a base year for setting targets to reduce greenhouse gas emissions in 2024. As of 2024, the Group is in the process of discussing and setting these targets, with the aim of formally announcing and implementing them in 2025.
4. Committing to taking action to participate in voluntary greenhouse gas reduction projects according to the standards of Thailand Voluntary Emission Reduction Program: T-VER.
5. Promoting and supporting activities to increase energy efficiency and the efficient natural resources consumption from the activities made by the Group's personnel throughout the organization.
6. Technology and innovation development for power generation, such as energy from biomass, bioenergy, waste-to-energy, and energy that does not increase greenhouse gas emissions to achieve sustainable greenhouse gas reduction in line with an adaptation to climate change.
7. Educating personnel and stakeholders of the organization about reducing greenhouse gas emissions.

In terms of environmental preservation, the Group and its subsidiaries operate and control the production processes to strictly comply with the laws related to environmental preservation, including taking into account the needs of all stakeholders with the following guidelines:

1. The Group assigns responsible persons to ensure that the impacts towards the environment does not exceed the standard and must control the natural resources consumption to be most efficient.
2. The Group has set the policy to reduce the generation of garbage or waste and cooperate in the proper disposal of that waste.
3. The Group has assessed risks and impacts in environmental, occupational health, and safety matters before investing or co-investing in any business. The Company operates its business under the concept of the environmental care.
4. The Group embeds and campaigns for employees to use natural resources, materials, and equipment efficiently.

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

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

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

## **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 energy management principles and standards**

### **Compliance with water management principles and standards**

### **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), ISO 14064 - Greenhouse gases

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

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No  
management

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

##### (1) Energy Management

The Company is classified as a large factory that controls the use of electricity or installs electricity totaling from three thousand kilowatts or three thousand five hundred and thirty kilowatt amperes or more or a controlled factory that uses electrical energy, thermal energy from steam or other wasted energy. The amount of energy equivalent to electrical energy is sixty million megajoules per year or more. The Company started the production process since 2014 and has set up an energy management working group with the Chief Operations Officer (COO) as the working group's chairman.

Each year, the Company implements energy conservation projects in accordance with the Energy Conservation Promotion Act. In addition, the Company conducts annual activities to promote energy efficiency, aiming to analyze and manage energy usage within its facilities effectively. The total annual energy consumption data is as follows:

##### Electricity Usage Information

Year 2022 : Electricity Consumption 9,667,133 kilowatt

Year 2023 : Electricity Consumption 9,676,877 kilowatt

Year 2024 : Electricity Consumption 8,709,189 kilowatt

The Company utilizes biomass as a fuel source for electricity generation. In 2024, the Company recorded a total electricity consumption of 8,709,189 kilowatt-hours (kWh), with the majority of electricity used in the production process. The Group remains committed to efficient resource utilization and values the importance of responsible energy use. In 2024, the company implemented an internal energy management project., which resulted in electricity cost savings. For example:

1. To define the leading machinery/equipment that consumes high energy, record the lifespan, the amount of power consumption, and the percentage of loss in order to set as energy conservation measures such as ID fan, feed water pump, and boiler.
2. Replacement of the lighting lamps.
3. Cleaning the condensing unit (CDU)
4. Labeling the warning signs around the light switches, "Please, turn off the lights when not in use" and near the air conditioner control buttons.
5. Installing a time control system for automatically turning on-off air conditioners in the production process area which can reduce power consumption.

6. Preparation of plans and processes for daily and monthly maintenance of machinery.

7. Reducing the number of unnecessary activations of electric light bulbs.

In 2025, the Company aims to reduce electricity consumption by 0.02% compared to 2024.

## Information on electricity management

### Company's electricity consumption (\*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	9,667,133.00	9,676,877.00	8,709,189.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	9,667,133.00	9,676,877.00	8,709,189.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	69,547.72	64,945.48	49,204.46

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

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

### Energy Consumption

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

### Energy Consumption Intensity

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

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

## Water management

### Disclosure boundary in water management over the past years

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

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

In 2024, the Company installed awareness signage in handwashing and restroom areas, and carried out ongoing maintenance and inspection of the water supply system within the production process to ensure it meets established standards. In the office building, the Company adjusted the water flow rates of faucets and sanitary fixtures. Additionally, it implemented an effective wastewater management system to prevent any discharge that could negatively impact the environment and surrounding communities. Following the Zero Discharge principle, no treated wastewater is released outside the factory. Instead, the treated water is reused for irrigation in the company's green areas.

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 390,604.00 Cubic meters	2025 : Reduced by 0.02%

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

#### Water Consumption Data

Year2022 : Raw Water Consumption 419,750 cubic meter.

Year2023 : Raw Water Consumption 434,000 cubic meter.

Year2024 : Raw Water Consumption 390,604 cubic meter.

In 2024, raw water consumption decreased by 43,396 cubic meters compared to the previous year.

For 2025, the Company has set a target to reduce water consumption by 0.02% compared to the 2024 baseline.

### Information on water management

#### Water withdrawal by source

	2022	2023	2024
<b>Total water withdrawal (Cubic meters)</b>	419,750.00	813,976.00	390,604.00
Water withdrawal by third-party water (cubic meters)	0.00	0.00	0.00
Water withdrawal by surface water (cubic meters)	419,750.00	813,976.00	390,604.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3,019.78	5,462.93	2,206.80
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.44	0.86	0.39

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

### Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	419,750.00	813,976.00	390,604.00

### Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.43927773	0.85826872	0.38574504

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

### Water withdrawal expenses

	2022	2023	2024
<b>Total water withdrawal expense (Baht)</b>	0.00	0.00	0.00
Total water withdrawal expense from third-party water (Baht)	0.00	0.00	0.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00

	2022	2023	2024
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	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Waste management

The Company recognizes the importance of waste management for reducing environmental impact under the law by adhering to the principles of waste management according to the 3Rs, which are to reduce, reuse, and recycle. Most of the waste generated by the production process, is classified as industrial waste under the Factory Act B.E. 2535 (1992), and waste generated by the operations in office and common areas, is classified as general waste that must comply with relevant laws and regulations, the Public Health Act B.E. 2535 (1992).

In 2024, the company managed general waste through a landfill disposal method by hiring SRT Power Green Company Limited. For industrial waste management, it is operated through a licensed disposal company under the factory codes 105 and 106 as required by laws. Currently, the Company focuses on reducing the waste generated at the source, waste sorting, waste collecting, and proper waste disposal as corporate waste management approach. The Company's waste management methods include:

1. Arrange the general waste bins, sorted by type of waste generated in the factory area, both inside and outside the buildings, with labels to indicate that they are classified as general waste, recyclable waste, hazardous waste, and organic waste.

2. Industrial waste management, the Company has classified waste into two (2) types, non-hazardous and hazardous industrial waste, which are disposed of through waste processors licensed by the Department of Industrial Works.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

The waste volume over the past three years is as follows:

#### Waste and Residue Generated from Business Operations

##### General Waste Volume (kg/year)

Year 2022 : General Waste Volume 75,505.5 Kg.

Year 2023 : General Waste Volume 79,947.0 Kg.

Year 2024 : General Waste Volume 88,830.0 Kg.

##### Hazardous Waste Volume (kg/year)

Year 2022 : Hazardous Waste Volume 929.0 Kg.

Year 2023 : Hazardous Waste Volume 820.0 Kg.

Year 2024 : Hazardous Waste Volume 560.0 Kg.

In 2024, the volume of non-hazardous waste increased due to business expansion, which led to a proportional rise in overall waste generation. The Company insists on raising awareness and encouraging participation in waste control from the source. This includes providing knowledge on industrial waste and hazardous waste management, as well as implementing

waste segregation programs. These initiatives aim to engage employees in reducing plastic waste and separating general waste effectively.

## Information on waste management

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

	2022	2023	2024
<b>Total waste generated (Kilograms)</b>	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

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

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

### Waste reuse and recycling

	2022	2023	2024
<b>Total reused/recycled waste (Kilograms)</b>	0.00	0.00	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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Group has established the following Greenhouse Gas Management Policy and Commitments:

1. Committing to reducing greenhouse gas emissions in the power generation process by using clean, appropriate, and efficient technology aligned with the long-term greenhouse gas management plan.
2. Promoting government policies and measures to manage greenhouse gases at the national and regional levels.
3. In 2023, the group started collecting greenhouse gas emissions data of the Group to use as a base year for setting targets to reduce greenhouse gas emissions in 2024. As of 2024, the Group is in the process of discussing and setting these targets, with the aim of formally announcing and implementing them in 2025.
4. Committing to taking action to participate in voluntary greenhouse gas reduction projects according to the standards of Thailand Voluntary Emission Reduction Program: T-VER.
5. Promoting and supporting activities to increase energy efficiency and the efficient natural resources consumption from the activities made by the Group's personnel throughout the organization.
6. Technology and innovation development for power generation, such as energy from biomass, bioenergy, waste-to-energy, and energy that does not increase greenhouse gas emissions to achieve sustainable greenhouse gas reduction in line with an adaptation to climate change.
7. Educating personnel and stakeholders of the organization about reducing greenhouse gas emissions.

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

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

Performance and outcomes of greenhouse gas management : No

During on prepare the baseline value

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	22,917.00	52,657.00	51,709.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	19,972.00	17,819.00	17,264.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	411.00	300.00	522.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	2,534.00	34,538.00	33,923.00

### Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.023983	0.055522	0.051066
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	164.87	353.40	292.14

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : Management System Certification Institute (Thailand)

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

#### Absorption and removal of Greenhouse Gas

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# ESG Performance

Company Name : THACHANG GREEN ENERGY PUBLIC COMPANY LIMITED      Symbol : TGE  
Market : SET      Industry Group : Resources      Sector : Energy & Utilities

## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

#### Human Rights Policy

##### 1. Respect for Human Rights Principles

The Group recognizes the importance on respecting human rights by promoting equality and non-discrimination both within and outside the organization. This includes ensuring equal treatment regardless of origin, ethnicity, gender, age, skin color, religion, physical condition, social status, or family background. The Group will not engage in any actions, either directly or indirectly, that violate individual freedoms or rights. Furthermore, the Group has established policies to support and respect the protection of human rights by ensuring that its business operations do not become involved in any form of human rights violations. The Group also provides channels for employees to express concerns or report any instances of rights violations and encourages joint venture partners, business partners, and all stakeholders to adhere to internationally recognized human rights principles.

#### Employees

The Group recognizes the importance of human resources as a key factor in business operations. The work across various areas of the Group relies heavily on knowledge, capabilities, and the dedication - both physical and mental - of employees to achieve organizational goals. Accordingly, the Group has established guidelines for fair treatment of employees. Management must treat employees equitably, lead without bias, and support the development of employee potential to promote career growth and enhance work performance. The Group also promotes employee understanding of the Code of Conduct and ensures appropriate compensation and benefits to support a good quality of life. Employment conditions must be fair, with appropriate welfare benefits, opportunities for advancement, a safe and hygienic working environment, and honest treatment. This includes listening to employee feedback, suggestions, and engaging in reasonable negotiations.

Additionally, the Group strictly prohibits child labor and illegal labor in all forms.

#### Business Partners and Customers

The Group strictly adheres to all business terms and conditions agreed upon with customers, while maintaining high standards and quality of its products and services to ensure customer confidence and satisfaction. The Group is committed to fair pricing of

products and services, safeguarding customer confidentiality, and refraining from using customer information for personal or third-party gain. Furthermore, the Group encourages its business partners to recognize and support human rights principles, and to conduct their operations in a manner that respects human rights and complies with applicable laws.

#### Business Partners

The Group has committed to treat its business partners with fairness and equality, acting with honesty and integrity, and refraining from any form of exploitation. All actions must comply with contractual agreements, be based on accurate and truthful information, and be conducted within the framework of a professional business relationship. The Group has established clear criteria for evaluating and selecting business partners, including competitive bidding and fair, appropriate, and standardized selection processes. Furthermore, the Group promotes the acceptance and support of human rights principles among its partners, encouraging them to operate in a manner that respects human rights and complies with legal requirements.

#### Community and Society

The Group has dedicated to contributing to the development, enhancement, and improvement of the quality of life for communities and society surrounding its operations, in parallel with the Group's growth. It places emphasis on cultivating a sense of social and community responsibility within the organization and continuously supports initiatives and activities that benefit the public and society at large. The Group also provides channels to listen to community

feedback and addresses any human rights-related complaints arising from its business operations.

## 2. Non-Discrimination and Prevention of Harassment

The Group, including its business partners, suppliers, contractors within the business value chain, and joint ventures, must strictly prevent and oppose all forms of harassment - especially sexual harassment - as well as any discrimination based on differences in race, nationality, religion, gender, language, age, skin color, education, social status, culture, customs, or any other grounds.

The Group will also provide training programs to raise awareness and understanding of the processes and preventive measures regarding discrimination and harassment.

## 3. Support and Promotion of Human Rights

The Group supports and promotes all forms of human rights, covering all stakeholder groups. It is committed to respecting and adhering to the Human Rights Policy in all aspects of its operations.

## 4. Reporting Human Rights Violations

- (1) Report directly to the immediate supervisor, Human Resources Manager, or Head of Internal Audit.
- (2) Report via email to the Audit Committee Secretary at: [ia@tge.co.th](mailto:ia@tge.co.th), or to the Company Secretary at: [comsec@tge.co.th](mailto:comsec@tge.co.th)
- (3) Report through the company's official website:

<https://www.tge.co.th/th/environment-social-governance/governance/complaints-and-protection-policy>

Individuals who report human rights violations will be protected under the company's **Whistleblower Protection Policy**, which ensures the safety and confidentiality of whistleblowers, informants, and all involved parties in accordance with the company's policy on reporting misconduct, fraud, and corruption.

## 5. Human Rights Due Diligence

The Group has conducted comprehensive human rights due diligence and periodically review its processes as appropriate. This includes monitoring, assessing human rights risks, and implementing preventive, corrective, and remedial measures to address any potential or actual impacts.

Reference link for social and human rights policy and guidelines : <https://www.tge.co.th/storage/content/esg/social/human-rights/20240322-tge-human-rights-policy-th.pdf>

## 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

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0

	2022	2023	2024
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

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

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

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Child labor, Occupational health and safety in workplace

#### Payment of Remuneration

The Group determines the remuneration of employees fairly and appropriately according to the conditions of work, professional qualifications, knowledge, abilities, and performance. The employees will receive remuneration in the form of regular income, including salary and other income, for example, overtime pay, bonuses, provident fund contributions, etc.

#### Assessment of Employee Engagement with the Organization

The activity plan for 2024 has been developed to monitor the level of employee engagement with the organization using the assessment criteria from the employee turnover rate in the Group. To consider establishing measures to retain quality employees in each department and encourage them to create the work, supervisors and executives must carry out activities to retain those employees in the organization, such as:

- Supervising and coaching new employees
- Developing the capacities of employees and coaching them through annual training
- Encouraging and supporting employees to grow along their career path
- Developing executives' leadership to behave in accordance with the organizational leadership determined by the Company.
- Promoting and encouraging recreational activities

#### Employee Training

The Group focuses on developing the work skills of all employees according to their level of knowledge and position in the organization in order to enhance their knowledge and competencies and encourage employees to develop their knowledge to result in work efficiency, focusing on on-the-job training, in-house training, and public training.

In 2024, the Group prepared an employee skills development plan that emphasizes developing employees' competency profiles to be connected to their functional competencies. This will lead to the planning of an annual training plan for employees in the form of job skill development by learning new ways of working (re-skill) or developing more advanced work skills to be able to work in a new way for the organization (up-skill). The Group organized 24 training courses for employees to increase their skills and work potential, with the average number of training hours or knowledge development activities for employees at 16 hours per person per year, achieving the target of 16 hours per person per year.

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

The Group is aware of the health and safety of its employees, surrounding communities, and all stakeholders, which is the most important aspect of the operation of the power plant business. The provision of safety and occupational health in the workplace will promote the operational efficiency of both internal and external stakeholders, so that they can work effectively and continuously, along with good hygiene. Hence, the Group is committed to taking care of the working environment and paying attention to safety to build confidence and a good image from the strict operation of the organization.

The Group has established a safety and occupational health management system in accordance with international standards on occupational health and safety management systems (ISO 9001: 2015, ISO 14001: 2015, and ISO 45001: 2018) to ensure that employees practice safely and hygienically in the workplace, which provides a good working environment under the establishment of a quality, environmental, and occupational health and safety policy.

#### Occupational Health and Safety Operations of the Group

The Group has appointed a working group to monitor the internal system of occupational health and safety management,

which is responsible for internal compliance assessment, including monitoring and correcting deficiencies, and presenting them to the executive meeting for review. The Group also provides measures to prevent accidents, instill safety awareness among employees, including training, educating, and enhancing employees' good hygiene, as well as maintaining the workplace to be regularly hygienic and safe to minimize the risk of workplace accidents among employees, workers, and contractors operating within the Company's premises. The Group is committed to achieving a zero-accident and zero fire organization. To support this goal, the company records and analyzes fire-related incidents to identify root causes and develop preventive measures. Proactive safety planning and readiness strategies are also in place to address potential safety risks in alignment with the Group's policies.

## Information on setting employee and labor management goals

### Setting employee and labor management goals

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

### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Child labor	-	2023: -	2024: -

## 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 : Yes  
management

The Group organized 24 training courses for employees to increase their skills and work potential, with the average number of training hours or knowledge development activities for employees at 16 hours per person per year, achieving the target of 16 hours per person per year.

In 2024, there were zero case of work-related injuries resulting in lost-time incidents.

In 2024, the Group had a target of at least 75% of its employee engagement scores, and the results of the employee engagement assessment with the organization were 75%.

