RATCH PATHANA

SUSTAINABILITY REPORT 2025

Ratch Pathana Energy Public Company Limited

MOVING TOWARDS FOR SUSTAINABILITY

www.ratchpathana.com

RATCH PATHANA

2025

MOVING TOWARDS
FOR SUSTAINABILITY

OVERVIEW

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ABOUT THIS REPORT

Ratch Pathana Energy Public Company Limited has been publishing its Sustainability Report annually since 2013 to disclose its sustainable business operations and communicate transparently with the public. The report encompasses key Environmental, Social, and Governance (ESG) information relevant to the company's business activities and stakeholders. The reporting period covers January 1, 2025, to December 31, 2025.

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards and incorporates key ESG metrics. Additionally, it aligns with the United Nations Sustainable Development Goals (UN SDGs) by setting sustainability objectives that support these global targets.

The scope of this report is based on business relevance, data completeness, and the impact on the company's operations, covering the activities of Ratch Pathana Energy Public Company Limited and subsidiaries: Sahacogen Green Co., Ltd., Sahagreen Forest Co., Ltd., and Solarist Holding Company Limited.

The content of this report has been reviewed for completeness of data and addresses key issues pertinent to the company and its stakeholders. It also includes validation of data accuracy by executives of the relevant departments to ensure the reported information is of high quality, complete, standard-compliant, and reliable, while addressing the concerns of all stakeholders. The company is also considering obtaining external verification of the data quality in the future.

Communication channel

Ratch Pathana Energy Public Company Limited

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Message from the Managing Director and Chairman of the Sustainability Committee

Dear Esteemed Stakeholders and Shareholders,

The year 2025 presented the global economy and energy industry with continued volatility stemming from multiple converging forces — economic uncertainty, evolving energy dynamics, and geopolitical headwinds. Against this backdrop, Ratch Pathana Energy Public Company Limited navigated the year with operational resilience and strategic discipline, maintaining stable electricity and steam supply to our industrial customers without interruption. This performance reflects the strength of our integrated business model, underpinned by effective revenue stabilization and rigorous cost management.

Our business is anchored in the principle of balanced value creation across economic, social, and environmental dimensions. In 2025, renewable energy revenue reached THB 578.13 million, representing 21.56% of total revenue a year-on-year increase of 3.58% underscoring our steady progression toward a cleaner, low-carbon energy portfolio in alignment with long-term industry trajectories.

On the investment front of the year 2025, the Company is constructing Solar Rooftop and Floating solar power projects with a total installed capacity of 5.0 Megawatts, which are expected to begin commercial operation in 2026, which will increase the Company's proportion of renewable energy capacity to 21% of total capacity by equity portion from renewable energy now accounts for 19% as of year-end 2025 surpassing our 15% target set for 2030 ahead of schedule. In addition, the Solarist group (subsidiaries) signed to acknowledge and agree to the terms of the power purchase agreement with the Electricity Generating Authority of Thailand (EGAT) for a 25-year term for five ground-mounted solar farm projects with a total contracted capacity of 298 Megawatts, with the scheduled commercial operation date (SCOD) in 2028. "This initiative is consistent with the company's renewable energy investment expansion plan, which is aligned with the enhanced and more ambitious climate change management objectives to increase the proportion of renewable energy capacity to 50% of total capacity by equity portion within the year 2030.

On the environmental front, the Company reduced Scope 1 and Scope 2 greenhouse gas (GHG) emissions to 290,737 tCO_2e, representing a 45.53% reduction from the 2022 baseline. The Company's greenhouse gas reduction targets to achieve carbon neutrality within the year 2040 and net-zero emissions within the year 2050.

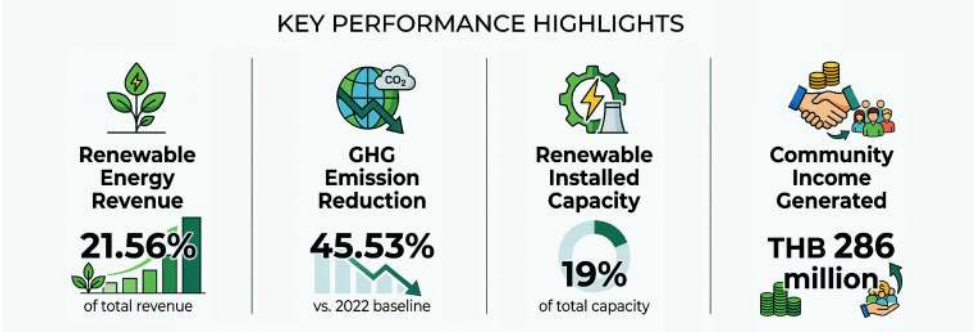
Our biomass power plants continued to deliver meaningful co-benefits by diverting agricultural residues equivalent to over 37,300 rai from open burning, reinforcing our commitment to circular economy principles and supporting Thailand's transition to a low-carbon energy system. Community co-creation remains central to our operating philosophy.