## Information on employment

### Employment

	2022	2023	2024
Total Employment (Person)	139	149	177
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	139	149	177
Male employees (persons)	101	112	129
Percentage of male employees (%)	72.66	75.17	72.88

	2022	2023	2024
Female employees (persons)	38	37	48
Percentage of female employees (%)	27.34	24.83	27.12
<b>Total of workers who are not employees (Person)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	66	68	71
Percentage of employees under 30 years old (%)	47.48	45.64	40.11
Total number of employees 30-50 years old (Persons)	68	76	101
Percentage of employees 30-50 years old (%)	48.92	51.01	57.06
Total number of employees over 50 years old (Persons)	5	5	5
Percentage of employees over 50 years old (%)	3.60	3.36	2.82

#### Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	52	55	55
Percentage of male employees under 30 years old (%)	51.49	49.11	42.64
Total number of male employees 30-50 years old (Persons)	46	53	70
Percentage of male employees 30-50 years old (%)	45.54	47.32	54.26
Total number of male employees over 50 years old (Persons)	3	4	4
Percentage of male employees over 50 years old (%)	2.97	3.57	3.10

#### Number of female employees categorized by age

	2022	2023	2024

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	14	13	16
Percentage of female employees under 30 years old (%)	36.84	35.14	33.33
Total number of female employees 30-50 years old (Persons)	22	23	31
Percentage of female employees 30-50 years old (%)	57.89	62.16	64.58
Total number of female employees over 50 years old (Persons)	2	1	1
Percentage of female employees over 50 years old (%)	5.26	2.70	2.08

#### Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	130	139	166
Percentage of employees in operational level (%)	93.53	93.29	93.79
Total number of employees in management level (Persons)	6	8	7
Percentage of employees in management level (%)	4.32	5.37	3.95
Total number of employees in executive level (Persons)	3	2	4
Percentage of employees in executive level (%)	2.16	1.34	2.26

#### Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	95	105	122
Percentage of male employees in operational level (%)	94.06	93.75	94.57
Total number of male employees in management level (Persons)	4	5	4
Percentage of male employees in management level (%)	3.96	4.46	3.10
Total number of male employees in executive level (Persons)	2	2	3
Percentage of male employees in executive level (%)	1.98	1.79	2.33

#### Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	35	34	44
Percentage of female employees in operational level (%)	92.11	91.89	91.67
Total number of female employees in management level (Persons)	2	3	3
Percentage of female employees in management level (%)	5.26	8.11	6.25
Total number of female employees in executive level (Persons)	1	0	1
Percentage of female employees in executive level (%)	2.63	0.00	2.08

### Significant changes in the number of employees

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

### Employment of workers with disabilities

	2022	2023	2024
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
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	-	Yes	Yes

### Information on compensation of employees

#### Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	44,950,000.00	36,821,099.00	45,452,962.00

	2022	2023	2024
Average remuneration of employees (Baht / Person)	323,381.29	247,121.47	256,796.40

### Provident fund management policy

Provident fund management policy : Doesn't Have

### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	77	88	102
Proportion of employees who are PVD members (%)	55.40	59.06	48.39
Total amount of provident fund contributed by the company (baht)	62,072.00	64,919.00	646,216.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	0.14	0.18	1.42

### Information on employee development

#### Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	16.00	16.00	16.00
Total amount spent on employee training and development (Baht)	0.00	0.00	0.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000000	0.000000	0.000000
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000000	0.000000	0.000000

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

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

#### Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	48.00	48.00	48.00
Total number of hours worked by employees (Hours)	48.00	48.00	48.00

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

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	1	2	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	1	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.67	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) <sup>(*)</sup>	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : (\*) 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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	36	32	38
Total number of male employee turnover leaving the company voluntarily (persons)	25	21	35
Total number of female employee turnover leaving the company voluntarily (persons)	11	11	3
Proportion of voluntary resignations (%)	25.90	21.48	21.47
Percentage of male employee turnover leaving the Company voluntarily (%)	17.99	14.09	19.77
Percentage of female employee turnover leaving the Company voluntarily (%)	7.91	7.38	1.69
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

## 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

#### 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, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

#### Relationship Management and Customer Responsibility

The Group establishes guidelines for the care and treatment of customers, focusing on providing services and delivering goods to customers as follows:

- The delivery of electricity must be of a quality that meets customers' needs.
- The delivery of electricity must be safe from the exit of the power generation process, the transmission line, to the customer.
- The preparation of electricity must be sufficient to meet the agreed-upon needs of the customer.
- The service must be provided by informed and skilled employees who are prepared to solve customer problems accurately and promptly.
- Operations throughout the business chain must comply with the Group's standards and customer expectations, in line with the code of business conduct and good corporate governance.

Furthermore, the Group has a variety of approaches to building customer relationships that are appropriate for the business context, such as regular visits to customers, meetings with customers, development in the collaboration process for agility, sending staff to provide information and make corrections about problems to ensure and satisfy customers, etc.

In order to continuously develop the efficiency of products and services and ensure the security of customers' personal information, the Company has the following management mechanisms and practices:

1. **Complaint Procedure:** Customers can complain about the quality of electricity, power delivery, and after-sales service by telephone, electronic mail, or via the website. The Company has a system to record customer complaints, a time limit for corrections, tracking the corrections, preparation of investigation reports on causes and solutions, as well as responding to complaints to customers within the specified time (a preliminary response within one day) by establishing a clear responsible department to ensure that all customer complaints are resolved within the specified time.
2. **Customer Satisfaction Survey:** Questionnaires will be sent to customers, and staff from the Customer Relationship Management Department will be sent to interview them face-to-face to know specific customer problems and needs and to strengthen good relationships with customers on a regular basis.
3. **Protection of the Customer's Personal Information:** The information relating to the customer will only be used to improve the provision of services. The customer's personal information will be protected from access by unauthorized third parties. In the event that employees of the Group are required to know the information in order to provide services

or take it for analysis, they must strictly comply with confidentiality requirements.

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : No

In 2024, the Group achieved a customer satisfaction rate of 99%. The Company has established a satisfaction benchmark, whereby any score below 80 triggers a requirement for analysis and improvement actions.

In addition, there were no significant customer complaints reported in 2024.

### Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

## Channels for receiving complaints from customers/consumers

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

Telephone : 077-727-7790

Fax : 077-727-7799

Email : comsec@tge.co.th

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

Address : 159 Moo.3, Tambon Thachang, Amphoe Thachang, Surat Thani 84150

## **Responsibility to community/ society**

### **Information on community development and engagement policies**

#### **Community development and engagement policies**

Community development and engagement policies : Yes

### **Information on community and social management plan**

#### **Community and social management plan**

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life

The Company is committed to conducting business with community and social responsibility by giving importance to reducing environmental impacts and avoiding any operations that may harm the quality of life of the communities surrounding the establishments. In 2024, the communities had no any significant complaints regarding social or environmental issues. However, during 2022-2024, the Company had engaged in improving the quality of life and promoting community engagement.

### **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 : No

### **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

Throughout 2024, the Group actively participated in various community development, cultural, educational, and environmental initiatives in partnership with local authorities, schools, and stakeholders. Key activities included:

- Supported National Children's Day events at Ban Kochathan School, Tha Chang District, Surat Thani Province (organized by Sawiat Subdistrict Administrative Organization)
- Donated bicycles in support of the National Children's Day event organized by Nong Mamong Subdistrict Municipality, Nong Mamong District, Chai Nat Province.
- Donated bicycles in support of the National Children's Day event in Chumphon Province.
- Participated in a volunteer activity on the occasion of King Ramkhamhaeng the Great Memorial Day at Ban Kochathan School, Tha Chang Subdistrict, Surat Thani Province.
- Participated in the preservation of local traditions through the Chak Phra Bok Festival in Sawiat Subdistrict, Tha Chang District, Surat Thani Province.
- Participated in the 2024 Community Waste Management Promotion Project in collaboration with the Sawiat Subdistrict Administrative Organization, Sawiat Subdistrict, Tha Chang District, Surat Thani Province.
- Participated in the roadside development project along Nawah 2 Road in collaboration with Village No. 7 community, Sawiat Subdistrict, Tha Chang District, Surat Thani Province, in honor of the birthday anniversary of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua.
- Participated in the "Thai Local Communities Unite to Preserve Green Spaces" project (planting sugar palm trees) and the "Sufficiency Economy Promotion Project" (planting upland rice) at Thung Nong Prue Public Area (Thung Cho), Village No. 5, Sawiat Subdistrict, Tha Chang District, Surat Thani Province.
- Provided 30 scholarships and sports equipment in 2024 to students of Wat Hat Phankrai Community School and Thakham Wittaya School in Chumphon Province, with the presentation held at the "Khuru Rat Ruam Jai" meeting room, Thakham Wittaya School
- Organized a mangrove reforestation project at the Ban Huai Sap Mangrove Resource Learning Center, Lilet Subdistrict, Phunphin District, Surat Thani Province. Key business partners were invited to participate in this activity, including Saengthong Intertrade Co., Ltd., Kurita-GK Chemical Co., Ltd., JW Tech Co., Ltd., and U-Servicer (Thailand)

Co., Ltd.

- Provided financial support for flood victims through the project "Listed Companies Unite to Help Flood Victims," coordinated via the Thai Capital Market Business Council and donated to the Thai Red Cross Society.
- Participated in the "Surat Safety Officers Unite to Build a Safety Culture" event, and donated a drinking water dispenser to Tha Chi Wittayakom School, Nam Phu Subdistrict, Ban Na San District, Surat Thani Province, on the occasion of the National Occupational Safety Officer Day, held on 12 November 2024, marking the 39th anniversary in Surat Thani Province.
- Participated in a volunteer activity on the occasion of King Vajiravudh Memorial Day (Somdet Phra Maha Thirarat Day) at Kochathan School, Village No. 3, Tha Chang Sub-district, Tha Chang District, Surat Thani Province.
- Conducted site visits and provided relief supplies to flood-affected residents near the company's operating area. In addition, the Company assisted in inspecting the electrical systems in employees' homes that were impacted by the floods, in order to prevent the risk of electrical short circuits and protect the safety of lives and property.
- Organized the "TGE for the Environment" project, which included tree planting and fish releasing activities as a royal merit-making gesture in honor of the birthday anniversary of His Majesty King Bhumibol Adulyadej the Great on December 5, 2024, at Na-Nod Dam, Village No. 3, Tha Chang Subdistrict, Tha Chang District, Surat Thani Province.

## **Benefit from implementing social development project**

### Financial benefits

Does the company measure the financial benefits from social development? : No

### Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

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## ESG Performance

Company Name : THACHANG GREEN ENERGY PUBLIC COMPANY LIMITED      Symbol : TGE  
Market : SET      Industry Group : Resources      Sector : Energy & Utilities

## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

#### Overview of Corporate Governance Policies and Practices

Thachang Green Energy Public Company Limited (the "Company" or "TGE") and its subsidiaries (collectively referred to as the "Group") are committed to conducting business with transparency, fairness, and verifiability. Therefore, the Group realizes the importance of good corporate governance that will help promote its operations to be efficient and transparent to achieve sustainable growth leading to the confidence of all stakeholders. Accordingly, the Company has stipulated the policy of good corporate governance since 2020 that covers the Corporate Governance Code for Listed Companies 2017 defined by the Office of the Securities and Exchange Commission, which will be reviewed on an annual basis. In view of this, the Company conducts such policy review every year, in line with the Company's direction, and entrusts the Nomination, Remuneration, Corporate Governance, and Sustainability Committee to preliminary review before submitting it to the Company's board of directors. Furthermore, the Group has established good corporate governance principle as part of the organization's vision, mission, and values, intending to play a role in driving the country's economy with renewable energy with sustainable business operations and steady growth, in which it's not harming the community and the environment, according to the vision stated that "To be a leader in the renewable energy industry, environmentally-friendly to the community and the environment".

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

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

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

#### Nomination of Directors

##### Nomination of Directors

As at December 31, 2024, the Company's Board of Directors consists of 9 qualified members who have expertise, knowledge, and experience beneficial to the Company's business operations. The composition of the Board of Directors is as follows:

- 5 independent directors, representing 55.56 percent of the total number of the Board;
- 9 non-executive directors, representing 100 percent of the total number of the Board

To nominate the Board of Directors, the Company has to consider the diversified qualifications in terms of independency coupled with the appropriate knowledge, skills, experiences, and specialization, as well as gender, race, and age to ensure that the potential candidate is appropriate for governing the Company. Moreover, he/she is required to have an ability to adapt changes caused by the global socio-economic and environmental conditions that will affect business growth. The Company, therefore, has prepared a skill matrix for the Board of Directors to be used in considering the nomination of directors and determining other suitable qualifications that align with the composition and structure of directors according to the Company's business strategy. The Company also uses the database of Director Pool provided by the Thai Institute of Directors Association (IOD) to consider nominating the candidates for new directors together with a transparent nomination process in order to build confidence for the Company's shareholders and deliver the best interests that meet the needs of all relevant stakeholders.

In the selection of directors for 2024, the Company announced the right of shareholders to propose a qualified director candidate for appointment as directors of the Company at the Annual General Meeting of shareholders for 2024 between November 1-30, 2023. The Company notified shareholders for acknowledgment through the news of the Stock Exchange of Thailand ("SET") and the Company's website by defining clear and transparent procedures in accordance with the principles of good corporate governance of listed companies. Directors who have qualified through the nomination process and presented to the shareholders' meeting for consideration must be fully qualified according to Section 68 of the Public Limited Company Act and have no prohibited characteristics in accordance with the rules of the Office of the Securities and Exchange Commission ("SEC") as well as being a person with knowledge, ability, and experience that is beneficial to the Company and its business operations. However, upon the expiration of the specified period, there was no shareholder nominating a qualified director candidate to be considered for election as a director of the Company.

## **Determination of Director Remuneration**

### **Remuneration for Directors**

#### **Monetary Remuneration**

The Annual General Meeting of Shareholders 2024, held on April 26, 2024, set the remuneration policy for the Board of Directors, Audit Committee, and other sub-committees in the form of monthly monetary remuneration and meeting allowance per time. There is no policy for paying compensation in other forms.

## **Independence of the Board of Directors from the Management**

### **Independent Director**

As of December 31, 2024, the Board of Directors consisted of 9 directors; four non-executive and non-independent directors, and five independent directors. The five independent directors are qualified under the rules of the Securities and Exchange Commission, and the Stock Exchange of Thailand. Most importantly, the Company determines that the Chairman of the Board must be an independent director and must not hold the position of the Chief Executive Officer, nor he/she must not be the same person so that no one has unlimited authority.

The Company shall have independent directors not less than one-third of the total number of directors but not less than three persons or equal to the number specified by the relevant law, and three of these independent directors shall be members of the audit committee. The Company determines the qualifications and definition of its independent directors which are stricter than the requirements of the Notification of the Stock Exchange of Thailand Re: Qualifications and Scope of Work of the Audit Committee B.E. 2558 (2015) and the Regulation of the Stock Exchange of Thailand Re: Listing of Ordinary Shares or Preferred Shares as Listed Securities B.E. 2558 (2015), along with the Notification of the Capital Market Supervisory Board No. TorChor.39/2559 Re: Application for and Approval of Offer for Sale of Newly Issued Shares (including its amendments).

## **Director Development**

### **Performance Development for Directors**

The Company has policies for the continuous development of directors and management to increase and develop knowledge, understanding, and the skills of directors and management including business aspects of the Group and other areas that are beneficial to their performance. There shall be an orientation for new directors every time, including encouraging directors, management, and related individuals in the corporate governance system of the Company, the Company Secretary and Investor Relations, to attend training and seminars that can improve their knowledge and be beneficial to perform their duties and participate in activities to exchange experience and opinions with directors and management of other listed companies organized by the Thai Institute of Directors, the SET, the SEC, and other institutions with related courses to apply obtained knowledge and experience to further improve their performance in management, business, and good corporate governance.

### **New Director Orientation**

If new directors are appointed, the Company has procedures prepared whereby the Company will organize meetings between new directors and existing directors and top management of the Company so the new directors can be made aware of and make inquiries about information of the Company's business operations and other related information such as policy, vision, mission, goals, previous business results, etc. The Company will also provide them with company profile documents or

other documents beneficial for performing their roles as a director, such as the Company's annual reports, the Charter of the Board of Directors, the Code of Conduct, and the Corporate Governance Policy.

There were no directors appointed during 2024.

**Attending training courses related to performing directors' duties and training information in 2024**

All directors have passed the Director Certification Program (DCP) or Director Certification Program (DAP) is organized by the Thai Institute of Directors (IOD). Details on individual profiles of the Company's directors and executives are shown in Attachment 1

In 2024, the directors participated in the following seminars:

**Mr. Kosit Fuangswasdi**

- Chairman Forum
- ID Forum
- Director Briefing
- Audit Committee Forum
- ESG - ESG in the Boardroom: A practical Guide for Board
- SGP - Subsidiary Governance Program

**Mr. Thoranit Tantikulwichit**

- Seminar on Sustainability Reporting and ESG
- Seminar on Enhancing the Governance Capabilities of Audit Committees through Emerging Standards and Technologies

**Mrs. Pensri Meesuksabai**

- Seminar on Sustainability Reporting and ESG
- ESG - ESG in the Boardroom: A practical Guide for Board
- SGP - Subsidiary Governance Program

**Mr. Arthorn Sinsawad**

- Seminar on Sustainability Reporting and ESG
- ESG - ESG in the Boardroom: A practical Guide for Board

**Mr. Tanan Chub-uppakarn**

- ESG - ESG in the Boardroom: A practical Guide for Board
- SGP - Subsidiary Governance Program

**Mrs. Phatcharin Lapharokjik**

- Human Resource Development Certificate Program Class No. 22
- ESG - ESG in the Boardroom: A practical Guide for Board
- SGP - Subsidiary Governance Program

**Ms. Laongatip Wanasuwanakul**

SGP - Subsidiary Governance Program

## **Board Performance Evaluation**

### **Performance Evaluation for the Board of Directors**

The Company has applied the self-evaluation for the Board of Directors' performance evaluation in forms of a group and individuality at least once a year. This helps the Board of Directors review their performance, problems, and obstacles, which leads to further improvement. The performance evaluation results of the Board of Directors for the year 2024 will be presented at the Board of Directors Meeting which will be held on May 13, 2025.