Klahan Suksawai, Ph.D.
Managing Director and Chairman of the Sustainability Committee
Ratch Pathana Energy Public Company Limited

Through our agricultural biomass procurement program, the Company generated income of over THB 286 million distributed to more than 2,500 farming households, fostering inclusive economic growth in the communities where we operate grounded in the respect for human rights and meaningful stakeholder engagement.

In the area of corporate governance, the Company received a Corporate Governance Rating (CGR) of "Excellent" for the sixth consecutive year, achieved a SET ESG Rating of AAA, and earned Sustainability Disclosure Acknowledgement for the eighth consecutive year. We also renewed our Collective Action Coalition Against Corruption (CAC) membership for the third time and maintained a perfect score of 100 on the AGM Checklist for the sixteenth consecutive year.

Looking ahead, Ratch Pathana Energy will continue to accelerate our energy transition journey advancing the deployment of clean energy, deepening decarbonization efforts, and co-creating shared value with communities and stakeholders. We remain steadfast in our commitment to building a sustainable energy future for the long term.



RATCH PATHANA BUSINESS

Ratch Pathana and Affiliates consists of Ratch Pathana Energy Public Company Limited, a Small Power Producer: SPP, generating and distributing electricity and steam, located in Saha Group Industrial Park – Sriracha, Chonburi Province. The company established in 1996 and registered as a public company in 2002, stock symbol "SCG". The major shareholders are Ratch Group PCL. and Saha group

For the business expension, the company established subsidiaries focusing on the development of renewable energy business along with engaging in community and social development. These subsidiaries include:

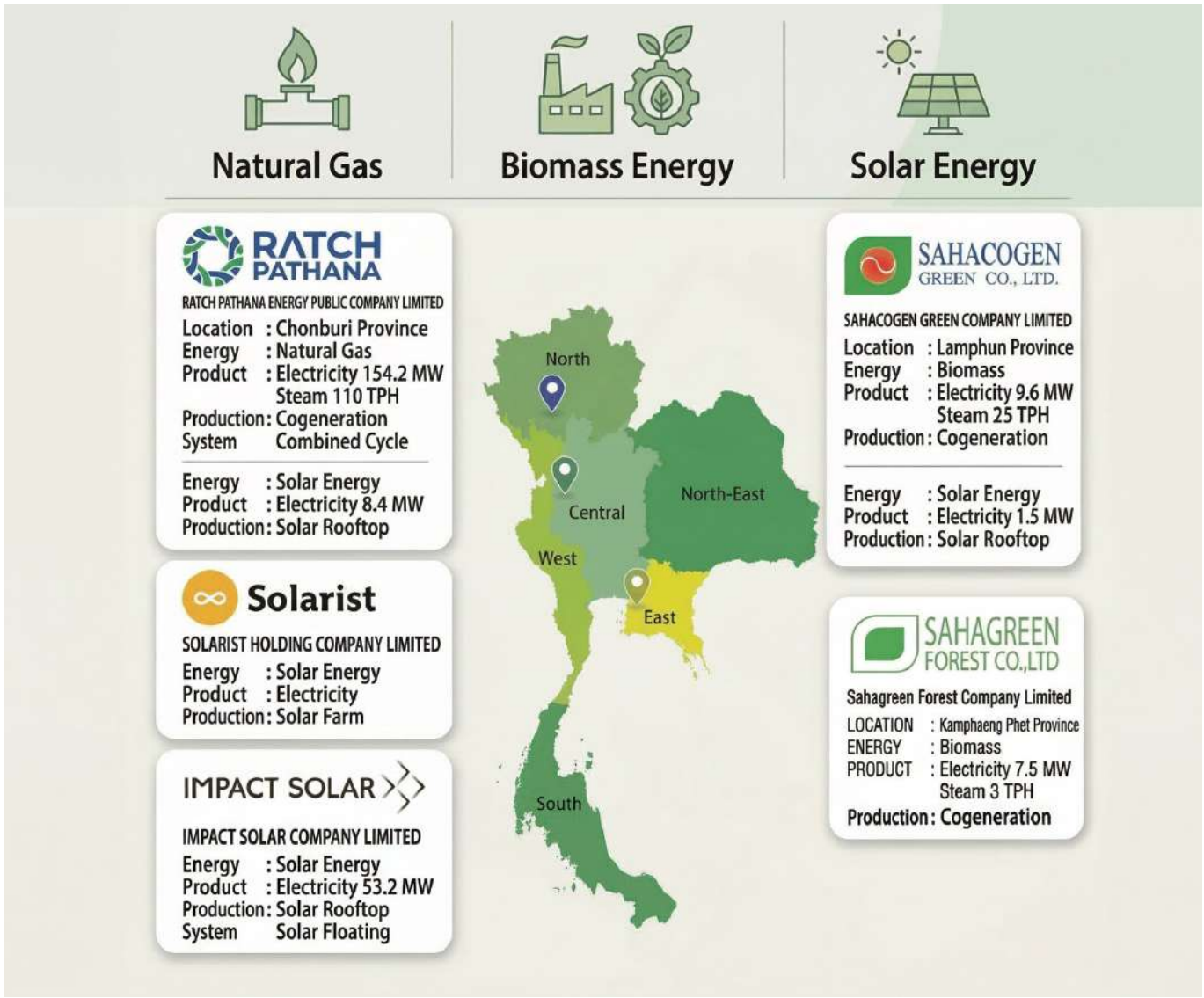
1. Sahacogen Green Company Limited operates a very small biomass power plant (Very Small Power Producer: VSPP) located in Saha Group Industrial Park, Lamphun Province.