## **Corporate Governance of Subsidiaries and Associated Companies**

## **Corporate Governance Policy and its Practices for Subsidiaries and Joint-Venture Companies**

The Company has established a governance policy for the operations of its subsidiaries and associated companies to define both direct and indirect measures and mechanisms, enabling the Company to oversee and manage the businesses of these entities effectively. This includes monitoring and ensuring that subsidiaries and associated companies operate in accordance with the Company's established policies and comply with the specified measures and mechanisms as if they were internal units of the Company. This approach is intended to safeguard the Company's investment interests in its subsidiaries and associated companies

### **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  
stakeholders

#### **Shareholder**

##### **Rights of shareholders and equitable treatment towards shareholders and promotion of shareholder rights**

The Company recognizes and places importance on the fundamental rights of shareholders, including the right to buy, sell, transfer shares, receive profit sharing of the business, and receive sufficient information regarding the business. Furthermore, it is required to attend shareholder meetings and exercise voting rights to appoint and remove directors, appoint an auditor, and vote on issues affecting the Company, such as dividend allocation, capital increase and decrease, and defining and amending the Memorandum of Association and Articles of Association. Therefore, the Board of Directors is required to ensure that the shareholders have reviewed and approved essential matters and issues specified in the law or may affect the direction of business operations—on top of that, it requires ensuring that such issues are included in the agenda of the shareholder meetings. Accordingly, the meeting invitation letters will be couriered with relevant documents and published on the Company's website before the meeting dates according to the period specified by the applicable laws and regulations so that the shareholders have time to consider the details of each agenda.

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

#### **Business Ethics**

In addition to complying with laws and regulations set by government authorities and the organization itself, business ethics are fundamental to responsible and sustainable operations. Recognizing their importance, the Group upholds business ethics as a core principle to ensure continuous, stable, and sustainable growth.

To reinforce these values, the Group has established a Code of Business Ethics and a Suppliers' Code of Conduct, which include the following:

#### **Business Ethics**

The Company has developed a Business Ethics Handbook for its directors, executives, and employees, including those in its subsidiaries, to serve as a guiding framework for ethical conduct in the workplace. Beyond adherence to ethical principles, they are expected to lead by example, demonstrating fairness, integrity, and accountability in their duties. This responsibility extends not only to the organization but also to colleagues, supervisors, subordinates, and all stakeholders, in alignment with the Company's Good Corporate Governance Policy.

Directors, executives, and employees must acknowledge, understand, and strictly comply with these ethical standards while performing their duties efficiently, transparently, and honestly. They are required to act in the best interests of the Group, ensuring fairness to all stakeholders, and must be prepared to explain, clarify, and verify their decisions and actions when required.

Business Ethics and code of conduct in operating business of the Group are described as follows:

- o Respect the law and promote equality according to international human rights principles;

- o Politically neutral;
- o No stake and conflict of interest;
- o Keep confidentiality and do not use inside information for personal interest;
- o Conduct business based on good corporate governance principles;
- o Encourage executives and employees to act with integrity, transparency, and fair treatment of all stakeholders;
- o Protect the interests of the organization and its shareholders as a priority;
- o Be responsible to the community, society, and environment;
- o Support employee rights and build employee engagement towards the organization;
- o Encourage to treat colleagues with good courtesy and sincerity, including promoting unity among the faculty and helping each other;
- o Establish efficient internal control and internal audit systems; and
- o Establish guidelines for accepting gifts, assets, or other benefits.

#### **Supplier Code of Conduct**

The Group has developed and published the Supplier Code of Conduct to ensure that all suppliers comply with ethical business practices in accordance with legal requirements. This Code emphasizes responsible business conduct, including fair treatment of workers based on human rights principles, a strong commitment to workplace safety and occupational health, and a proactive approach to environmental and social responsibility.

The Code outlines key practices in the following areas:

- o Business Ethics
- o Labor and Human Rights
- o Occupational Health and Safety
- o Environmental Management
- o Business Continuity
- o Community and Social Responsibility
- o Supply Chain Collaboration

#### **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

#### **Prevention of Conflicts of Interest**

##### **Compliance with Prevention of Conflicts of Interest Policy and its Practices**

The Group furnish importance to good corporate governance practices and realize the importance of conducting business with honesty, transparency, and verifiability by taking into account the interests of the Company. Accordingly, the Company has regulated the policy regarding conflicts of interest and its reporting of interests for directors, executives, and employees. To comply with the principles, any decision-making with respect to the operation of business activities shall be for the best interests of the Company and its shareholders. Any action that leads to any conflict of interest must be avoided. Any related person or any person who has an interest in the contemplated transaction shall inform the Company of his or her relationship or interest in that transaction and shall not take part in the consideration thereof, as well as not be entitled to approve that transaction.

In the case that the Company Secretary and/or the Secretary of a Sub-committee (as the case may be) is of the view that any meeting agenda is bound to cause a conflict of interest of any director and/or any member of a Sub-committee or any director and/or any member of a Sub-committee may have an interest in that meeting agenda, the Company Secretary and/ or the secretary of that Sub-committee (as the case may be) shall inform the Board of Directors and/ or the Sub-committee, or procure that the Board of Directors and/or the Sub-committee is informed of such possible conflict of interest. However, at the board meeting and/or Sub-committee meeting to consider related transactions, the interested directors have no voting right and only attend the meeting during the deliberation to provide substantive information about the transactions. When the transactions are deliberated and voted, they will leave the meeting. In 2024, it is determined that the interested directors meet the rules formulated by the Company.

Moreover, this policy was reviewed whether it was complied with corporate sustainable development guidelines, in which

there were no any major amendments.

In 2024, there was no any significant actions or events related to the matters of conflict of interest.

## **Anti-corruption**

### **Compliance with the Anti-Corruption Policy and its Practices**

The Group recognize and give importance to operate its business under the principles of good corporate governance by adhering to the principles of honesty and transparency with no actions of corruption. The Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on September 29, 2023.

Therefore, the Company has established practices for the proper conduct for directors, executives, and employees by preparing an anti-corruption policy to prevent an action of corruption from both inside and outside the organization, along with encouraging the dissemination of this policy and its practices to be acknowledged by everyone.

In 2024, the Company reviewed its anti-corruption policies and practices and concluded that they remain appropriate and aligned with good corporate governance principles as well as the Company's approach to sustainable organizational development.

Throughout the past year, the Company did not identify any actions or incidents that could be classified as bribery or significant corruption.

## **Whistleblowing and Protection of Whistleblowers**

### **Compliance with the Whistleblowing Policy and its Practices**

Anyone who sees any action considered fraudulent or implies fraud or corruption , directly or indirectly, affects the Company and its subsidiaries must not ignore or neglect such behavior. They shall immediately report to the Audit Committee or the Chief Executive Officer or notify through the whistleblowing channels specified in the whistleblowing policy .

In 2024, the Company reviewed its whistleblowing and anti-fraud policy and determined that it remains appropriate, aligned with good corporate governance principles, and consistent with the Company's sustainable development strategy.

In conclusion, the Company did not find any significant complaints or clues regarding acts related to misconduct and corruption in the recent year.

## **Prevention of Misuse of Inside Information**

### **Compliance with The Use of Inside Information Policy and its Practices**

The Group place importance on good corporate governance practices for transparency, and to prevent the exploitation of personal interests from using inside information. Accordingly, the Company has established a policy regarding the use of inside information, in which it is used to prevent the use of such information that has not yet been disclosed to the public as personal interests in any way. This may affect the operations of the Company and its subsidiaries as well as confidence toward the organizations.

However, this policy was reviewed whether it was complied with corporate sustainable development guidelines, in which there had no any major amendments.

In 2024, there was no any significant actions or events related to the matters of Insider Trading Policy.

## **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and : No  
employees to comply with the business code of conduct

## 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 การรับรองบริษัทเป็นสมาชิก.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

In 2024, the sub-committees conducted a review of the charters and policies under their respective responsibilities and presented them to the Board of Directors for consideration. The Company's charters and policies remain appropriate and consistent with corporate governance principles. However, at the Board of Directors' Meeting No. 1/2024, held on February 16, 2024, the Board emphasized the importance of human rights issues. It was resolved that a separate Human Rights Policy should be established, independent from other Company's policies. Additionally, the Board agreed on the necessity of developing a Biodiversity Policy to emphasize the importance of preserving and protecting biodiversity.

### Human Rights Policy

#### 1. Respect for Human Rights Principles

The Group recognizes the importance on respecting human rights by promoting equality and non-discrimination both within and outside the organization. This includes ensuring equal treatment regardless of origin, ethnicity, gender, age, skin color, religion, physical condition, social status, or family background. The Group will not engage in any actions, either directly or indirectly, that violate individual freedoms or rights. Furthermore, the Group has established policies to support and respect the protection of human rights by ensuring that its business operations do not become involved in any form of human rights violations. The Group also provides channels for employees to express concerns or report any instances of rights violations and encourages joint venture partners, business partners, and all stakeholders to adhere to internationally recognized human rights principles.

### Employees

The Group recognizes the importance of human resources as a key factor in business operations. The work across various areas of the Group relies heavily on knowledge, capabilities, and the dedication - both physical and mental - of employees to achieve organizational goals. Accordingly, the Group has established guidelines for fair treatment of employees. Management must treat employees equitably, lead without bias, and support the development of employee potential to promote career growth and enhance work performance. The Group also promotes employee understanding of the Code of Conduct and ensures appropriate compensation and benefits to support a good quality of life. Employment conditions must be fair, with appropriate welfare benefits, opportunities for advancement, a safe and hygienic working environment, and honest treatment. This includes listening to employee feedback, suggestions, and engaging in reasonable negotiations.

Additionally, the Group strictly prohibits child labor and illegal labor in all forms.

### Business Partners and Customers

The Group strictly adheres to all business terms and conditions agreed upon with customers, while maintaining high standards and quality of its products and services to ensure customer confidence and satisfaction. The Group is committed to fair pricing of

products and services, safeguarding customer confidentiality, and refraining from using customer information for personal

or third-party gain. Furthermore, the Group encourages its business partners to recognize and support human rights principles, and to conduct their operations in a manner that respects human rights and complies with applicable laws.

#### **Business Partners**

The Group has committed to treat its business partners with fairness and equality, acting with honesty and integrity, and refraining from any form of exploitation. All actions must comply with contractual agreements, be based on accurate and truthful information, and be conducted within the framework of a professional business relationship. The Group has established clear criteria for evaluating and selecting business partners, including competitive bidding and fair, appropriate, and standardized selection processes. Furthermore, the Group promotes the acceptance and support of human rights principles among its partners, encouraging them to operate in a manner that respects human rights and complies with legal requirements.

#### **Community and Society**

The Group has dedicated to contributing to the development, enhancement, and improvement of the quality of life for communities and society surrounding its operations, in parallel with the Group's growth. It places emphasis on cultivating a sense of social and community responsibility within the organization and continuously supports initiatives and activities that benefit the public and society at large. The Group also provides channels to listen to community feedback and addresses any human rights-related complaints arising from its business operations.

#### **2. Non-Discrimination and Prevention of Harassment**

The Group, including its business partners, suppliers, contractors within the business value chain, and joint ventures, must strictly prevent and oppose all forms of harassment - especially sexual harassment - as well as any discrimination based on differences in race, nationality, religion, gender, language, age, skin color, education, social status, culture, customs, or any other grounds.

The Group will also provide training programs to raise awareness and understanding of the processes and preventive measures regarding discrimination and harassment.

#### **3. Support and Promotion of Human Rights**

The Group supports and promotes all forms of human rights, covering all stakeholder groups. It is committed to respecting and adhering to the Human Rights Policy in all aspects of its operations.

#### **4. Reporting Human Rights Violations**

- (1) Report directly to the immediate supervisor, Human Resources Manager, or Head of Internal Audit.
- (2) Report via email to the Audit Committee Secretary at: [ia@tge.co.th](mailto:ia@tge.co.th), or to the Company Secretary at: [comsec@tge.co.th](mailto:comsec@tge.co.th)
- (3) Report through the company's official website:

<https://www.tge.co.th/th/environment-social-governance/governance/complaints-and-protection-policy>

Individuals who report human rights violations will be protected under the company's **Whistleblower Protection Policy**, which ensures the safety and confidentiality of whistleblowers, informants, and all involved parties in accordance with the company's policy on reporting misconduct, fraud, and corruption.

#### **5. Human Rights Due Diligence**

The Group has conducted comprehensive human rights due diligence and periodically review its processes as appropriate. This includes monitoring, assessing human rights risks, and implementing preventive, corrective, and remedial measures to address any potential or actual impacts.

#### **Biodiversity Management Policy**

1. The Group has committed to manage environmental and biodiversity matters in compliance with all applicable laws, regulations, and relevant requirements.
2. The Group establishes measures to control, prevent, and reduce environmental impacts through the sustainable use of resources and preservation of biodiversity, with a focus on pollution prevention at the source.
3. The Group continuously promotes the use of modern, efficient, and environmentally friendly innovations and technologies in its business operations.
4. The Group supports community development and values listening to the voices of communities and stakeholders in accordance with human rights principles. The Group also engages in dialogue with directly affected stakeholders and relevant authorities during project development to minimize ecological impacts.
5. The Group communicates and educates its executives and employees to raise awareness and understanding of biodiversity and its importance.

6. The Group promotes the transfer of technological knowledge to relevant parties to regularly review and improve environmental management processes, enhancing the overall effectiveness of environmental quality control.

## **Implementation of the CG Code for listed companies**

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

### **Corporate Governance Practices and Appropriate Substitution Measures**

In 2024, the Corporate Governance Principles for Listed Companies that the Company has not yet fully adopted and the corresponding substitution measures are as Follows:

#### **Principle of Cumulative Voting in the Election of Directors**

The Company's Articles of Association specify that directors shall be elected by a majority vote, with each shareholder having a number of votes equal to the number of shares they hold. The Company has not adopted cumulative voting. However, it has implemented alternative measures to protect the rights of minority shareholders - for example, by encouraging minority shareholders to propose additional meeting agenda items or nominate individuals for director election in advance.

## **Other corporate governance performance and outcomes**

### **Compliance with Other Principles of Good Corporate Governance**

#### **SET ESG Ratings**

The Company has been selected as a member of the Thailand Sustainability Investment (THSI) and received an "A" rating in the SET ESG Ratings assessment by the Stock Exchange of Thailand. This sustainability assessment encompasses economic, social, and environmental dimensions, reflecting the Company's strong commitment to sustainable development.

#### **CGR Checklist: Corporate Governance in Accordance with the Principles of Good Corporate Governance for Listed Companies**

The Company received an "Excellent" rating for the second consecutive year in the 2024, Corporate Governance Report of Thai Listed Companies (CGR) from the Thai Institute of Directors Association.

#### **AGM Checklist: Quality Assessment of the Annual General Meeting of Shareholders**

The Company scored a full 100 points in the evaluation of quality of the 2024 Annual General Shareholders' Meeting (AGM Checklist) by the Thai Investors Association, for the second consecutive year.

## Corporate Governance Structure

### Information on corporate governance structure

#### Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2014

#### Corporate governance structure diagram

### Information on the board of directors

#### Information on the board of directors

#### Composition of the board of directors

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

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	66.67	33.33
Executive directors	0.00	
	0.00	0.00
Non-executive directors	100.00	
	66.67	33.33
Independent directors	55.56	
	44.44	11.11
Non-executive directors who have no position in independent directors	44.44	
	22.22	22.22

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	55	
	57	52

**The information on each director and controlling person**

**List of the board of directors**

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. KOSIT FUANGSWASDI            Gender: Male            Age : 65 years            Highest level of education : Doctoral degree            Study field of the highest level of education : Public Administration            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Doesn't Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : Yes            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.022727 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the Board of Directors            (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Oct 2019	Sustainability, IT Management, Strategic Management, Risk Management, Energy & Utilities
<p>2. Mr. PONGNARIN WANASUWANAKUL            Gender: Male            Age : 50 years            Highest level of education : Master's degree            Study field of the highest level of education : Engineering            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 136,400,000 Shares (6.200000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	6 Aug 2014	Engineering, Strategic Management, Marketing, Human Resource Management, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PONGNARATE WANASUWANKUL            Gender: Male            Age : 45 years            Highest level of education : Master's degree            Study field of the highest level of education : Engineering            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 134,400,000 Shares (6.109091 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	6 Aug 2014	Strategic Management, Risk Management, Marketing, Engineering, Energy & Utilities
<p>4. Mrs. PHATCHARIN LAPHAROJKIJ            Gender: Female            Age : 49 years            Highest level of education : Master's degree            Study field of the highest level of education : Strategic Management            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 134,400,000 Shares (6.109091 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 7,000,000 Shares (0.318182 %)</li> </ul>	<p>Director            (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	6 Aug 2014	Human Resource Management, Accounting, Finance, Sustainability, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. LAONGTIP WANASUWANNAKUL            Gender: Female            Age : 42 years            Highest level of education : Master's degree            Study field of the highest level of education : Science            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 139,400,000 Shares (6.336364 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	6 Aug 2014	Strategic Management, Human Resource Management, IT Management, Sustainability, Energy & Utilities
<p>6. Mr. THORANIT TANTIKULWICHIT            Gender: Male            Age : 67 years            Highest level of education : Bachelor's degree            Study field of the highest level of education : Law            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Doesn't Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.022727 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	19 Mar 2019	Law, Human Resource Management, Sustainability, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. TANAN CHUB-UPPAKARN            Gender: Male            Age : 45 years            Highest level of education : Doctoral degree            Study field of the highest level of education : Engineering            Thai nationality : Yes            Residence in Thailand : Yes            Family relationship between directors and executives : Doesn't Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.022727 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	19 Mar 2019	Sustainability, Risk Management, Engineering, IT Management, Energy & Utilities
<p>8. Mrs. PENSRI MEESUKSABAI            Gender: Female            Age : 67 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 : Doesn't Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.022727 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Apr 2020	Human Resource Management, Accounting, Finance, Sustainability, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. ARTHON SINSAWAD            Gender: Male            Age : 70 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 : Doesn't Have            Legal offenses in the past 5 years : Doesn't Have            DAP course : No            DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.022727 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)</li> </ul>	<p>Director            (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Apr 2020	Strategic Management, Risk Management, Engineering, IT Management, Energy & Utilities

*Additional explanation:*

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

(1) Dishonest act or gross negligence

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

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

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

### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. KOSIT FUANGSWASDI	Chairman of the Board of Directors		✓	✓		
2. Mr. PONGNARIN WANASUWANAKUL	Director		✓		✓	✓
3. Mr. PONGNARATE WANASUWANKUL	Director		✓		✓	✓
4. Mrs. PHATCHARIN LAPHAROJKIJ	Director		✓		✓	✓
5. Ms. LAONGTIP WANASUWANNAKUL	Director		✓		✓	✓
6. Mr. THORANIT TANTIKULWICHIT	Director		✓	✓		
7. Mr. TANAN CHUB-UPPAKARN	Director		✓	✓		
8. Mrs. PENSRI MEESUKSABAI	Director		✓	✓		
9. Mr. ARTHON SINSAWAD	Director		✓	✓		
<b>Total (persons)</b>		0	9	5	4	4

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Energy & Utilities	9	100.00
2. Law	1	11.11
3. Marketing	2	22.22
4. Accounting	2	22.22
5. Finance	2	22.22
6. Human Resource Management	5	55.56
7. Sustainability	6	66.67
8. IT Management	4	44.44
9. Engineering	4	44.44
10. Strategic Management	5	55.56
11. Risk Management	4	44.44

#### Information about the other directors

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

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, Appointing an independent director to jointly consider the agenda of the board of directors' meeting

The Chairman of the Board shall preside over meetings of the Board of Directors and shareholders, and shall also participate in the determination of meeting agendas in collaboration with the Chief Executive Officer and the Company Secretary.