2. Sahagreen Forest Company Limited is a joint venture with the paper business group of Siam Cement Group, operating a very small biomass power plant (Very Small Power Producer: VSPP) located in Phran Kratai District. Kamphaeng Phet Province.

3. Solarist Holding Company Limited operates a business of generating electricity from solar energy.

4. Impact Solar Company Limited is a joint venture company, operating in the business of generating and supplying Solar Rooftop.

Product and service



VISION

To be a leader among small power producers and related businesses, through continuous and sustainable organizational development, to deliver maximum satisfaction to all stakeholders.

MISSION

01 Produce and distribute high-quality, stable energy to meet and deliver maximum customer satisfaction.

02 Continuously develop the business to increase organizational potential.

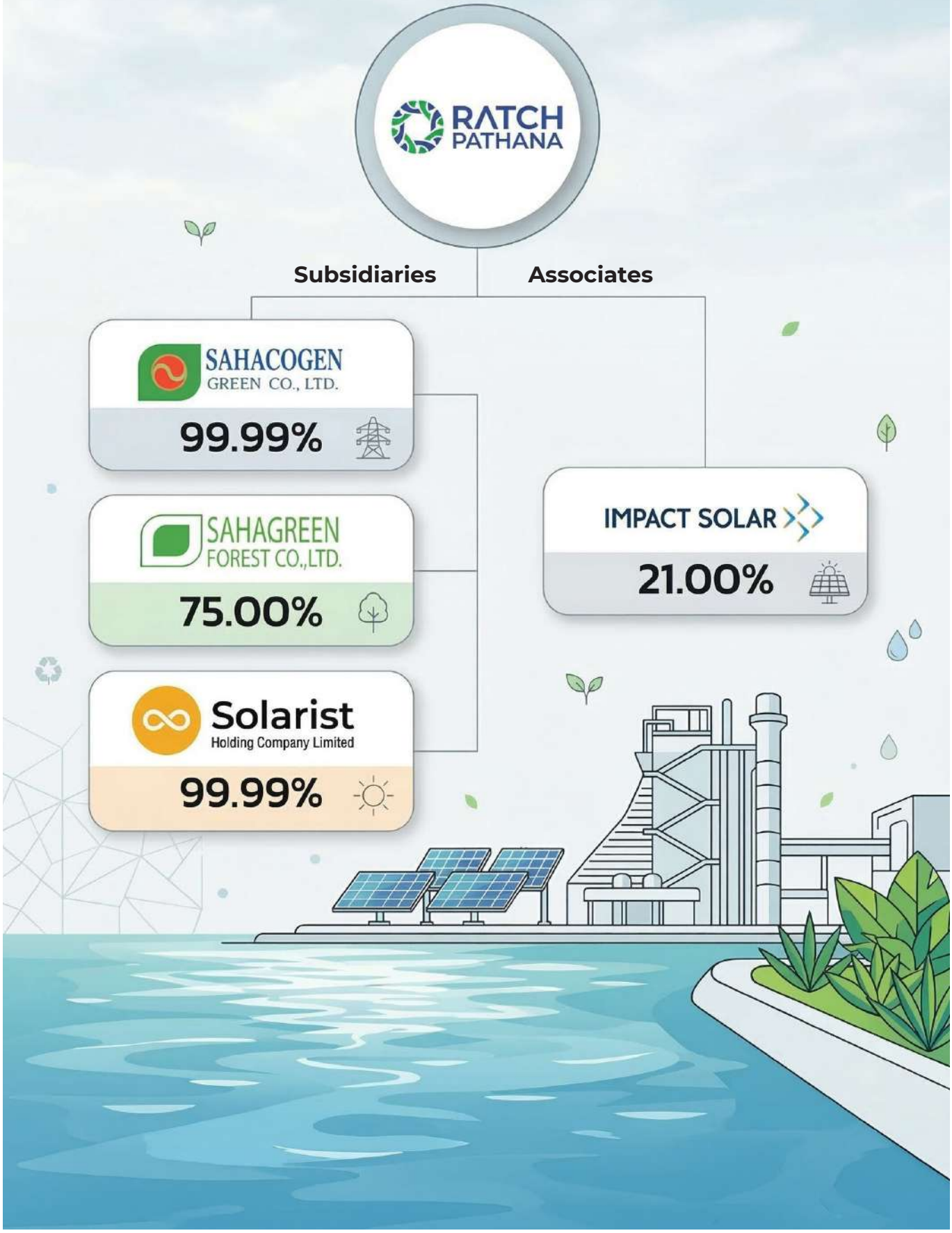
03 Manage operations under a good corporate governance system with responsibility towards society, partners, and employees.