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

Board charter : Have

### Scope, Duties, and Responsibilities of the Board of Directors

The Board of Directors has authority, duties, and responsibilities in managing and operating the Company to comply with the law, the Company's objectives, and Articles of Association, including the resolutions of the shareholders' meeting with honesty and carefulness protecting the Company's and all shareholders' interests. The important authority and responsibilities are described as follows:

- (1) Determining objectives, main goals of the business, vision, mission, policies, strategic goals, business plan, organization and management structure, approval authority, and budget of the Company and its subsidiaries. It also includes governing the essential resources allocation. Furthermore, the board shall regularly reviewing, examining, and approving policies, strategies, business plans, and the business direction of the Company and its subsidiaries as the management proposes.
- (2) Monitoring, supervising and following up the performance, the management and administration of the management and Sub-committees to meet the objectives, main business goals, vision, mission, strategies, operational plan, and budget as set efficiently and effectively, aiming to add maximum value to the Company and its shareholders.
- (3) Monitoring and supervising the administration and operations of the Company and its subsidiaries to comply with the Company's policies, good corporate governance principles, and securities laws. On top of that, it also includes related announcements, rules, and regulations of the Capital Market Supervisory Board, the Office of the SEC, and the Stock Exchange of Thailand, such as connected transactions, acquisition or disposition of important assets that it is not contrary to or inconsistent with other laws.
- (4) Establishing risk management policies to cover the entire organization and monitoring and supervising to ensure that there is a system or process for managing risk with supporting measures and control methods to effectively reduce the impact towards the Company's business and its subsidiaries. As well as regularly monitoring the efficiency of risk management by disclosing the sufficiency of the risk management system in Form 56-1 One Report.
- (5) Determining an appropriate and adequate internal control system and monitoring the efficiency of the internal

control system to meet accepted standards such as the COSO framework (The Committee of Sponsoring Organization) by disclosing the adequacy of internal control and reviewed report in the Form 56-1 One Report

(6) The Board of Directors has duties and responsibilities to disclose significant information to shareholders accurately, completely, transparently, verifiably, and timely in Form 56-1 One Report, Annual Sustainability Report, and disclosure of information under the regulations of the Stock Exchange of Thailand. It also includes preparing the Company's financial reports in compliance with the financial reporting standards. The Board shall apply appropriate and consistently practiced accounting policies and present the reports to the shareholders' meeting in conjunction with the auditor's report specified in Form 56-1 One Report to build confidence among stakeholders that the financial statements comply with the requirements of the Stock Exchange of Thailand and relevant laws. In addition, it requires assigning the Audit Committee to supervise and verify the reports, ensuring accurate and adequate disclosure in case of connected transactions or transactions that may cause conflicts of interest to ensure accuracy and completeness.

(7) To notify the Meeting of shareholders, the Board of Directors shall prepare a meeting notice specifying the venue, date, time, agenda, and matters proposed to the meeting along with pertinent details and clearly stating that it is for acknowledgment, certification, approval, or consideration. In addition, it also includes the opinions of the Board of Directors on such matters.

(8) Establishing a framework and mechanism for supervising subsidiaries and associated companies, whereby the Board of Directors considers appointing suitable representatives to be the directors of the subsidiaries and associated companies to be in accordance with the Company's policy and conducting transactions according to the law.

(9) Considering the management structure and having the authority to appoint sub-committees, Chief Executive Officer, and other sub-committees as appropriate, including determining the scope of power and duties of the designated persons. However, the delegation of authority within the specified scope of authority must not be in a manner that allows the sub-committees, Chief Executive Officer, and other sub-committees to consider and approve transactions that may have conflicts or any other conflicts of interest made with the Company or its subsidiaries (if any), except for approval of transactions under the policies and criteria that the Board of Directors has already considered and approved.

(10) Establishing a clearly written corporate governance policy and effectively implementing such an approach to conduct business with ethics, respect for rights, and responsibility towards shareholders and stakeholders. It requires contributing to the environment and communities where the Company's businesses operate. Moreover, it also includes managing what businesses need to adapt to change under uncertainty.

(11) Establishing a strong succession plan to prepare for the Chief Executive Officer's and senior executive's succession. The Chief Executive Officer must periodically report the performance according to the succession plan to the Board of Directors at least once a year and supervise the personnel to manage and develop the appropriate knowledge, skills, experience, and motivation.

(12) Supervising to determine an appropriate framework, policy, and remuneration structure as specified by the Nomination, Remuneration, Corporate Governance, and Sustainability Committee - to motivate the executives and employees to perform in line with the objectives and main goals of the organization and consistent with the long-term benefits of the business.

(13) Emphasizing and supporting the creation of sustainable innovations that create value-added for the business in the long term, along with creating benefits for customers or related parties with social and environmental responsibility.

(14) Considering and approving the interim dividend payment to the Company's shareholders, and reporting to the shareholders' meeting at the next meeting.

(15) Supervising and managing conflicts of interest between stakeholders of the Company and its subsidiaries, including preventing improper use of assets, information, and opportunities of the group of companies, as well as inappropriate transactions with parties connected to the Company. In this regard, if any director has an interest in any transaction with the Company or an increase or decrease of shareholding proportion in the Company and its subsidiaries, the director shall notify the Company immediately.

(16) Without delay, the directors must notify the Company of any direct or indirect conflicts of interest in the contract that the Company has made. And notify of an increase or decrease of shares and debenture holding proportion in the Company and its subsidiaries. In addition, they must not exercise their rights in voting on related matters.

(17) Under the Board of Directors' supervision, they may authorize one or more directors or any person to act on their behalf. The Board may permit such a person to have appropriate authority within a proper time as deemed fitting by the Board. The Board may cancel, revoke, change, or modify such authorization when appropriate.

However, the delegation of authority must not allow the authorized person or others to consider and approve transactions that they may have conflicts, stakes, or conflict of interest in any way with the Company or its subsidiaries (if any) as defined in the Notification of the Capital Market Supervisory Board, the Stock Exchange of Thailand. On top of that, it also includes any other announcements of relevant agencies unless they approve a transaction according to the policies and criteria that the Board of Directors has considered and approved.

## Information on subcommittees

### Information on subcommittees

#### Information on roles of subcommittees

##### Roles of subcommittees

###### Audit Committee

###### Role

- Audit Subcommittee

###### Scope of authorities, role, and duties

- (1) To verify that the Company and its subsidiaries have accurate and adequate financial reports.
- (2) To verify that the Company and its subsidiaries have appropriate and effective internal control and internal audit systems, and consider the independence of the internal audit department as well as to approve the appointment, transfer, and termination of the head of the internal audit entity or any other entity responsible for internal auditing.
- (3) To ensure that the business operations of the Company comply with the securities and exchange laws, the Stock Exchange of Thailand requirements, and laws related to the Company's businesses and its subsidiaries.
- (4) To consider, select, and nominate an independent person to be the Company's auditor and propose the remuneration, including attending a meeting with the auditor without the executives attending at least once a year.
- (5) To consider the connected transactions or transactions that may have conflicts of interest to ensure that they comply with the laws and regulations of the Stock Exchange of Thailand and that the transactions are reasonable and for the Company's utmost benefit.
- (6) To prepare the report of the Audit Committee and disclose it in the Company's Form 56-1 One Report, which must be signed by the Chairman of the Audit Committee and must contain at least the following information:
  - (a) Opinions on the accuracy, completeness, and credibility of the Company's financial reports;
  - (b) Opinions on the sufficiency of the Company's internal control system;
  - (c) Opinions on compliance with the law on securities and exchange, stock exchange requirements, and laws related to the business of the Company;
  - (d) Opinions on the suitability of an auditor;
  - (e) Opinions on transactions that may have conflicts of interest;
  - (f) Number of audit committee meetings and the attendance record of each member of the Audit Committee;
  - (g) Opinions or overall observations that the Audit Committee received from the performance of duties according to the Charter; and
  - (h) Other items deemed that the shareholders and general investors should know within the scope of duties and responsibilities assigned by the Board of Directors.
- (7) The Audit Committee has the authority to seek independent opinions from any other professional advisors when deemed necessary at the expense of the Company.
- (8) To perform any tasks as assigned by the Board of Directors.

###### Reference link for the charter

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## Executive Committee

### Role

- Others
  - Supervision and oversight of the Company's operational performance.

### Scope of authorities, role, and duties

- (1) To consider and scrutinize the Chief Executive Officer's proposal, and propose goals, policies, and business plans, including the Company's annual budget, to the Board of Directors for approval.
- (2) To control, supervise, and monitor the Company's performance following the policies, goals, business plans, business strategies, budgets set, and various executive authorities as approved by the Board of Directors to ensure compliance with efficient and effective, conducive to business conditions, along with providing management advice to senior executives.
- (3) To monitor the performance and progress of investment projects of each business and performance report, including any problems or obstacles that arise and seek for improvement and support, to the Board of Directors for acknowledgment.
- (4) To consider and approve operations that are regular business transactions of the Company, such as various investments according to the investment budget and the budget approved by the Board of Directors. The amount of money for each transaction is according to the table of approval authority approved by the Board of Directors.
- (5) To consider the profits and losses of the Company, and propose the interim dividend payment or annual dividend payment to the Board of Directors or the shareholders' meeting (as the case may be) for approval.
- (6) To present an organizational structure suitable for the Company's operations to the Nomination, Remuneration, Corporate Governance and Sustainability Committee or the Board of Directors for approval.
- (7) To have the authority to approve the salary increase budget or adjust employees' annual salary and pay annual rewards (bonuses) to employees of the Company and its subsidiaries.
- (8) To proceed to have the executives or employees attend the Executive Committee meetings or prepare and provide relevant information on the matters to be discussed at the Executive Committee meetings.
- (9) To seek legal counselor or individuals with independent opinions to provide opinions or advice as necessary.
- (10) To appoint or assign one or more executive directors or persons to perform any task under the control of the Executive Committee. Or allow the Executive Committee to assign the power and the coverage period as deemed appropriate. The Executive Committee may revoke, terminate, change, or amend the authorized person or authorization as appropriate.
- (11) To perform other duties as assigned by the Board of Directors occasionally.

However, the delegation of duties and responsibilities of the Executive Committee will not be in the form of delegation or sub-delegation of authority that allows the delegates to approve transactions that may have conflicts (according to the definition announced by the Capital Market Supervisory Board, the Stock Exchange of Thailand, and related agencies), have a stake or conflict of interest with the Company and its subsidiaries or any related companies. Accordingly, the Executive Committee cannot approve such transactions but proposes to the Board of Directors Meeting or the shareholders' meeting (as the case may be) for approval, except for the approval of transactions that are according to the regular business and standard trading conditions which are following the announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand and relevant agencies.

### Reference link for the charter

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## Nomination, Remuneration, Corporate Governance, and Sustainability Committee

### Role

- Nomination Subcommittee
- Remuneration Subcommittee
- Nomination Remuneration Subcommittee
- Sustainability Subcommittee
- Climate Change Governance

### Scope of authorities, role, and duties

- (1) To recommend the structure, size, and composition of the Board of Directors, subcommittees, seniors, and employees appropriate to the nature of the Company's business.
- (2) To determine qualifications, criteria, and methods for nominating directors, subcommittees, Chief Executive Officer, and senior executives, including other management positions assigned by the Board of Directors. Based on the criteria and transparency, they shall select candidates with appropriate knowledge, experience, and expertise and propose the candidate list to the Board of Directors or the shareholders' meeting for further appointment (as the case may be).
- (3) To consider remuneration structure, form, criteria, hiring rate, work compensation (whether in cash, securities, or other forms), gratuities, and bonuses, including salary increases for directors, subcommittees, Chief Executive Officer, senior executives, other management positions, and employees assigned by the Board of Directors under the relevant laws, fairly and appropriately. Accordingly, propose to the board of directors meeting and the shareholders' meeting for further approval (as the case may be).
- (4) To consider guidelines for determining remuneration for directors, subcommittees, Chief Executive Officer, senior executives, other management positions, and employees assigned by the Board of Directors to be consistent with the strategy and long-term goals of the Company, experience, duties, accountability, and responsibility, as well as expected benefits. Such remuneration should be linked to the value the Company has created for shareholders but not too high to cause a focus on short-term performance and in a manner comparable to the level practiced in the industry.
- (5) To consider the evaluation criteria for the Company's Chief Executive Officer and senior executives, including other executive positions assigned by the Board of Directors, and present them to the Board of Directors for consideration and opinion.
- (6) To prepare and review the individual development plan for the Chief Executive Officer and senior executive to prepare as a continuous succession plan in case the Chief Executive Officer or senior executives retire or cannot perform duties to ensure that the Company's administration can carry on.
- (7) To determine and review the good corporate governance policy and other related policies, including the requirements of the Company's business ethics and code of conduct according to the principles of good corporate governance.
- (8) To supervise, give counsel, monitor the business progress, and assess the performance of compliance with good corporate governance principles.
- (9) To support and disseminate good corporate governance culture to be understood by management and employees at all levels.
- (10) To support and advise on getting an assessment for good corporate governance.
- (11) To define and review the direction, policies, strategies, goals, and development plans for sustainability, covering environmental, social, corporate governance, and economic dimensions, and present them to the Board of Directors for approval.
- (12) To support and drive collaboration in sustainability initiatives across the organization.
- (13) To review and recommend the Company's sustainability practices to align with best practices and international standards, ensuring they remain up to date.
- (14) To consider and approve the organization's key sustainability issues annually.
- (15) To monitor, summarize, and report on sustainable development performance to the Board of Directors for acknowledgment.
- (16) To oversee and track the disclosure of sustainability information to ensure balance, effectiveness, and maximum benefits for the Company and its stakeholders.
- (17) To consider appointing a sustainability working group.
- (18) To perform other duties as assigned by the Board of Directors occasionally.

### Reference link for the charter

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## Risk Management and Investment Committee

### Role

- Risk Management Subcommittee

### Scope of authorities, role, and duties

#### Risk Management

- (1) To define risk management policy, risk appetite, and risk tolerance, and propose risk management policy to the Board of Directors for approval, which must cover all potential risks, external and internal.
- (2) To set strategies and action plans for risk management in line with the risk management policy by assessing, monitoring, and supervising the quantity of risk, especially the Company's critical risks, to be at the organization's specified level.
- (3) To control, monitor, audit, and evaluate risk management results, and ensure that the Company operates according to its risk management policy and complies with the rules set by the regulatory authorities.
- (4) To verify risk management reports and take action to ensure that the organization has appropriate risk management and adequacy of the overall risk management policy and system, including system effectiveness and compliance with the set policy.
- (5) To consider improvements and amendments. Accordingly, it requires giving opinions on policies, plans, and risk management processes in various areas and present them to the Board of Directors for approval.
- (6) To report the Company's risk status, guidelines that need improvement, and the results of actions to the Board of Directors quarterly.
- (7) To perform other duties as assigned by the Board of Directors occasionally.