04 Operate efficiently and effectively, considering safety, occupational health, and the environment.

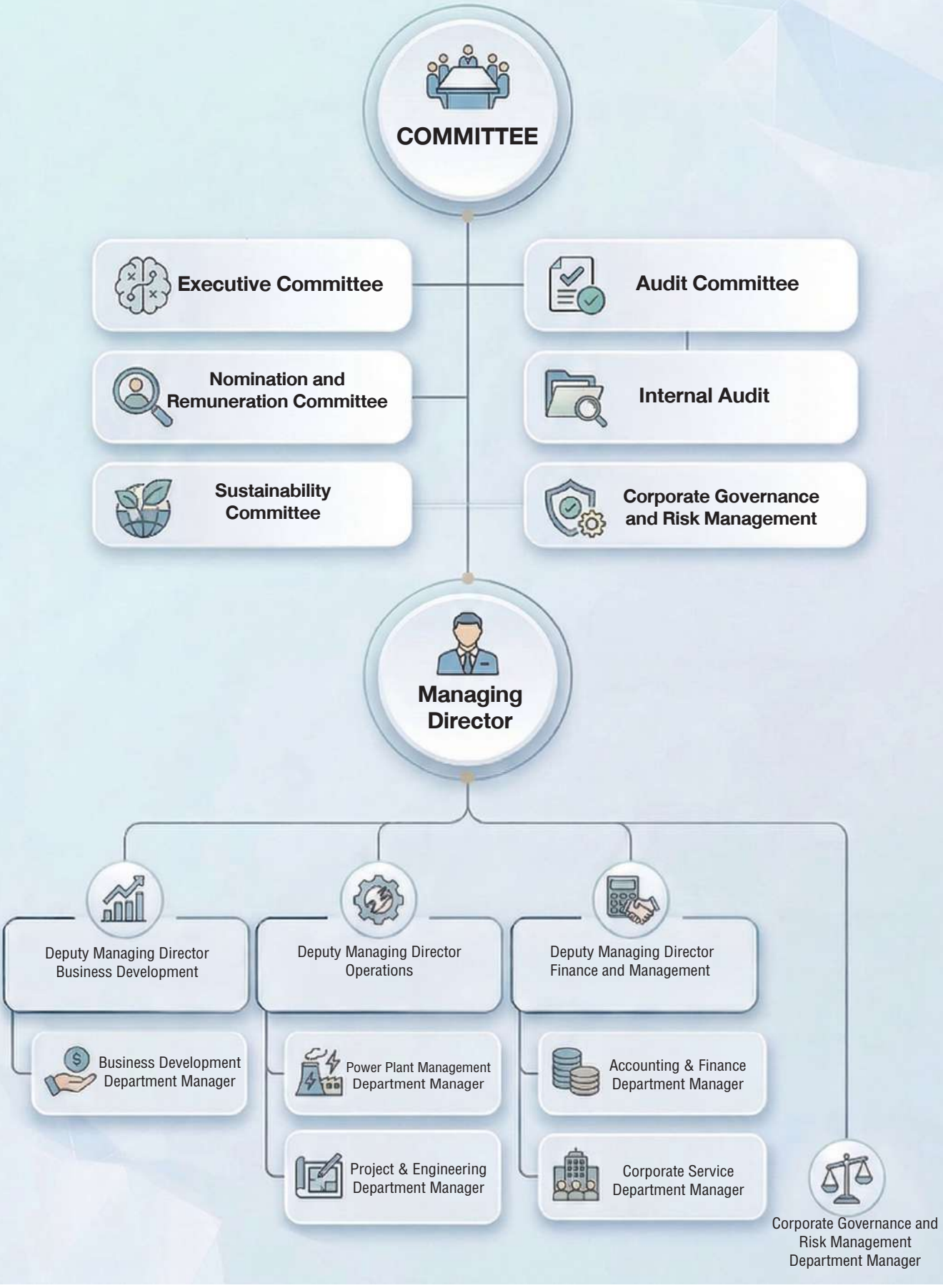
CORE VALUES

Positive Thinking	Initiative	Teamwork	Entrepreneurship	Proactive
P	I	T	E	P

BUSINESS STRUCTURE



ORGANIZATIONAL STRUCTURE



AWARDS, ACHIEVEMENTS, AND STANDARD CERTIFICATIONS FOR 2025

RATCH PATHANA

Received an AAA rating in the SET ESG Ratings and maintained listing on the sustainable stocks index for the 8th consecutive year from the Stock Exchange of Thailand

Received the Sustainability Disclosure Acknowledgement Award for the 7th consecutive year from Thaipat Institute

Received "Excellent" CGR Scoring for Thai listed companies for the 6th consecutive year from the Thai Institute of Directors Association (IOD).

6 years

Received a perfect score of 100% (5 coins) in the Annual General Meeting Quality Assessment (AGM Checklist 2025) by the Thai Investors ssociation for the 16th consecutive year.

16 years

Received the organizational Carbon Footprint certification from the Thailand Greenhouse Gas Management Organization (Public Organization).

Received the National Outstanding Labor Relations and Welfare Award for the year 2025 from the Department of Labour Protection and Welfare, Ministry of Labour.

The Company has joined the 'Ting To Trash' program initiated by the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association. The program encourages listed companies to implement proper waste separation practices, foster a corporate culture that reduces greenhouse gas emissions, and leverage waste management data to enhance the organization's sustainability performance.

Received certification as a member of Thailand's Private Sector Collective Action Against Corruption (CAC) for the third consecutive term from the Thai Institute of Directors Association

Quality Management System Certificate in accordance with TIS 9001-2559 (ISO 9001:2015) standard, issued by the Management System Certification Institute (Thailand) - MASCI, covering the production and sale of electricity and steam (1 facility) and solar power distribution (4 facilities)

SAHACOGEN GREEN CO., LTD. / SAHAGREEN FOREST CO. LTD

Received the Green Industry Award Certificate – Level 2 (Green Activity) issued by the Department of Industrial Works, Ministry of Industry.

SAHACOGEN GREEN CO., LTD.

Received Platinum level certification for Occupational Health, Safety and Work Environment Management System for the 2nd consecutive time from the Institute for Occupational Safety, Health and Working Environment Promotion (Public Organization)

KEY PERFORMANCE HIGHLIGHTS 2025

GOVERNANCE & ECONOMIC DIMENSION

Renewable Energy Business Revenue
578.13 Million Baht
21.56% of Total Sales & Service Revenue
Grew **3.58%** YoY

CGR ASSESSMENT RESULT
'Excellent' Level
(6 Consecutive Times)

SET ESG RATING
AAA Level

CAC MEMBERSHIP RENEWAL
Continuous for the 3rd Time

100% of Executives/Employees Completed Anti-Corruption Training & Test

SOCIAL DIMENSION

9.5 Million Baht
SHARED BENEFITS TO SOCIETY

68.40 Hours/Person/Year
TRAINING

Work-Related Illness & Injury Resulting in Lost Work Time or Fatality
200,000 / Work Hours

'LITTLE HEALTH VOLUNTEERS' PROJECT: BUILDING YOUNG VOLUNTEERS
476 PEOPLE

BIOMASS VALUE-ADD PROJECT
Purchased from Farmers
2,500 Farmers,
Distributing
286 Million Baht Revenue

86.72% Aligned with Environmental Measures
94% Positive Impact
84.6% Economic Stimulation

NO COMPLAINTS
- Labor / Human Rights
- Community
- Supplier / Customer

ENVIRONMENTAL DIMENSION

RECs for GHG REDUCTION
98,494 RECs,
58,957 tCO_2e

TOTAL COMPANY GHG EMISSIONS
290,737 tCO_2e
(Reduced 45.53% from 2022 Baseline of 535,717 tons)

RO REJECTED WATER RECYCLE
88,246.70 m^3/YEAR

BIOMASS REDUCED BURNING OF 15,000 ACRES OF AGRICULTURAL AREA

WASTE BANK / SORTING
6,652.40 kg,
Reduced 29,905 $kgCO_2e$ Emissions

NO COMPLAINTS / FINES
- Environmental
- Legal Violation Fines

SUSTAINABLE BUSINESS OPERATIONS

The Company is committed to enhancing its corporate sustainability development in line with the Sustainable Development Goals (SDGs) of the United Nations. Therefore, the company established the sustainability policy as a guideline for business operations of Ratch Pathana and Affiliates, covering all dimensions such as economic, social, and environment, to align with good corporate governance principles as follows:

Sustainability Policy

1. Impose a sustainable development strategy covering good corporate governance which includes identifying, analyzing, assessing and responding to the Materiality and risks/opportunities that impact stakeholders and/or the impacts that stakeholders have on the business in the aspects of economic, society, and environment. These include business planning, business decision making, and business operation process to achieve the target in sustainability development.

2. Adhere to the principles of Good Governance toward stakeholders and for the benefit of society by upholding good corporate governance and business ethics in accordance with Code of Conduct and internal audit system. This includes conducting business operations with transparency, honesty, and adherence to integrity and Anti-Corruption. The company does not accept illegal and immoral ways of achieving business targets.

3. Set guidelines for sustainable business operation covering all aspects as follows:

3.1. Economic dimensions

• Business Chain: be responsible for customers, partners, counterparties in business chain by Introducing an efficient production system to deliver high quality, safe and trustworthy products to customers, providing fair return to counterparties, creating good relationships with customers, counterparties and business partners, as well as encourage stakeholders throughout business chain to conduct business align with sustainability development guidelines.

• Innovation: develop new innovations and technology aiming for business value creation and sustainable growth. This includes supporting and cooperating with local communities and educational institutes to conduct research in improving productivity or recycling residuals from production process into new inventions, as well as practically disseminating knowledge and innovation to society.