#### Investment Management

- (1) To consider investment plans in line with the investment policy framework and risk management policy approved by the Board of Directors.
- (2) To consider screening projects and investment opportunities in line with the goals and strategies of the Company, taking into account the return on investment and related risk factors to ensure that they are managed at an acceptable level.
- (3) To consider criteria for project consideration and procedures for project investment consideration;
- (4) To report investment results to the Board of Directors regularly.
- (5) To verify the investment policy framework and investment plan to suit the changing situation and propose the changed investment policy framework to the Board of Directors for approval.
- (6) To perform other duties as assigned from time to time 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. Mr. THORANIT TANTIKULWICHIT <sup>(*)</sup> Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	19 Mar 2019	Law, Human Resource Management, Sustainability, Energy & Utilities
2. Mrs. PENSRI MEESUKSABA <sup>(*)</sup> Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : 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)	1 Apr 2020	Human Resource Management, Accounting, Finance, Sustainability, Energy & Utilities
3. Mr. ARTHON SINSAWAD Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 Apr 2020	Strategic Management, Risk Management, Engineering, IT Management, Energy & Utilities

Additional explanation :

(\*) Directors with expertise in accounting information review

### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PONGNARIN WANASUWANAKUL Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	6 Aug 2014
2. Mr. PONGNARATE WANASUWANKUL Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Aug 2014
3. Mrs. PHATCHARIN LAPHAROJKIJ Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Strategic Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Aug 2014
4. Ms. LAONGTIP WANASUWANNAKUL Gender: Female Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Aug 2014
5. Mr. Seubtrakul Binthep Gender: Male Age : 53 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	Member of the executive committee	22 May 2023
6. Mr. Thanapat Rattanapitag Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 2019

List of committee members	Position	Appointment date of executive committee member
7. Ms. Munlika Thanataweerat Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Oct 2024

### Other Subcommittees

Subcommittee name	Name list	Position
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	Mrs. PENSRI MEESUKSABAI	The chairman of the subcommittee (Independent director)
	Mr. THORANIT TANTIKULWICHIT	Member of the subcommittee (Independent director)
	Mr. TANAN CHUB-UPPAKARN	Member of the subcommittee (Independent director)
	Mrs. PHATCHARIN LAPHAROJKIJ	Member of the subcommittee
	Ms. LAONGTIP WANASUWANNAKUL	Member of the subcommittee
Risk Management and Investment Committee	Mr. ARTHORN SINSAWAD	The chairman of the subcommittee (Independent director)
	Mr. TANAN CHUB-UPPAKARN	Member of the subcommittee (Independent director)
	Mr. PONGNARIN WANASUWANAKUL	Member of the subcommittee
	Mr. PONGNARATE WANASUWANKUL	Member of the subcommittee

### Information on the executives

### Information on the executives

### List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Seubtrakul Binthep Gender: Male Age : 53 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 (The highest-ranking executive)	1 Mar 2024	Energy & Utilities, Business Administration
2. Mr. Thanapat Rattanapitag Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Biomass Chief Operations Officer	1 Jan 2019	Energy & Utilities, Engineering
3. Ms. Munlika Thanataweerat <sup>(*)</sup> Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	1 Oct 2024	Accounting, Finance

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

### Remuneration policy for executive directors and executives

The Company determines compensation for the Executives at an appropriate rate and in line with the Company's performance and to be at a level comparable to the average pay of the Company's management in the same industry. The factors that affect the determination of compensation are the Company's performance, including knowledge, abilities, roles, duties, and management responsibilities.

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

### Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	12,560,000.00	16,560,000.00	18,060,000.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	12,560,000.00	16,560,000.00	18,060,000.00

### Other remunerations of executive directors and executives

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

### Outstanding remuneration or benefits of executive directors and executives

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

### Other significant information

#### Other significant information

#### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Donlawat Jintasopon	donlawat.jin@tge.co.th	-

#### List of the company secretary

General information	Email	Telephone number
1. Ms. Chonpatsorn Wichaidit	chonpatsorn.wic@tge.co.th	-

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

General information	Email	Telephone number
1. Ms. Unchanil Kumpuakmit	unchanil.kum@tge.co.th	-

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Mr. Donlawat Jintasopon	donlawat.jin@tge.co.th	-

### Company's auditor

#### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED 15TH FLOOR, BANGKOK CITY TOWER, 179/74-80 SOUTH SATHORN ROAD THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	1,560,000.00	-	-

#### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED 15TH FLOOR, BANGKOK CITY TOWER, 179/74-80 SOUTH SATHORN ROAD THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	2,108,000.00	-	-

#### Assigned personnel in case of a foreign company

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

# Performance Report on Corporate Governance

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

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

The Board of Directors plays a crucial role in shaping the Company's business direction, policies, and strategies to enhance competitiveness, foster a strong corporate culture and values, and improve governance efficiency, internal controls, and risk management. Additionally, the Board provides valuable insights to drive business growth while ensuring that management operates in compliance with laws, corporate objectives, and the Company's Articles of Association. Through its leadership, the Board is committed to creating sustainable value, strengthening credibility, and delivering long-term benefits for all stakeholders.

The Corporate Governance performance of the Board of Directors and Management in 2024 is summarized as follows:

#### 1) The short and medium-term strategies and business plan (5-year)

The Board of Directors and the management held a joint workshop to formulate the strategic plan, the business plan and budget plan for 2024 and reviewed the 5-year medium-term business plan (2023-2027), including jointly reviewing the vision, mission, and guidelines of the business plan to make it consistent with the Company's strategic plan and corporate governance standards, then presented them to the Board of Directors Meeting No. 5/2024 held on November 13, 2024.

In addition, the Board of Directors also supervises and monitors the management in accordance with the established policies, strategies, and business plans. The management should regularly report performance to the Executive Committee and Board meetings for acknowledgment. The Board of Directors also supervises the budget and project implementation to be in accordance with the plan.

#### 2) Enterprise Risk Management

In addition to the preparation of the annual strategic plan, business plan for the year 2024, and reviewed the 5-year medium-term business plan (2023-2027) at the past joint workshop held by the Board of Directors and the management, they also considered reviewing the enterprise risk management plan and the investment risk management plan in biomass power plants and municipal waste power plants, which was considered the Company's primary income. Moreover, they also determined the risk management measures for each issue to support and control the risk that might affect the Company's operations and presented them to the Board of Directors Meeting No. 5/2024 held on November 13, 2024.

The Risk Management and Investment Committee and the Board of Directors have overseen the organization's risk management to be at an acceptable risk level in order to conduct the business of the Group with care and caution.

#### 3) Corporate Governance

For Corporate Governance, the Audit Committee is scheduled to review the internal control system on a quarterly-basis to ensure that whether the Company has an adequate, appropriate, and effective internal control system. In addition, the Company's internal auditor is required to evaluate the audit results and monitor any improvements according to its plan to ensure that the management has made improvements according to the internal auditor's recommendations within the specified period.

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

### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PONGNARATE WANASUWANKUL	Director	6 Aug 2014	Strategic Management, Risk Management, Marketing, Engineering, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. PHATCHARIN LAPHAROJKU	Director	6 Aug 2014	Human Resource Management, Accounting, Finance, Sustainability, Energy & Utilities
Mrs. PENSRI MEESUKSABAI	Director	1 Apr 2020	Human Resource Management, Accounting, Finance, Sustainability, Energy & Utilities

### Selection of independent directors

#### Criteria for selecting independent directors

As of December 31, 2024, the Board of Directors consisted of 9 directors; four non-executive and non-independent directors, and five independent directors. The five independent directors are qualified under the rules of the Securities and Exchange Commission, and the Stock Exchange of Thailand. Most importantly, the Company determines that the Chairman of the Board must be an independent director and must not hold the position of the Chief Executive Officer, nor he/she must not be the same person so that no one has unlimited authority.

The Company shall have independent directors not less than one-third of the total number of directors but not less than three persons or equal to the number specified by the relevant law, and three of these independent directors shall be members of the audit committee. The Company determines the qualifications and definition of its independent directors which are stricter than the requirements of the Notification of the Stock Exchange of Thailand Re: Qualifications and Scope of Work of the Audit Committee B.E. 2558 (2015) and the Regulation of the Stock Exchange of Thailand Re: Listing of Ordinary Shares or Preferred Shares as Listed Securities B.E. 2558 (2015), along with the Notification of the Capital Market Supervisory Board No. TorChor.39/2559 Re: Application for and Approval of Offer for Sale of Newly Issued Shares (including its amendments).

#### Business or professional relationships of independent directors over the past year

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

#### Selection of directors and the highest-ranking executive

##### Method for selecting directors and the highest-ranking executive

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

#### Number of directors from major shareholders

Number of directors from each group of major shareholders : 4  
over the past year (persons)

#### Rights of minority shareholders on director appointment

In the selection of directors for 2024, the Company announced the right of shareholders to propose a qualified director candidate for appointment as directors of the Company at the Annual General Meeting of shareholders for 2024 between November 1-30, 2023. The Company notified shareholders for acknowledgment through the news of the Stock Exchange of Thailand ("SET") and the Company's website by defining clear and transparent procedures in accordance with the principles of good corporate governance of listed companies. Directors who have qualified through the nomination process and

presented to the shareholders' meeting for consideration must be fully qualified according to Section 68 of the Public Limited Company Act and have no prohibited characteristics in accordance with the rules of the Office of the Securities and Exchange Commission ("SEC") as well as being a person with knowledge, ability, and experience that is beneficial to the Company and its business operations. However, upon the expiration of the specified period, there was no shareholder nominating a qualified director candidate to be considered for election as a director of 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

## 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. KOSIT FUANGSWASDI (Chairman of the Board of Directors)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Director Forum</li> <li>• 2023: Chairman Forum</li> <li>• 2023: ID Forum</li> <li>• 2023: Director Briefing</li> <li>• 2023: Refreshment Training Program</li> <li>• 2023: National Director Conference</li> </ul>
2. Mr. PONGNARIN WANASUWANAKUL (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: The Third Belt and Road Forum for International Cooperation</li> </ul>
3. Mr. PONGNARATE WANASUWANKUL (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>
4. Mrs. PHATCHARIN LAPHAROJKU (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Advanced Master of Management Program, (AAM) Class 10</li> <li>• 2023: SETXIAA Program: Learning Valuation Techniques Tailored to Modern Business Contexts</li> <li>• 2023: Climate Governance</li> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>
5. Ms. LAONGTIP WANASUWANNAKUL (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: SETXIAA Program: Learning Valuation Techniques Tailored to Modern Business Contexts</li> </ul>
6. Mr. THORANIT TANTIKULWICHIT (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>
7. Mr. TANAN CHUB-UPPAKARN (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>
8. Mrs. PENSRI MEESUKSABA (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Seminar on the Importance of Audit Committees and Their Role in Building Confidence in the Thai Capital Market</li> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>
9. Mr. ARTHON SINSAWAD (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2023: Seminar on the Importance of Audit Committees and Their Role in Building Confidence in the Thai Capital Market</li> <li>• 2023: Seminar on the Strong Securities Issuer Project: Roles and Responsibilities of Directors and Executives of Listed Companies</li> </ul>

### Information on the evaluation of duty performance of directors

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

The Company has applied the self-evaluation for the Board of Directors' performance evaluation in forms of a group and individuality at least once a year. This helps the Board of Directors review their performance, problems, and obstacles, which leads to further improvement.

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

The performance evaluation results of the Board of Directors for the year 2024 will be presented at the Board of Directors Meeting which will be held on May 13, 2025.

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

1. Financial
2. Operations
3. Learning & Growth
4. Stakeholders Satisfaction

### 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

Number of the board of directors meeting over the past year : 6

(times)

Date of AGM meeting : 26 Apr 2024

EGM meeting : Yes

Date of the EGM over the past year (1st time) : 17 Jan 2024

Date of the EGM over the past year (2nd time) : 04 Dec 2024

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

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. KOSIT FUANGSWASDI (Chairman of the Board of Directors, Independent director)	6	/	6	1	/	1	2	/	2
2. Mr. PONGNARIN WANASUWANAKUL (Director)	6	/	6	1	/	1	2	/	2
3. Mr. PONGNARATE WANASUWANKUL (Director)	6	/	6	1	/	1	2	/	2
4. Mrs. PHATCHARIN LAPHAROJKIJ (Director)	6	/	6	1	/	1	2	/	2
5. Ms. LAONGTIP WANASUWANNAKUL (Director)	6	/	6	1	/	1	2	/	2

List of directors	Meeting attendance of the board of directors		AGM meeting attendance		EGM meeting attendance				
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mr. THORANIT TANTIKULWICHIT (Director, Independent director)	6	/	6	1	/	1	2	/	2
7. Mr. TANAN CHUB-UPPAKARN (Director, Independent director)	6	/	6	1	/	1	2	/	2
8. Mrs. PENSRI MEESUKSABAI (Director, Independent director)	6	/	6	1	/	1	2	/	2
9. Mr. ARTHON SINSAWAD (Director, Independent director)	6	/	6	1	/	1	2	/	2

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

The Annual General Meeting of Shareholders 2024, held on April 26, 2024, set the remuneration policy for the Board of Directors, Audit Committee, and other sub-committees in the form of monthly monetary remuneration and meeting allowance per time. There is no policy for paying compensation in other forms.

#### 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. KOSIT FUANGSWASDI (Chairman of the Board of Directors)			540,000.00		0.00
Board of Directors	180,000.00	360,000.00	540,000.00	No	
2. Mr. PONGNARIN WANASUWANAKUL (Director)			340,000.00		0.00
Board of Directors	90,000.00	210,000.00	300,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	0.00	0.00	0.00	No	
Risk Management and Investment Committee	40,000.00	N/A	40,000.00	No	
<b>3. Mr. PONGNARATE WANASUWANKUL (Director)</b>			<b>340,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	210,000.00	300,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Risk Management and Investment Committee	40,000.00	0.00	40,000.00	No	
<b>4. Mrs. PHATCHARIN LAPHAROJKIJ (Director)</b>			<b>370,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	230,000.00	320,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	50,000.00	0.00	50,000.00	No	
<b>5. Ms. LAONGTIP WANASUWANNAKUL (Director)</b>			<b>370,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	230,000.00	320,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	50,000.00	0.00	50,000.00	No	
<b>6. Mr. THORANIT TANTIKULWICHIT (Director)</b>			<b>510,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	90,000.00	270,000.00	360,000.00	No	
Audit Committee	100,000.00	0.00	100,000.00	No	
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	50,000.00	0.00	50,000.00	No	
<b>7. Mr. TANAN CHUB-UPPAKARN (Director)</b>			<b>440,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	260,000.00	350,000.00	No	
Risk Management and Investment Committee	40,000.00	0.00	40,000.00	No	
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	50,000.00	0.00	50,000.00	No	
<b>8. Mrs. PENSRI MEESUKSABAI (Director)</b>			<b>510,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	270,000.00	360,000.00	No	
Audit Committee	50,000.00	0.00	50,000.00	No	
Nomination, Remuneration, Corporate Governance, and Sustainability Committee	100,000.00	0.00	100,000.00	No	
<b>9. Mr. ARTHORN SINSAWAD (Director)</b>			<b>460,000.00</b>		<b>0.00</b>
Board of Directors	90,000.00	240,000.00	330,000.00	No	
Audit Committee	50,000.00	0.00	50,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management and Investment Committee	80,000.00	0.00	80,000.00	No	
<b>10. Mr. Seubtrakul Binthep (Member of the executive committee)</b>			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
<b>11. Mr. Thanapat Rattanapitag (Member of the executive committee)</b>			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
<b>12. Ms. Munlika Thanataweerat (Member of the executive committee)</b>			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	

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

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	900,000.00	2,280,000.00	3,180,000.00
2. Audit Committee	200,000.00	0.00	200,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination, Remuneration, Corporate Governance, and Sustainability Committee	300,000.00	0.00	300,000.00
5. Risk Management and Investment Committee	200,000.00	0.00	200,000.00

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

	2024
Meeting allowance (Baht)	1,600,000.00
Other monetary remuneration (Baht)	2,280,000.00

	2024
Total (Baht)	3,880,000.00

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

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

### Information on corporate governance of subsidiaries and associated companies

#### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated 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 Company has established a governance policy for the operations of its subsidiaries and associated companies to define both direct and indirect measures and mechanisms, enabling the Company to oversee and manage the businesses of these entities effectively. This includes monitoring and ensuring that subsidiaries and associated companies operate in accordance with the Company's established policies and comply with the specified measures and mechanisms as if they were internal units of the Company. This approach is intended to safeguard the Company's investment interests in its subsidiaries and associated companies. The details are as follows:

1. The Company will appoint representatives to serve as directors and/or executives in each subsidiary and associated company based on the shareholding proportion and joint venture agreements of each entity. These representatives will be responsible for overseeing that the subsidiaries and associated companies operate in alignment with the Company's established business policies and corporate governance principles. The Company's representatives must closely monitor the business operations of subsidiaries and associated companies and report their financial status and performance to the Board of Directors. The appointment of Company representatives as directors must be reviewed and approved by the Board of Directors, taking into account the suitability of each company.

2. If a subsidiary engages in a transaction or activity that qualifies as an acquisition or disposal of assets, or a related-party transaction under the regulations of the Stock Exchange of Thailand (SET) and/or the Securities and Exchange Commission (SEC), which requires the Company to seek approval from the Board of Directors, shareholders' meeting, or relevant regulatory authorities as mandated by law, the subsidiary may proceed with such transactions or activities only after obtaining the necessary approvals from the Board of Directors, shareholders' meeting, and/or relevant regulatory authorities, as applicable.

Furthermore, if a transaction or event involving a subsidiary results in the Company being required to disclose information to the Stock Exchange of Thailand in accordance with regulatory requirements, the Company's representative within the subsidiary must immediately notify the Company's Board of Directors or management upon becoming aware of the subsidiary's intention to proceed with such a transaction or event.

3. The directors and executives of subsidiaries have key duties, powers, and responsibilities as stipulated by relevant laws. These include disclosing financial status and performance to the Company, in accordance with the relevant announcements of the Stock Exchange of Thailand (SET) and/or the Securities and Exchange Commission (SEC), which shall be

applied mutatis mutandis.

Additionally, they must disclose and submit information regarding their own interests and those of related persons to the company's Board of Directors. This is to ensure transparency regarding relationships and transactions with the company or its subsidiaries that may lead to conflicts of interest. They must also avoid engaging in transactions that could result in potential conflicts of interest.

4. The directors and executives of subsidiaries must perform their duties in compliance with applicable laws, the Company's objectives, and regulations, as well as the resolutions of the Board of Directors and shareholders' meetings (Duty of Obedience). They must act with honesty and integrity (Duty of Loyalty), exercise due care (Duty of Care), ensure accurate, complete, transparent, and timely disclosure of information (Duty of Disclosure), uphold accountability, and adhere to ethical standards. Additionally, they must actively monitor and provide necessary guidance to ensure that the operations of subsidiaries and associated companies comply with contractual agreements and relevant regulations.

5. The Company will establish plans and take necessary actions to ensure that its subsidiaries disclose information regarding their financial performance and status, as well as other required disclosures to regulatory authorities, government agencies, external investors, and the public. Such disclosures must be accurate, complete, and reliable.