3.2. Social Dimensions

• Human Rights and Labor Practices: respect and support the protection of human rights in all forms and provide fair treatment to stakeholders, other people, and employees equally without discrimination based on gender, age, skin color, education, ethnicity, religion and personal beliefs. This includes supporting the employees' fair benefits and welfare in accordance with labor laws.

• Competency Development and Employee Retention: emphasize the development of employees' potential and capabilities by supporting sufficient training, providing necessary resources, promoting leadership and professionalism, encouraging creativity and entrepreneurship while also fostering organizational engagement to motivate and retain employees.

• Health and Safety Environment: promote regular training and raise awareness of occupational health and safety among employees, while fostering a positive work environment and atmosphere to encourage creativity.

• Community Involvement and Development: promote local community development such as education, economy, quality of life, and overall social well-being with a commitment to corporate social responsibility. This includes encouraging employees to regularly participate in community activities and to preserve good cultural traditions of local communities.

• Participation of Stakeholders: encourage cooperation among all stakeholders to create mutual benefits, identify solutions, establish proper measures and channels for dissemination and communication which are inclusive, diverse, and aligned with the lifestyles of all stakeholders.

3.3 Environmental dimensions

• **Environmental Management:** operate environmental management by complying with related laws and regulations, seek to enhance efficient environmental management and control, as well as preserving ecosystem and biodiversity. Additionally, all stakeholders are encouraged and supported to recognize the importance of these efforts, which contribute to the sustainable benefit of society and humanity.

• **Efficient Use of Resources:** support efficient resources utilization and seek to reduce and best utilization of resources

• **Climate Management:** Manage greenhouse gas emissions in strict compliance with relevant laws and regulations. This includes seeking for measures to reduce greenhouse gas emissions and implementing strategies to respond to climate change in order to prevent and minimize potential impacts on business operations.

4. Disclose the sustainability policy, information and operating results in all aspects of sustainability in accordance with the guidelines and requirements of relevant authorities and internationally recognized standards in sufficiency, transparency, and timeliness.
5. Raising awareness about sustainability among the Board of Directors, managements and employees who are all taking parts in supporting and implementing actions based on this sustainability policy.

Sustainability Committee

The Company places great importance on sustainable business development. therefore, has approved the establishment of the Sustainability Committee to be in line with the direction and strategy of business development of the organization whose ultimate goal is corporate sustainability. by appointing company directors and executives or other persons with knowledge and experience. There are at least 3 members and must hold the position for a term of 1 year each, which is appointed by the Board of Directors' meeting every year After the Annual General Meeting of Shareholders.

Members of Sustainability Committee

Klahan Suksawai, Ph.D.
Chairman

Mr.Apipong Vischuveskamin
Committee

Mr.Jaturong Kornwet
Committee

Mr.Nattawut Yawaprapas
Committee

Mrs.Uthoomporn Sinprajackpol
Committee

Mr.Pornsak Chuamuangphan
Secretary

DUTIES AND RESPONSIBILITIES OF THE SUSTAINABILITY COMMITTEE

1. Establish and review the company's sustainability policy, strategies, goals, and sustainability action plans covering economic, social, and environmental aspects to propose to the Board of Directors for approval.
2. Consider and scrutinize plans, projects, activities, and budgets on sustainability, to achieve the company's sustainability goals and policies.
3. Oversee, monitor, and evaluate sustainability performance to ensure its alignment with business conditions, policies, regulations, guidelines, and supervisory authorities' requirements, while continuously enhancing and improving the company's operational standards, and regularly reporting progress to the Board of Directors.
4. Promote the participation of the Board of Directors, executives, and employees at all levels in the company's sustainability activities.
5. Oversee the disclosure of the company's sustainability information to stakeholders in the annual report and sustainability report.
6. Recommend requirements for the company's corporate governance policy and business ethics policies, including the employee code of conduct related to sustainability.
7. Review the company's sustainability policy, goals, and/or sustainability action plans to ensure alignment with laws, regulations, rules, and guidelines set by regulatory authorities, as well as national and international standards, and keep them regularly updated.
8. Review, improve, and revise the charter of the Sustainability Committee and propose it to the Board of Directors for approval at least once a year.
9. Perform any other duties specific to the company's sustainability as assigned by the Board of Directors.

SUSTAINABILITY COMMITTEE REPORT

In the year 2025, the Sustainability Committee supervised and monitored sustainability operations through quarterly meetings, totaling 4 meetings with full attendance by all 5 committee members. Key highlights include:

1. Reviewed the Sustainability Committee Charter, Sustainability Policy, and Climate Change Management Policy to align with current situations.
2. Approved the Materiality Assessment and stakeholder engagement process for submission to the Board of Directors for approval.
3. Approved the Innovation Development and Management Policy for submission to the Board of Directors for approval.
4. Approved targets for energy management, water resource utilization, waste management, and air pollution management for the company and its subsidiaries, for submission to the Board of Directors for approval.
5. Approved the Sustainable Supply Chain Management Guidelines.
6. Continuous Oversight of Working Groups Under the Sustainability Committee's Supervision. The Committee maintains regular oversight of the working groups under its governance, comprising the Sustainability Working Group, the Greenhouse Gas Management Working Group, and the Energy Management Working Group.
7. Supervision of Organizational Carbon Footprint Reporting and Certification. The Committee oversees the preparation of the organization's carbon footprint report, including the certification and registration process. The Company was awarded the Carbon Footprint for Organization Label Certificate by the Thailand Greenhouse Gas Management Organization (Public Organization) on June 25, 2025
8. Fostering Sustainability Awareness Among Employees
   The Committee cultivates employee awareness of sustainability's impact on organizational risk and development by integrating sustainability as a core component throughout the business value chain.
9. Emphasized business operations that responsibly address all stakeholder groups appropriately and supported the Board of Directors in continuously overseeing the company's sustainability operations. As a result, in 2025, the Sustainability Committee received a performance evaluation score of 94.50n%, placing it in the "Excellent" evaluation category.
10. In 2025, the Company achieved an AAA rating in the SET ESG Ratings from the Stock Exchange of Thailand in the Resources sector for listed companies with a market capitalization of 3,000–10,000 million baht. The Company was also recognized for the 8th consecutive year with inclusion in the sustainability stock list and received the Sustainability Disclosure Acknowledgement Award for 2025 from the Thailand Development Research Institute (TDRI) on November 25, 2025

SUSTAINABILITY STRATEGY : 3P

Power of 3P

Driving Business
Building Sustainable
Society, For Energy of the Future

Prosperity: Driving Business Growth with Sustainable Value Creation

The company prioritizes balanced and sustainable economic growth by focusing on:

- Business Development through Innovation and Technology: Promoting investments in new technologies and innovations that enhance operational efficiency and reduce costs.
- Business Risk Management: Systematically planning and managing risks to effectively respond to market changes and economic conditions.
- Creating Added Value for Stakeholders: Developing business models that generate added value for shareholders, customers, employees, and partners based on principles of transparency and fairness.
- Supporting the Circular Economy: Implementing circular economy principles in production processes and services to reduce waste and optimize resource utilization.

People: Building a Sustainable Society, Developing People, Empowering Organization

People are the organization's most valuable resource. The Sustainability Committee is committed to creating a positive work environment and enhancing employee potential by focusing on:

- Promoting Positive Organizational Culture: Cultivating an open, diverse organizational culture that respects the opinions of employees at all levels.
- Human Capital Development: Providing training and skills development for employees aligned with industry trends and modern technologies.
- Health and Safety Management: Implementing workplace health and safety measures, including appropriate benefits to create work-life balance.
- Social Responsibility: Supporting social initiatives that promote education, community development, and improved quality of life.

Planet: Energy of the Future, Environmental Stewardship, Towards Sustainable Clean Energy

The company prioritizes environmentally friendly business operations that reduce global impact through:

- Clean Energy Utilization and Greenhouse Gas Reduction: Focusing on renewable energy use and developing projects to reduce the organization's carbon footprint.
- Efficient Resource and Waste Management: Reducing natural resource consumption, improving production processes to minimize waste, and promoting recycling and upcycling.
- Ecosystem Conservation and Biodiversity: Supporting environmental restoration projects, tree planting, and maintaining natural balance.
- Compliance with Environmental Standards and Regulations: Adhering to legal requirements and international environmental standards, while transparently reporting performance.

The company is committed to establishing and driving sustainability strategies under the **3P framework: Prosperity, People, and Planet** to ensure stable growth, create value for society, and preserve the environment for a sustainable future.

Organizational Sustainability Development Approach

The company is committed to elevating sustainability development in alignment with the United Nations Sustainable Development Goals (SDGs) by operating and disclosing information according to the Global Reporting Initiative (GRI) framework, covering three main dimensions: economic, social, and environmental.

Additionally, the company has adopted the United Nations Global Compact (UNGC) business principles as a key guideline for driving the organization to promote sustainable growth alongside responsibility to all stakeholders.