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

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

#### **Prevention of conflicts of interest**

#### **Operations for conflict of interest prevention over the past year**

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

The Group furnish importance to good corporate governance practices and realize the importance of conducting business with honesty, transparency, and verifiability by taking into account the interests of the Company. Accordingly, the Company has regulated the policy regarding conflicts of interest and its reporting of interests for directors, executives, and employees. To comply with the principles, any decision-making with respect to the operation of business activities shall be for the best interests of the Company and its shareholders. Any action that leads to any conflict of interest must be avoided. Any related person or any person who has an interest in the contemplated transaction shall inform the Company of his or her relationship or interest in that transaction and shall not take part in the consideration thereof, as well as not be entitled to approve that transaction. (Additional details are shown on the Company's website at <http://www.tge.co.th> under the topic "Conflict of Interest Policy and Report")

In the case that the Company Secretary and/or the Secretary of a Sub-committee (as the case may be) is of the view that any meeting agenda is bound to cause a conflict of interest of any director and/or any member of a Sub-committee or any director and/or any member of a Sub-committee may have an interest in that meeting agenda, the Company Secretary and/or the secretary of that Sub-committee (as the case may be) shall inform the Board of Directors and/or the Sub-committee, or procure that the Board of Directors and/or the Sub-committee is informed of such possible conflict of interest. However, at the board meeting and/or Sub-committee meeting to consider related transactions, the interested directors have no voting right and only attend the meeting during the deliberation to provide substantive information about the transactions. When the transactions are deliberated and voted, they will leave the meeting. In 2023, it is determined that the interested directors meet the rules formulated by the Company.

Moreover, this policy was reviewed whether it was complied with corporate sustainable development guidelines, in which there were no any major amendments.

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In 2024, there was no any significant actions or events related to the matters of conflict of interest.

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

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

### Prevention of the use of inside information to seek benefits

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

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

The Group place importance on good corporate governance practices for transparency, and to prevent the exploitation of personal interests from using inside information. Accordingly, the Company has established a policy regarding the use of inside information, in which it is used to prevent the use of such information that has not yet been disclosed to the public as personal interests in any way. This may affect the operations of the Company and its subsidiaries as well as confidence toward the organizations.

However, this policy was reviewed whether it was complied with corporate sustainable development guidelines, in which there had no any major amendments.

In 2024, there was no any significant actions or events related to the matters of Insider Trading Policy.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

### Anti-corruption action

#### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past 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

The Group recognize and give importance to operate its business under the principles of good corporate governance by adhering to the principles of honesty and transparency with no actions of corruption. The Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on September 29, 2023.

Therefore, the Company has established practices for the proper conduct for directors, executives, and employees by preparing an anti-corruption policy to prevent an action of corruption from both inside and outside the organization, along with encouraging the dissemination of this policy and its practices to be acknowledged by everyone.

In 2024, the Company reviewed its anti-corruption policies and practices and concluded that they remain appropriate and aligned with good corporate governance principles as well as the Company's approach to sustainable organizational development.

Throughout the past year, the Company did not identify any actions or incidents that could be classified as bribery or significant corruption.

#### Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

#### Whistleblowing

##### Operations related to whistleblowing over the past year

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

Anyone who sees any action considered fraudulent or implies fraud or corruption, directly or indirectly, affects the Company and its subsidiaries must not ignore or neglect such behavior. They shall immediately report to the Audit Committee or the Chief Executive Officer or notify through the whistleblowing channels specified in the whistleblowing policy.

In 2024, the Company reviewed its whistleblowing and anti-fraud policy and determined that it remains appropriate, aligned with good corporate governance principles, and consistent with the Company's sustainable development strategy.

In conclusion, the Company did not find any significant complaints or clues regarding acts related to misconduct and corruption in the recent year.

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

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

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

##### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. THORANIT TANTIKULWICHIT (Chairman of the audit committee)	5	/	5
2 Mrs. PENSRI MEESUKSABAI (Member of the audit committee)	5	/	5
3 Mr. ARTHORN SINSAWAD (Member of the audit committee)	5	/	5

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

According to the Audit Committee Report 2024, the Audit Committee performed its duties as specified in the Audit Committee Charter. It verified that the Company and its subsidiaries had accurate and sufficient financial reports and they had appropriate and effective internal control and internal audit systems.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PONGNARIN WANASUWANAKUL (The chairman of the executive committee)	12	/	12
2 Mr. PONGNARATE WANASUWANKUL (Member of the executive committee)	12	/	12
3 Mrs. PHATCHARIN LAPHAROJKU (Member of the executive committee)	12	/	12
4 Ms. LAONGTIP WANASUWANNAKUL (Member of the executive committee)	12	/	12
5 Mr. Seubtrakul Binthep (Member of the executive committee)	12	/	12
6 Mr. Thanapat Rattanapitag (Member of the executive committee)	12	/	12
7 Ms. Munlika Thanataweerat (Member of the executive committee)	3	/	3

### The results of duty performance of Executive Committee

In 2024, there were 12 Executive Committee meetings that considered important matters of the Company, with regular reporting to the Board of Directors for consideration and approval, as follows:

#### 1. Policies, business direction, business strategy, and business plans

- Considered the Company's business plan including reviewed business strategy to be consistent with 5-year business plan and sustainable organizational development plan.
- Considered the budget for doing business as per the Company's 5-year business plan and considered the annual budget for 2025.
- Reviewed the Charters and other policies under the governance of the Executive Committee.

#### 2. Operations and Management of the Corporate Group

- Review the performance of the Company and its subsidiaries.
- Review the procurement plans for raw materials, including the cost of raw materials used in production.
- Review the maintenance plans and expenses.
- Monitor the performance of the Biomass Power Plant business group, as well as track the progress of the construction of the Waste-to-Energy Power Plant projects to ensure they align with the plans and directives assigned by the Board of Directors. Additionally, oversee the performance of the Biogas Power Plant management business group.
- Consider participation in bidding processes and investments in new projects, ensuring the best interests of the Company, shareholders, and all stakeholders. Risk management plans should also be reviewed before submission to the Risk Management and Investment Committee and the Board of Directors for further consideration.
- Review and consider the fundraising plans to ensure they align with and support the corporate group's investment

strategy.

- Monitor the implementation of sustainable development initiatives.
- Support the development and enhancement of skills, knowledge, and expertise at all levels, including employees, supervisors, executives, senior management, and board members

## Meeting attendance of Nomination, Remuneration, Corporate Governance, and Sustainability Committee

Meeting Nomination, Remuneration, Corporate : 5  
Governance, and Sustainability Committee  
(times)

List of Directors	Meeting attendance of Nomination, Remuneration, Corporate Governance, and Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. PENSRI MEESUKSABAI (The chairman of the subcommittee)	5	/	5
2 Mr. THORANIT TANTIKULWICHIT (Member of the subcommittee)	5	/	5
3 Mr. TANAN CHUB-UPPAKARN (Member of the subcommittee)	5	/	5
4 Mrs. PHATCHARIN LAPHAROJKIJ (Member of the subcommittee)	5	/	5
5 Ms. LAONGTIP WANASUWANNAKUL (Member of the subcommittee)	5	/	5

## The results of duty performance of Nomination, Remuneration, Corporate Governance, and Sustainability Committee

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee has carried out its duties within the scope and responsibilities defined in its charter and as assigned by the Board of Directors. These duties include nominating, selecting, and proposing individuals with the necessary knowledge, expertise, and qualifications suitable for positions as directors and top managements of the Company. The Committee also reviews and proposes organizational restructuring to enhance business potential, ensuring continuous and sustainable growth. Additionally, the Committee establishes policy frameworks and operational guidelines in alignment with good corporate governance principles and promotes sustainability initiatives. These efforts aim to create a balance among environmental, social, and governance (ESG) aspects, ultimately contributing to the Company's sustainable growth and enhancing confidence among shareholders and investors.

In 2024, the Nomination, Remuneration, Corporate Governance, and Sustainability Committee held a total of five meetings, overseeing and ensuring the implementation of key matters as follows:

### 1. Policy

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee reviewed the criteria for evaluating the performance of the Chief Executive Officer and assessed the self-evaluation forms for both individual directors and the board as a whole for the year 2024 before presenting them to the Board of Directors for approval. Additionally, the Committee reviewed the Company's charters and annual policies, confirming that they remain appropriate and aligned with good corporate governance principles.

### 2. Director and Top Management Nomination

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee reviewed and proposed qualified candidates in accordance with legal requirements and relevant regulations to replace directors whose terms had expired. The Committee assessed, selected, and nominated individuals with appropriate qualifications, experience, and expertise that align with the Company's business needs. These nominations were then presented to the Board of Directors and the

Annual General Meeting of Shareholders for approval. Directors with conflicts of interest did not participate in the meetings or voting processes.

Additionally, the Nomination, Remuneration, Corporate Governance, and Sustainability Committee considered and nominated a qualified candidate with appropriate credentials, experience, and expertise for appointment as the Chief Financial Officer.

Furthermore, the Nomination, Remuneration, Corporate Governance, and Sustainability Committee monitored and ensured that the Company established a proper succession plan and continuity in management for top management positions and other key roles. This was done to prepare personnel to support and align with the Company's growth.

### **3. Organizational Structure**

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee proposed a review of the organizational structure to promote the Company's ability to drive its business toward achieving long-term business goals.

### **4. Compensation**

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee reviewed the compensation for the Board of Directors and various sub-committees. The review was carried out with careful consideration of various factors, including industry comparisons, economic conditions, and the appropriateness of the compensation relative to the roles and responsibilities of the Board and its sub-committees. These proposals were presented to the Board of Directors and the Annual General Meeting of Shareholders for approval.

### **5. Evaluation of Compliance with Corporate Governance Principles**

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee supported the Company in evaluating compliance with the guidelines for assessing the quality of the Annual General Meeting of Shareholders (AGM Checklist).

In 2024, the Company received a full score of 100 points for the second consecutive year.

Additionally, the Committee encouraged the Company to evaluate its compliance with the Corporate Governance Report of Thai Listed Companies (CGR) from the Thai Listed Companies Governance Survey. In 2024, the Company was ranked with an Excellent (5-star) rating for the second consecutive year.

### **6. Ensuring Equal Rights for Shareholders**

In the 2024 Annual General Meeting and the Extraordinary General Meetings of Shareholders No. 1/2024 and No. 2/2024, the Nomination, Remuneration, Corporate Governance, and Sustainability Committee oversaw the transparent, fair, and equal disclosure of information to shareholders. The Committee provided details regarding the meeting date, time, and information related to the agenda items, allowing shareholders to study the information prior to the meeting.

Additionally, the Committee supported the Company in facilitating shareholder participation and voting through an electronic voting system to the fullest extent.

Additionally, the Nomination, Remuneration, Corporate Governance, and Sustainability Committee encouraged and supported the Company in providing shareholders with the opportunity to propose agenda items for the 2025 Annual General Meeting of Shareholders and nominate qualified individuals for election as directors, in accordance with the Company's disclosed criteria.

### **7. Responsibilities of the Board of Directors**

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee promoted the participation of directors in training programs that benefit the performance of the board. Additionally, the Committee required directors and executives to report their securities holdings, as well as those of their spouses and minor children who hold Company securities, including any changes in holdings. The management was instructed to report any changes in Company securities holdings to the Board of Directors.

Furthermore, the Committee encouraged meetings among independent directors, with two such meetings held in 2024.

### **8. Societal Responsibility and Sustainable Development**

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee reviewed the sustainability plan for 2025 and acknowledged the summary report of activities in which the Company will engage with the community. The Committee also supports employee participation in fostering sustainability within the Company's sustainability framework.

Additionally, the Company was selected as part of the Thailand Sustainability Investment list and received an "A" rating in the SET ESG Ratings, demonstrating the Company's commitment to operating under corporate governance principles with responsibility toward society and the environment.

The Nomination, Remuneration, Corporate Governance, and Sustainability Committee has performed its duties as assigned with transparency, fairness, and careful and reasonable judgment in accordance with the principles of good corporate governance, while prioritizing the interests of all stakeholders.

## **Meeting attendance of Risk Management and Investment Committee**

List of Directors	Meeting attendance of Risk Management and Investment Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. ARTHORN SINSAWAD (The chairman of the subcommittee)	4	/	4
2 Mr. TANAN CHUB-UPPAKARN (Member of the subcommittee)	4	/	4
3 Mr. PONGNARIN WANASUWANAKUL (Member of the subcommittee)	4	/	4
4 Mr. PONGNARATE WANASUWANKUL (Member of the subcommittee)	4	/	4

### The results of duty performance of Risk Management and Investment Committee

The Board of Directors recognizes and places great importance on risk management, which impacts the Company's business operations, from both internal and external factors. The Board has assigned the Risk Management and Investment Committee to oversee, monitor, and closely manage risk management processes. Additionally, the Committee ensures that the Company's investment plans align with the established risk management and investment policy framework and regularly reports its performance to the Board of Directors. The Company has established a risk management and investment policy, which has been reviewed by the Risk Management and Investment Committee and approved by the Board of Directors. This policy serves as a framework for managing and overseeing organizational risks.

In 2024, the Risk Management and Investment Committee held a total of four meetings, overseeing key initiatives as follows:

1. Reviewed risk factors and impacts, ensuring the effective management of significant risks aligned with the **2024 Enterprise Risk Management Plan**. The Committee monitored the Company's ability to mitigate potential damages promptly and established necessary measures to maintain risks at acceptable levels. The key risks considered included (1) Financial Risk, (2) Strategic Risk, (3) Operational Risk, (4) Information Technology Risk, (5) Waste-to-Energy Power Plant Construction Risk, (6) Fraud and Corruption Risk, and (7) ESG Risk and Risk Management.

2. Developed a **Risk Heat Map** and closely monitored high-impact risks affecting the organization. Quarterly meetings were held to review risk management outcomes, and the Company's risk profile was consistently reassessed. Additionally, the Committee established and tracked **Key Risk Indicators (KRIs)** as a tool to identify and monitor potential risks that could have significant impacts. This approach enabled the Company to adjust its strategies in alignment with operational objectives and evolving circumstances. The **Risk Management and Investment Committee** also provided additional recommendations to enhance the efficiency of the Company's risk management framework.

3. Collaborated in defining the **risk management framework** to encompass both internal and external risk factors. Provided insights on key risk issues and the organization's risk scope to develop the **2025 Risk Management Plan**, ensuring alignment with the Company's strategic direction and business objectives.

The **Risk Management and Investment Committee** has thoroughly fulfilled its duties as assigned by the **Board of Directors** and in accordance with its charter. The Committee has consistently reported its performance to the Board to ensure that the Company maintains an **effective risk management framework**, aligned with the internal control system, and ensuring that the Company's investment plan adheres to the established policy framework. This ensures that the Company can achieve its planned **objectives and strategic goals** while creating **long-term value** for shareholders and stakeholders sustainably.

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

### Sustainability Policy

Sustainability Policy : Yes

#### Sustainable Development Policy and Goals

The Group recognizes the importance of good corporate governance and has set a key objective of pursuing sustainable development as a core strategic goal. To this end, the Group has established a Sustainable Development Policy that incorporates ESG (Environmental, Social, and Governance) principles and integrates them into all aspects of its business operations. This commitment also includes enhancing the corporate structure and management systems to support long-term growth and transformation into a stable and sustainable organization. The Group aims to achieve balanced development across all dimensions—economic and corporate governance, social responsibility, and environmental stewardship.

Accordingly, the Group has embedded the concept of sustainable development as a core driving force within its operational processes and has fully integrated it into its strategic and operational plans. This integration ensures a balanced focus on economic and governance performance, social responsibility, and environmental sustainability across the entire business value chain, with the ultimate goal of achieving the Sustainable Development Goals (SDGs) and delivering long-term value to all stakeholders. To support this vision, the Group has formulated a comprehensive Sustainable Development Strategy aimed at creating shared value throughout the business value chain while simultaneously enhancing corporate competitiveness. This strategy is structured around three key pillars: (1) Environmental Development, (2) Social Development, (3) Economic Development and Good Governance. These focus areas guide the Group's efforts to operate responsibly, grow sustainably, and contribute meaningfully to society and the environment:

#### Environmental Development Practice

The Group aims to operate an environmentally-friendly business that significantly concerns the environmental impact.

Therefore, the Company pays attention to operations according to the following guidelines:

- (1) To optimize resources consumption and seek ways to reduce resource and energy consumption, as well as to prevent pollution and reduce greenhouse gas emissions, aiming to decrease the impacts arising from activities within the business value chain that cause an effect towards the environment, community, and society.
- (2) To apply machinery and production processes that produce the least waste by setting standards according to legal requirements and seeking new ways to enhance management efficiency and better control environmental quality according to international standards.
- (3) To focus on conducting business by emphasizing energy conservation and environmental responsibility to create added-value and sustainability for all stakeholders. This also aims to raise awareness of the preservation of environmental resources by applying various innovations that use resources efficiently, and meet international standards to achieve sustainability development goal of the Company.

#### Social Development Practice

The Group aims to create stability for society and communities by developing skills and competence of employees to produce quality personnel for society. This also includes creating jobs and careers, which are able to distribute income to them, striving to further build up a sustainable society under the following guidelines:

- (1) Concerning the principles of human rights and dignity by taking care of and treating employees and personnel in the community fairly and equally without discrimination of race, skin color, religion, gender, age, nationality, or any other thing to provide employees have a good quality of life.
- (2) To care for the health and safety of employees and workers of the Group of companies. It also includes protecting personal data as required by law.
- (3) To promote the competency development of employee at all levels by providing internal and external training and seminars and having a performing evaluation system that meets criteria as set by the Company. The purpose of this action is to create quality personnel to the community and society, as well as providing the customers with quality products and services according to international standards.
- (4) To emphasize the importance of community engagement practice, aiming to continually develop it among the Group of companies, communities, and society together.

#### Economic and Governance Development Practice

The Group is committed to improving the production quality and providing quality services for the best interest towards all relevant stakeholders. This aims to create a standard for efficient renewable energy power plant business under the following guidelines:

- (1) To conduct business under the principles of good corporate governance and business ethics. This also includes compliance with policies, regulations, announcements, and orders of relevant government agencies and the Company.
- (2) Adhering to morality and transparency in operating its business, along with complying with laws, regulations, methods, and standards set by regulators and international standards.
- (3) To keep seeking ways to develop and improve operational efficiency in all work processes by inventing innovation and technology to enable the Group to have the potential as a business leader that grows sustainably together with the community, society, and the country.
- (4) To encourage and support business development with suppliers and stakeholders throughout the supply chain according to the corporate sustainable development guidelines.
- (5) To focus on compliance with the principles of business ethics and anti-corruption. It also includes establishing a monitoring process that ensures compliance with policy consistently, aiming to encourage relevant stakeholders to comply.

## Sustainability management goals

Does the company set sustainability management goals : Yes

### Corporate Sustainability Development Goals

#### Environmental Development Goals

- (1) To promote and develop knowledge and competency of employee in the environmental development of the Group.
- (2) To decrease resources and energy consumption in order to prevent pollution and reduce greenhouse gas emissions of the Group.
- (3) Reduce waste generation by processing waste for recycling.

#### Social Development Goals

- (1) To develop personal data protection procedures related to business operations of the Group as required by law.
- (2) To develop business alliances, suppliers, and relevant stakeholders throughout supply chain in term of good corporate governance.
- (3) To develop good relationships with employees and communities to create wealth, happiness, and good quality of life. This also includes encouraging youth to have equal opportunity for education, especially vocational training in communities surrounding the power plant projects' areas.

#### Economic and Good Governance Development Goals

- (1) To create knowledge and understanding of good governance principles and business ethics among personnel in the Group.
- (2) To increase the efficiency of work processes to become a leader in biomass and municipal solid waste power generation. It also includes producing power from other renewable energy sources as well.
- (3) To develop sustainability programs together with business alliances, suppliers, and all relevant stakeholders throughout supply chain.
- (4) To engage in the economic development of communities surrounding the power plant projects' areas, aiming them to be sustainably self-reliant.

United Nations SDGs that align with the organization's : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 7 Affordable and Clean Energy, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

No Significant Change

## Information on impacts on stakeholder management in business value chain

## **Business value chain**

The Group recognizes the importance of stakeholder relationships, which are critical across all business operations, from upstream to downstream activities. To effectively manage the impact on stakeholders throughout the value chain, the Company has established guidelines aimed at achieving corporate sustainability goals across the supply chain. These guidelines focus on two key areas: primary activities and support activities.

### **Analysis of stakeholders in the business value chain**

#### **Details of stakeholder analysis in the business value chain**

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Business direction and the performance of the Company</li> <li>Business ethics</li> <li>Quality of life for employees</li> <li>Appropriate compensation, welfare, and benefits</li> <li>Progress and stability in work</li> <li>Good working environment</li> <li>Development of competency and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Challenges and opportunities</li> <li>Business ethics</li> <li>Anti-corruption</li> <li>Innovation and Process Development</li> <li>Employee care</li> <li>Human resource development</li> <li>Occupational health and safety at workplace</li> </ul>	<ul style="list-style-type: none"> <li>Others</li> <li>Communication between the HR department and employees</li> <li>Monthly departmental employee meetings</li> <li>Online communication via LINE</li> <li>Welfare committee meetings</li> <li>Annual employee engagement survey</li> <li>Whistleblowing channels for receiving complaints through the feedback box and the website</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Customers	<ul style="list-style-type: none"> <li>• After-sales service</li> <li>• Environmental management</li> <li>• Response to customer complaints</li> <li>• Risk and crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Customer and product stewardship</li> <li>• GHG emission and energy management</li> <li>• Environmental management, such as resources, water, energy, and waste</li> <li>• Risk and crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Annual customer satisfaction survey</li> </ul> </li> <li>• Customer relations activities</li> <li>• Marketing activities</li> <li>• Direct meetings with customers</li> <li>• Online communication via LINE</li> </ul>
• Suppliers	<ul style="list-style-type: none"> <li>• Good corporate governance and business ethics</li> <li>• Fair business operation</li> <li>• Transparent procurement process</li> <li>• Anti-corruption</li> <li>• Legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain management</li> <li>• Corporate governance</li> <li>• Anti-corruption</li> <li>• Human rights</li> <li>• Occupational health and safety at workplace</li> <li>• ESG Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Site Survey</li> </ul> </li> <li>• Site Audit</li> <li>• Relationship building between the Company and its suppliers</li> <li>• Knowledge development for suppliers</li> <li>• Online communication via LINE</li> <li>• Channels for receiving advice or complaints</li> </ul>
• Community	<ul style="list-style-type: none"> <li>• Good relationship with the communities</li> <li>• ESG compliance</li> <li>• Community economy</li> <li>• Improving the quality of life of the community and society</li> <li>• Creating a collaborative network to develop communities and society jointly</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Social activities</li> <li>• ESG compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Communities within three (3) kilometers distance</li> </ul> </li> <li>• Societies within three (3) kilometers distance</li> </ul>
• Shareholders	<ul style="list-style-type: none"> <li>• Stable and profitable business performance and growth</li> <li>• New business development</li> <li>• Innovation and technology development</li> <li>• Risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Economic value distributed to stakeholders</li> <li>• Risk management and business continuity management</li> <li>• Innovation and process development</li> <li>• ESG Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders</li> </ul> </li> <li>• Presentation of investment information at the Stock Exchange of Thailand</li> <li>• Quarterly investor briefing meeting</li> <li>• Communications via online/e-mail / magazine</li> <li>• channels for receiving advice or complaints</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Creditor	<ul style="list-style-type: none"> <li>• Compliance with the terms of the loan</li> <li>• Risk management</li> <li>• Corporate performance disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Economic value, distributed to stakeholders</li> <li>• Risk management and business continuity management</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Meetings with creditors</li> </ul> </li> <li>• Business visits</li> <li>• Online / email communications</li> </ul>
• Government agencies and Regulators	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Corporate governance</li> <li>• Economic and social value</li> </ul>	<ul style="list-style-type: none"> <li>• Legal compliance</li> <li>• Corporate governance</li> <li>• Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Co-sponsor projects organized by the government sector</li> </ul> </li> <li>• Participation in working groups of government agencies</li> <li>• Business visits</li> <li>• Disclosures and reports as required</li> </ul>
• Media	<ul style="list-style-type: none"> <li>• Receive complete, accurate, and timely information</li> <li>• Disclose information that is accurate and correct</li> <li>• Treat the media with good relations</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Anti-corruption</li> <li>• Community engagement and social activities</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Press releases</li> <li>• Exclusive interviews, as requested by the media</li> </ul> </li> <li>• Disclosures and reports as required</li> </ul>
• Competitors	<ul style="list-style-type: none"> <li>• Fair competition under the laws</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Challenges and opportunities</li> <li>• Business ethics</li> <li>• Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Meetings with the industry-related organizations</li> </ul> </li> <li>• Mutually work as a network according to government policies</li> </ul>

## 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
local economic development	• Community / Social Responsibility
Local employment	
Delivery of quality products	• Others : quality products
Risk management	• Sustainability Risk Management
Production process development	• Innovation Development
Anti-corruption	• Good Governance
Compliance management	
Cybersecurity	• Sustainability Risk Management
Water management	• Water Management
Biomass and biogas management	• Energy Management
Climate change	• Greenhouse Gas Management
Clean energy management	• Energy Management
Human resource management and labor practices	• Fair Labor Practices
Knowledge management and personnel development	• Human Rights • Fair Labor Practices
Career progression	
Respect for human rights	• Human Rights
Occupational health and safety	• Environmental Management Standards Policy and Compliance • Human Rights • Fair Labor Practices
Community development	• Community / Social Responsibility
No pollution released to communities	• Environmental Management Standards Policy and Compliance
Personal data privacy	• Human Rights

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Doesn't Have data

# Sustainability risk management

## Information on risk management policy and plan

### Risk management policy and plan

#### 2.1 Policy and plan for risk management and investment

The Board of Directors has established a **Risk Management and Investment Policy** to encompass the operations of TGE and its subsidiaries. In line with this policy, a **Risk Management and Investment Manual** has been developed to serve as a practical framework, adhering to the **COSO** risk management principles. This framework is structured around the following eight (8) key elements:

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

A risk management and investment structure has been established consisting of the following details:

1. **Board of Directors** – Able to understand the risks that may cause serious impacts towards the Company, as well as being ready to support, promote, supervise risk management and investment, and approve the policy. It also includes providing actions to ensure that the Company and its subsidiaries have implemented and managed risks that may cause severe impacts adequately and appropriately.
2. **Audit Committee** – Responsible for verifying the internal control system to ensure that the Company and its subsidiaries have adequately and appropriately managed the enterprise risks.
3. **Risk Management and Investment Committee** – Responsible for considering the approval of risk management policy, investment policy, and presenting it to the Board of Directors for approval, including responsible for supervising and monitoring risk management, and investment management independently, as well as communicating with the Executive Committee to handle the critical risks connected to internal controls and audits.
4. **Executive Committee** – Responsible for considering the approval of the risk management policy, investment policy, and presenting it to the Board of Directors for approval. This also includes considering the approval of the risk management and investment framework, and risk management and investment plan, as well as monitoring the development of the risk management framework, and risk identification and assessment processes.
5. **Risk Management Working Group** – 1) **Prepare and Review Risk Management Policies** – Responsible for developing and periodically reviewing the Company's risk management policies and regulations to align with evolving circumstances, and subsequently presenting them to the Executive Committee for approval. 2) **Monitor Significant Risks** – Oversee the Company's key risks and report them to the Executive Committee for acknowledgment and appropriate action. 3) **Ensure Adequate Risk Management Planning** – Verify that the Company has established a comprehensive and effective risk management plan. 4) **Promote and Implement Risk Management Policies** – Support, advocate, and enforce the risk management policy to ensure its effective implementation across the organization. 5) **Oversee the Development of the Risk Management Framework** – Monitor and enhance the Company's risk management framework to ensure continuous improvement. 6) **Supervise Risk Identification and Assessment** – Oversee the risk identification and assessment processes to ensure potential risks are effectively recognized, analyzed, and addressed.
6. **Persons in charge of risk management at the department level** – Responsible for arranging a framework, plan, and process for risk management at department level and presenting them to the Chief Executive Officer, Executive Committee, and Risk Management and Investment Committee for approval. This requires to be ready to support and monitor the risk management of the departments under their responsibilities, as well as to promote and motivate employees to realize the importance of risk management until it becomes to Corporate Culture.
7. **Supervisors and employees** – Identify, measure, control, monitor risks, and report risks related to operations to the person responsible for risk management of their units. Participate in creating a risk management plan and put the plan into practice.
8. **Internal auditors** – To ensure that the Company has appropriately applied and implemented the risk management system thoroughly and has sufficient internal control appropriate to risk management and internal control system for everyone to effectively comply, including reviewing risk management practices and communicating with executives and auditees to plan risk-oriented audits.

9. **Other related persons** – Cooperate and follow company policies and regulations. About risk management and investment.

The Company has implemented a **Risk Management Policy** as a comprehensive guideline and framework for all departments within the Group, reinforcing its commitment to **good corporate governance**. This policy is designed to instill confidence among stakeholders and support the achievement of the Company's business objectives. To ensure effective risk management, the Company has established the following key objectives:

- To implement the risk management system for execution in the same direction as an entire organization and define risk management as part of decision-making in formulating strategies, plans, and operations in various areas of the organization.
- To determine guidelines for managing remaining risks to an appetite level by considering measures to effectively reduce the chance and the impact of potential risks in order to achieve the operational goals at department level.
- To enable directors, executives, risk management working groups, and employees to receive essential risk information, including the trend of risk and overall risk to support decision-making and effective risk governance.

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Risk from Uncertainty in Acquiring Rights to Develop Future Power Plant Projects

Related risk factors : Strategic Risk

• Government policy

ESG risk factors : No

##### Risk characteristics

The acquisition of rights to develop power plant projects depends on the government's bidding cycles, which are determined by its policies and administration. The selection process considers various factors, including the project developer's track record, technical and engineering qualifications, financial and asset readiness, and the bidders' price competitiveness.

The bidding cycles for energy projects are regulated by the Energy Regulatory Commission (ERC), the Electricity Generating Authority of Thailand (EGAT), and other relevant government agencies. However, the exact timeline for each bidding round cannot be predetermined, and the amount of electricity procurement in each round may fluctuate. Additionally, the selection process for project developers may be influenced by price-based conditions. This could result in other developers—with access to lower-cost financing or a higher risk tolerance—being awarded project development rights instead.

##### Risk-related consequences

The Group of Companies may miss opportunities to develop future power plant projects, which could impact business growth.

##### Risk management measures

The Company's risk management approach includes:

1. The Company has studied and closely monitored the Thailand Power Development Plan 2018–2037 (PDP2018 Rev.1), the Alternative Energy Development Plan 2018–2037 (AEDP 2018), and the draft Power Development Plan 2024–2037 (PDP 2024). These plans indicate that the government continues to prioritize renewable energy generation to replace fossil fuels, with policies aimed at increasing the share of renewable energy in electricity production. In response, the Group of Companies has prepared to participate in bidding for the rights to develop new power plant projects, particularly municipal waste power plants, which are among the renewable energy sources supported by the government.
2. The Company focuses on developing skilled and experienced workforce in the electricity generation and

distribution business, particularly in biomass power plants and municipal waste power plants. This effort aims to enhance competitiveness and support future business expansion.

3. The Company conducts a detailed feasibility study before submitting bids for all projects to analyze investment returns and risks. This process helps mitigate project execution risks and increases the likelihood of securing rights to develop new power plant projects.

4. The Company also adopts a strategic approach to capital management by exploring suitable financing options. This ensures cost competitiveness and enhances business flexibility. All these efforts ensure that each project investment generates appropriate returns and maximizes long-term benefits for shareholders.

#### **Risk 2 Risk from Delays in New Project Development**

Related risk factors : Strategic Risk  
• New business risk  
Operational Risk  
• Delays in the development of future projects

ESG risk factors : No

#### **Risk characteristics**

Due to the specialized nature of the Company's business, there is a risk of delays in power plant project development, which may arise from several factors, including: 1) Delays in the government permitting process, 2) Delays in construction, procurement, and installation of equipment and machinery, and 3) Opposition from local communities and stakeholders.

#### **Risk-related consequences**

Such delays could significantly impact the Company's operations and financial position in the future.

#### **Risk management measures**

1. Before developing a new power plant project, the Company engages with local communities surrounding the plant to provide education and awareness while simultaneously proceeding with the necessary permit applications. This ensures that the Environmental Impact Assessment (EIA) report can be completed within the required timeframe.
2. The Company carefully selects contractors for construction, procurement, and installation of equipment and machinery, prioritizing those with reliability, expertise, and relevant work experience related to the project.
3. The Company hires specialized consultants to handle permit applications, prepare regulatory and legal reports, and oversee construction to ensure compliance with project timelines.

The Company secures comprehensive insurance coverage, including property and third-party liability insurance, throughout the construction period

#### **Risk 3 Risk from Planned or Unplanned Machinery Failures or Downtime**

Related risk factors : Operational Risk  
• Other : Risk from Machinery Failures or Downtime

ESG risk factors : No

#### **Risk characteristics**

The operational performance of the Group of Companies' power plant business depends on the number of operating hours of machinery used in electricity generation. Any machinery failure or downtime—whether due to planned maintenance or unplanned maintenance—directly affects its electricity production. The longer the duration of such disruptions, the greater the risk and impact on the Company. For municipal waste power plants, unplanned shutdowns may also result in penalties imposed by Local Administrative Organizations (LAOs).

#### **Risk-related consequences**

The operational performance of the Group of Companies' power plant business depends on the number of operating hours of machinery used in electricity generation. Any machinery failure or downtime—whether due to planned maintenance or unplanned maintenance—directly affects its electricity production. The longer the duration of such disruptions, the greater the risk and impact on the Company. For municipal waste power plants, unplanned shutdowns may also result in penalties imposed by Local Administrative Organizations (LAOs).

#### Risk management measures

The Company's risk management approach for biomass power plants includes:

1. The Company has established an annual maintenance plan, which includes a detailed inspection of all machinery related to electricity production for approximately 18 days. The minor maintenance plan is carried out every 2 years, lasting about 5 days, and the major maintenance plan is conducted every 5 years, lasting 7 days.
2. The Company ensures that production personnel regularly inspect the operating machinery. If any issues or defects are found, they are immediately reported to the relevant plant department for prompt resolution.
3. The Company has set a goal to prevent any emergency shutdowns or unplanned machinery downtime throughout the year.
4. In the event of an unforeseen situation requiring machinery shutdown, the Company has teams of technicians and engineers at each power plant ready to inspect and address preliminary issues. Additionally, they coordinate with external expert technicians to resolve the problem as quickly as possible, minimizing the downtime to the shortest duration possible.
5. The Company has standardized the power plant technology across its plants, allowing for the use of spare equipment from one plant to resolve issues at another plant promptly.
6. The Company has purchased Business Interruption Insurance for the three operational biomass power plant projects. This insurance covers additional expenses arising from business interruptions and loss of income due to the inability to produce and sell electricity.

The Company's risk management approach for the municipal waste power plant, which is expected to begin electricity production in 2026, includes:

1. The Company plans to hire an experienced operator with direct expertise in managing and maintaining municipal waste power plants. The operator will be responsible for managing and maintaining the power plant, as well as transferring knowledge to the Company's employees on how to operate a municipal waste power plant. He/she will be responsible for the management and maintenance of the power plant in all facets, and under the management contract, there will be penalties if the operator fails to meet the operational goals set for the power plant. These penalties will compensate for any fines that may arise from the LAOs contracts.
2. The Company plans to purchase Business Interruption Insurance for the municipal waste power plant project, covering increased costs due to business interruptions and loss of income from the inability to produce and sell electricity. Additionally, the Company will take out Machinery Breakdown Insurance to cover repair costs in the event of equipment failure.

#### Risk 4 Raw Material Risk

Related risk factors : Operational Risk  
• Other : Raw Material Risk

ESG risk factors : No

#### Risk characteristics

The Group of Companies focuses on the production and sale of electricity generated from biomass and municipal waste energy, using large quantities of raw materials for electricity generation.

**For biomass energy**, the primary raw materials include empty palm fruit bunches and palm fiber, which are by-products of the palm oil extraction and processing process, as well as agricultural waste materials such as wood chips and shredded roots. These materials are subject to fluctuations in both quantity and price, influenced by agricultural harvest seasons. Additionally, storage often involves piling the materials, which can lead to heat accumulation and pose risks of unforeseen incidents.

**For municipal waste energy**, the primary raw material comes from waste collected from local communities near the power plant, as well as from old waste that has not been properly disposed of. In the case of community waste, a significant risk is the uncertainty of the amount of waste received from LAOs, which may not align with the consistent quantity needed by the power plant for electricity production. If the waste supply is insufficient, it could impact electricity generation.

#### Risk-related consequences

**For biomass energy**, the primary raw materials include empty palm fruit bunches and palm fiber, which are by-products of the palm oil extraction and processing process, as well as agricultural waste materials such as wood chips and shredded roots. These materials are subject to fluctuations in both quantity and price, influenced by agricultural harvest seasons. Additionally, storage often involves piling the materials, which can lead to heat accumulation and pose risks of unforeseen incidents.

**For municipal waste energy**, the primary raw material comes from waste collected from local communities near the

power plant, as well as from old waste that has not been properly disposed of. In the case of community waste, a significant risk is the uncertainty of the amount of waste received from LAOs, which may not align with the consistent quantity needed by the power plant for electricity production. If the waste supply is insufficient, it could impact electricity generation.

#### **Risk management measures**

The Company's risk management approach for biomass power plants includes:

1. The Company has conducted a study and survey of the types and quantities of raw materials available in the area and surrounding regions to ensure that they are sufficient and suitable for use.
2. The Company has established channels to source raw materials from major local suppliers, with whom long-term contracts can be signed for additional raw material procurement.
3. The Company has developed a production plan and monthly biomass raw material usage forecast, enabling the planning of raw material procurement and storage for the year. Additionally, the Company has prepared storage facilities to accommodate biomass fuel for continuous electricity production for up to 90 days.
4. The Company has a policy to source biomass raw materials in alignment with the harvest seasons of the respective biomass crops. It regularly monitors changes in the prices of biomass raw materials used by the Group of Companies.
5. The Company has selected machinery with advanced production technology that can accommodate a variety of biomass raw materials and is designed to support a combustion system capable of handling biomass fuel with a high moisture content and low calorific value.
6. The Company has established written quality standards for the biomass raw materials purchased. During the fuel acceptance process, moisture content will be tested according to the criteria set by the Group of Companies, and the quality, moisture content, and calorific value of the biomass raw materials will be regularly checked before use.
7. The Company has established a policy for raw material disbursement, prioritizing the use of previously ordered raw materials. It also controls the procurement of raw materials to align with usage. In the case of long-stored raw material piles, they will be rotated to reduce heat accumulation.
8. The Company has designated personnel to monitor the biomass raw material piles 24 hours a day.
9. In the case of extreme heat lasting more than 3 days, the Company has set a policy for personnel to spray water on the raw material piles to reduce heat accumulation and to test the fire suppression system for readiness every 7 days.
10. The Company organizes training and fire prevention and suppression drills with an agency certified by the Department of Labor Protection and Welfare, following the established plan and legal requirements.
11. The Company has implemented a fire prevention and suppression system, including the provision of firefighting equipment, the storage of flammable materials, lightning protection, the installation of fire alarm systems, and designated fire escape routes. The equipment is regularly checked once a month to ensure it is ready for use in case of an emergency.
12. The Company has organized the proper storage of fuel and has placed "No Smoking" signs in areas where flammable raw materials are stored.
13. The Company conducts monthly inspections of the fire pump system by in-house personnel and annual inspections by an external agency.

The Company's risk management approach for the municipal waste power plant, which is expected to begin electricity production in 2026, includes:

1. The Company has conducted surveys and entered into long-term waste disposal contracts with LAOs within the cluster group. These contracts cover the operational period of the municipal waste power plant to ensure a sufficient supply of raw materials for electricity generation.
2. The Company has a risk management plan in place in case the amount of waste LAOs is insufficient for electricity generation. The Company will coordinate with relevant agencies and waste sources in nearby areas to ensure there is a backup waste supply that can be used in the production process according to the quantities specified in the contract in case the waste from the LAOs cannot be delivered as agreed.
3. The Company will closely monitor and track the amount of waste received from the LAOs to adjust plans and secure appropriate backup waste sources to prevent waste shortages that could impact electricity production.
4. The Company plans to store the waste in well-controlled and efficiently managed locations to minimize risks from unforeseen events, such as explosions or fires.

#### **Risk 5 Risk from the Group of Companies' Ability to Secure Financing for the Construction of the Municipal Waste Power Plants**

Related risk factors : Financial Risk  
• Insufficient sources of funding  
ESG risk factors : No

#### **Risk characteristics**

Due to the Group of Companies' significant capital requirements for constructing several municipal waste power plant projects to supply electricity to buyers under power purchase agreements within the specified timeframe, the Company has sourced financing for these projects primarily through loans from financial institutions in the form of project financing, which accounts for 70–75% of the total investment in the project.

#### **Risk-related consequences**

If the Company is unable to secure financing on time or in the required proportion, it may affect the timeline for electricity sales as currently planned.

#### **Risk management measures**

However, the Company has also considered other options, such as EPC Financing, where the main contractor would provide project financing during the construction of the municipal waste power plants.

### **Risk 6 Risk from the Inability to Comply with the Terms and Conditions of the Biomass Power Plant Project**

#### **Financing Agreements**

Related risk factors : Financial Risk  
• Other : Risk from the Inability to Comply with the Terms and Conditions of Financing Agreements  
ESG risk factors : No

#### **Risk characteristics**

As of December 31, 2024, the Group of Companies has long-term loans from financial institutions, including long-term loans due within 1 year, amounting to approximately 595.86 million baht. These are project finance loans for biomass power plants. The loan agreements with various financial institutions stipulate that the Group of Companies, as the developer of the power plant projects, must maintain debt-to-equity ratios and debt service coverage ratios as required by the financial institutions, along with other conditions relevant to each project at different stages.

#### **Risk-related consequences**

If the Group of Companies fails to comply with the terms of the loan agreements, there is a risk of the loans being recalled, which could significantly impact the Company's liquidity and ability to conduct business.

#### **Risk management measures**

The Company has a policy of strictly monitoring compliance with the conditions and terms set by the financial institutions and regularly forecasting financial figures going forward. If there are indications that the financial ratios or conditions and terms will not be met as stipulated in the contract, the Company will immediately take action to prevent, negotiate, amend, or request a waiver from the relevant financial institutions.

### **Risk 7 Risk from Interest Rate Fluctuations**

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

#### **Risk characteristics**

As of December 31, 2024, the Group of Companies has liabilities to financial institutions totaling 595.86 million baht in interest-bearing debt, all of which are floating-rate debts. These include long-term loans from financial institutions to support the development of biomass power plants, with interest rates referencing MLR and THOR rates set by the lending financial institutions.

#### **Risk-related consequences**

If the referenced interest rates increase due to economic conditions or government policies, it will result in higher

interest expenses for the Group of Companies, directly impacting its financial performance.

#### **Risk management measures**

The Company closely monitors interest rate movements and both domestic and international monetary policies to assess the situation and select appropriate and timely financial instruments, such as entering into interest rate swap contracts, when floating-rate reference rates approach the thresholds defined by the Company, based on an analysis of loan repayment capacity and the appropriate project return rates.

#### **Risk 8 Risk from Dependence on Major Customers**

Related risk factors :	<u>Financial Risk</u>
	• Other : Risk from Dependence on Major Customers
ESG risk factors :	No

#### **Risk characteristics**

The Group of Companies is a VSPP electricity producer. As of December 31, 2024, the Group of Companies has three biomass power plant projects under the supervision of the Company and its subsidiaries, with a total electricity sale volume of 20.3 MW under long-term power purchase agreements with Provincial Electricity Authority (PEA) and 6 MW under short-term power purchase agreements (from a total installed capacity of 29.7 MW). According to the financial statements for the years 2022, 2023, and 2024, the Group of Companies generated revenue from electricity sales to PEA totaling 753.89 million baht, 774.50 million baht, and 775.25 million baht, respectively, accounting for 80%, 85%, and 77% of total electricity sales revenue.

#### **Risk-related consequences**

Therefore, the Group of Companies faces the risk of dependence on PEA, its major customer, and the risk that PEA may not be able to pay the full amount of electricity bills on time under the power purchase agreement or may fail to comply with the terms and obligations of the agreement. Such occurrences could significantly impact the Group of Companies' business and performance results.

#### **Risk management measures**

The Company's risk management approach includes:

1. The Company reviews, analyzes, and evaluates the qualifications and financial history of major customers before making investment decisions. It was found that PEA is a state enterprise that ranked 7<sup>th</sup> among Thai state enterprises in 2024 for revenue remitted to the government. It has a strong financial position and is the only government agency responsible for regulating the wholesale electricity system in Thailand, outside of Bangkok and municipal areas. PEA is also the largest electricity buyer in the country, purchasing electricity produced by the private sector according to Thailand's electricity capacity policy set by the government. Historically, the Group of Companies has received payments for electricity from PEA on time, as specified in the power purchase agreement. Additionally, the power purchase agreements with PEA are long-term contracts with a duration of more than 10 years, enabling the Group of Companies to estimate its income over the contract term and plan for actions in case these contracts are nearing their end.
2. The Company monitors government policies related to the electricity industry structure to prepare for any changes in electricity purchase regulations in the future.
3. The Company has a financial liquidity management plan to ensure sufficient reserve capital in the event of delays in receiving payments for electricity.

#### **Risk 9 Risk of Failure to Comply with Requirements, Resolve Issues, or Renew Necessary Licenses for Business Operations on Time**

Related risk factors :	<u>Compliance Risk</u>
	• Change in laws and regulations
ESG risk factors :	Yes

#### **Risk characteristics**

In the business of generating and selling electricity from biomass, the Group of Companies is required to obtain various licenses and comply with measures set by multiple government agencies as required by law. These include Factory Operation License (Ror.Ngor. 4), Power Generation License, and Power Distribution and Distribution System License.

#### **Risk-related consequences**

If the Group of Companies fails to comply with these regulations or if there are changes in the law, it may impact its ability to obtain the necessary licenses for future operations.

#### **Risk management measures**

The Company's risk management approach includes:

1. The Company has established a unit responsible for monitoring changes in laws and regulations that may impact business operations, as well as overseeing compliance with the requirements and conditions of licenses.
2. The Company has set up a contract management division to oversee, control, and monitor compliance with contracts made with government agencies, ensuring operations align with the law at every stage throughout the contract's duration. Additionally, this division is responsible for ensuring compliance with the terms and conditions of licenses and managing the continuous renewal of licenses.

#### **Risk 10 Risk from Public Opposition Regarding Environmental Impact**

Related risk factors : Strategic Risk  
• Damage to company image and reputation

ESG risk factors : Yes

#### **Risk characteristics**

Due to the nature of the Group of Companies' operations, which includes both biomass power plants and municipal waste power plants, there may be impacts on surrounding communities and the environment during operation. These impacts may include dust, ash, wastewater, unpleasant odors, or noise pollution.

#### **Risk-related consequences**

If operations do not meet the established standards, it could lead to complaints from the community or opposition from civil society. This may result in stricter regulations or measures from regulatory authorities. In severe cases, it could lead to the shutdown of the power plant, which would affect the Group of Companies' revenue and business stability.

#### **Risk management measures**

The Company's risk management approach includes:

1. The Company operates the power plants in compliance with environmental standards, including the control of dust and ash, wastewater treatment, and the management of waste generated from the production process. Regular inspections and maintenance of equipment are conducted to ensure that the power plants operate according to established standards.
2. The Company implements environmental measures, including the installation of odor control systems and the use of technologies to reduce air pollution emissions. It also installs Continuous Emissions Monitoring Systems (CEMS) for stack emissions and conducts environmental quality measurements in accordance with the regulations and requirements of the permitting authorities. This includes monitoring water quality, air quality, and noise levels. The Company prepares reports on environmental compliance and submits them to the relevant authorities every six months. Additionally, it discloses this information to related agencies and local communities to ensure transparency in operations.
3. The Company has a community relationship management plan, which includes activities to educate the community about the operations of the power plants, on-site visits, and meetings with community representatives to listen to their feedback and concerns.
4. The Company allocates a budget to improve the quality of life for the local community, such as supporting infrastructure development projects, environmental improvements, and social activities to build cooperation and trust between the Company and the community.

#### **Risk 11 Risk from Climate Change**

Related risk factors : Operational Risk  
• Climate change and disasters

ESG risk factors : Yes

#### **Risk characteristics**

The impact of global climate change is becoming increasingly evident, such as fluctuations in seasons, droughts, and floods, which directly affect the agricultural sector, a key source of raw materials for biomass power plants. Biomass materials, such as empty palm fruit bunches, palm fibers, and agricultural by-products, are closely linked to agricultural yields that depend on natural seasonal cycles. When weather conditions become erratic, agricultural output

may decrease, resulting in insufficient biomass fuel for power generation.

#### **Risk-related consequences**

When weather conditions become erratic, agricultural output may decrease, resulting in insufficient biomass fuel for power generation.

Additionally, natural disasters such as continuous heavy rainfall or severe droughts can disrupt or delay the transportation of raw materials from production sites to power plants, further increasing operational risks. Moreover, the southern region faces a high risk of flooding, which could affect the operations of the plants.

#### **Risk management measures**

The Company's risk management approach includes:

##### **1. Management of Raw Material Reserves**

- The Company stores sufficient raw materials to ensure power generation for 3 months, reducing the risk of raw material shortages during natural disasters.
- The raw material storage facilities are designed to be flood-resistant, with materials stored in elevated areas or using protective systems such as flood barriers and drainage systems to ensure the reserves are not damaged by flooding.
- The Company distributes raw material storage locations to mitigate the risk of natural disasters that may occur in specific areas.

##### **2. Flood Prevention Measures and Power Plant Operations**

- The power plant is designed to be elevated above the highest recorded flood level, with an emergency drainage system capable of efficiently handling water volume.
- Flood prevention measures are implemented around critical infrastructure of the power plant, such as electrical systems, generators, and other essential equipment, to protect against potential damage that could affect power generation.
- An emergency plan is in place to manage floods, including relocating critical equipment to safe areas or utilizing backup energy sources to ensure the power plant continues to be operational even in emergency conditions.

##### **3. Continuous Monitoring and Plan Adjustment**

- The Company closely monitors weather conditions through weather forecasting systems and risk assessments to prepare timely response measures.
- Regular emergency drills are conducted to ensure personnel can effectively execute mitigation measures and reduce the impact of disasters.

#### **Risk 12 Cyber Threats**

Related risk factors : Operational Risk  
• Information security and cyber-attack

ESG risk factors : No

#### **Risk characteristics**

In today's business environment, companies rely heavily on technology and information systems as essential tools to drive progress and enhance business efficiency, including the transition to a digital society. This shift increases the Company's exposure to rising risks from cyber threats.

Managing risks related to personnel, business processes, and information technology tools within the Company has become a critical focus. This is necessary to prevent disruptions in accessing and using key information, which is vital for conducting business online.

#### **Risk-related consequences**

These risks may arise from data breaches, data theft, or data destruction, which can impact the ability to provide services. Examples include cyberattacks targeting data, files, and documents within information systems through methods such as ransomware, as well as theft and damage caused by various forms of malware.

#### **Risk management measures**

The Company's risk management approach includes:

1. The Company has established policies and measures to safeguard against cyber threats, which are commensurate with the level of risk. These include preparing to address cyber threats by using licensed programs that comply with international standards, training employees on risks that may lead to data leaks, reviewing and updating technology and

information systems policies in accordance with new laws, installing backup power systems for computers, and developing business continuity plans related to technology and information systems.

2. The Company defines user access rights and SCADA system administrator privileges in a step-by-step process under strict control. This involves using a closed system that is not connected to the internet and regularly backing up data.

Additionally, the Company has implemented a data link system to connect with the central control center to enhance the management efficiency of the systems.

3. The Company has implemented a comprehensive data storage system, consolidating storage in one location with backup servers operating in parallel. In case of an emergency affecting one system, the backup system can take over immediately. The duration of data storage depends on the importance and frequency of data retrieval. Furthermore, the Company continuously backs up data to ensure it is always ready for use.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

## **Sustainable supply chain management**

### **Information on sustainable supply chain management policy and guidelines**

#### **Sustainable supply chain management policy and guidelines**

Company's sustainable supply chain management policy and : Yes  
guidelines

### **Information on sustainable supply chain management plan**

#### **Sustainable supply chain management plan**

Company's sustainable supply chain management plan : No

### **Information on new suppliers undergoing sustainability screening criteria**

#### **New suppliers undergoing sustainability screening criteria**

Does the company use sustainability screening criteria with : No  
new suppliers?

### **Information on supplier code of conduct**

#### **Supplier code of conduct**

Supplier code of conduct : Yes

### **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 : No  
compliance with the supplier code of conduct?

## **Innovation development**

### **Information on innovation development policy and guidelines in an organizational level**

#### **Research and development policy (R&D)**

Company's research and development (R&D) policy : No

### **Information on organization's innovation culture development and promotion process**

#### **Process of developing and promoting the company's innovation culture**

Process of developing and promoting the company's innovation culture : No

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

#### **Benefits of innovation development**

##### Financial benefits

Does the company measure the financial benefits from innovation development? : No

##### Non-financial benefits

Does the company measure the non-financial benefits from innovation development? : No

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