Adherence to the United Nations Global Compact

The 10 Principles	Ratch Pathana and Affiliates Operation
Human Rights 1.Business should support and respect the protection of internationally proclaimed human rights. 2.Business should make sure they are not participating in activities abusing human rights	• Establish guidelines on respecting human rights in corporate governance policy. • Promote equality in employment: avoids discrimination based on gender, skin color, race, religion, personal belief, age, disability, or other characteristics not relevant to the job scope. • Provides communication channels for employees who want to petition claims of inequitable treatment or infringement on human rights. All claims are processed fairly.
Labor 3. Business should uphold the freedom of employees' association and their rights to claim for group negotiation. 4. Business should eliminate all forms of forced and compulsory labor. 5. Business should stop abolition of child labor. 6. Business should stop discrimination in respect of employment and occupation.	• Under the legal framework, all employees will be treated with respect, dignity and all basic rights in the workplace. • All employees will be given an equal opportunity for growth and promotion through en couraged training and exchange of knowledge. • Compensation is based on an employee's knowledge, competence, position, responsibility and performance. The performance evaluation will be conducted fairly. • A Welfare Committee will be established to consider welfare benefits for employees at all levels. This includes medical treatment, provident funding, and welfare extending to family members. • All facilities will operate under a safe, hazard-free environment. • Strictly prohibits forced labor, child labor, and illegal labor in all manners of business.
Environment 7.Business should support a precautionary approach to environment challenges. 8.Undertake initiatives to promote greater environmental responsibility. 9.Encourage the development and diffusion of environmentally friendly technologies	• The company defines the organization's vision as "Continuous and Sustainable Organization Development" focusing on business operation in compliance with sustainable growth, responsibility to society and environment. • Setting Company's mission to adhere to good governance with respect to society, counter parties and employees; and also respond to any concerns regarding safety, occupation al health hazards and environment concerns. • Sustainability Committee and Corporate Governance and Risk Management Committee will conduct compliance regularly • Information will be transparent, accurate, in plain language, and will be disclosed in a timely manner. Feedback and impacts on nearby communities will be handled in a timely manner. • Build and cultivate CSR and environmental awareness to employees at all levels. Resources will be used efficiently and sustainably. • Support the development and the use of environmental friendly technology.
Anti-Corruption 10.Business should work against corruption in all forms, including extortion and bribery.	• Policies are required to comply with the law. Anti-corruption, giving and receiving gifts, entertainment, and support/donations must be in line with policies and disclosed to management. • Participate in the Collective Action Coalition (CAC) of the Thai private sector against corruption. • Foster an organizational culture, mindset, and awareness among employees at all levels regarding honesty and integrity. • Management controls and internal audits will operate efficiently and effectively. • Establish mechanisms for accurate and transparent financial reporting. • Establish communication channels for issues relating to corruption. Ensure safety, anonymity, and protection for anyone who comes forward. Audit Committee will investigate all cases in a transparent and equal manner

KEY SUSTAINABILITY ISSUES IDENTIFICATION
Materiality Analysisfor Business

The company has reviewed key sustainability issues that are relevant and important to both internal and external business operations. This assessment covers topics that represent risks or negative impacts, as well as opportunities or positive impacts. It also includes the expectations and needs of all stakeholder groups.

The process of selecting material topics and defining the scope of impacts consists of 4 steps, with the following details:

1 Identification

The Company considers and selects sustainability issues related to Ratch Pathana and Affiliates' business operations by considering the issues that affect the development of the organization both internal and external factors. The internal factors include goals, strategies, and business direction, while the external factors include global sustainability trends, the Global Sustainable Development Goals (SDGs), the 10 pillars of the UNGC (United Nation Global Compact) in economic, social, and environmental dimensions, including the expectations of the stakeholders on the selected key issues. These considerations are then integrated into a Sustainability Framework of the organization.

2 Prioritization

The company uses information to identify key sustainability issues that are significant to the company and stakeholders. These issues are then categorized and analyzed the level of importance, aligning with the indicators according to the guidelines of GRI by conducting through the Materiality Test. All identified issues are screened based on the influence on stakeholder assessments and decisions and the significance of the organization's economic, social and environmental Impacts. This process involves the participation with excecutives to prioritize issues related to business operations.

3 Validation

The important issues are reviewed by the central agency responsible for preparing the company's report. Then the report is presented to the executives for consideration and approval. This ensures that the identified issues are comprehensive and the disclosed content in the report aligns with the principles outlined in the report.

4 Review

The company conducts interviews and gathers feedback from stakeholders directly after publication of the report to assess the level of satisfaction with the various aspects of the report, covering topics and content, sufficiency of information, reliability of information, presentation method and a copy of the report. This also includes suggestions for other sustainability issues that the company should be presented in the next report. The recommendations gained from this process will be developed for the next year's report to meet the needs and expectations of the stakeholders to the maximum.

Sustainability Materiality Assessment Results

The company conducts reviews and assessments of key sustainability issues annually. In 2025, the assessment identified a total of 9 key sustainability issues, categorized as follows: **1 very high priority issue, 3 high priority issues, 4 medium priority issues, 1 low priority issue**

Materiality Matrix

Sustainability Issues Affecting Business and Stakeholders			
Very High	**High**	**Medium**	**Low**
1. Energy Management	2. Environmental Management	5.Climate change	9. Human Resource Development
	3.Good Corporate Governance	6. Cybersecurity and Personal Data Protection	
	4. Supply Chain Management	7. Community and Social Development	
		8. Labor and Human Rights	

KEY SUSTAINABILITY ISSUES

	Sustainability Issue	Impact Scope		Alignment		Management Approach	Target (Year)
		Internal	External	GRI	SDGs		
Environment	Energy Management	●	●	-GRI 302		-Improve energy management efficiency -Implement energy conservation projects -Invest in clean energy businesses -Enhance energy efficiency across all operational areas through workforce participation at all levels	- Reduce electricity consumption in office by 2% - Increase the proportion of electricity production from renewable energy sources to 15% of total production capacity by the year 2030
	Climate Change Adaptation	●	●	-GRI 305		-Develop business strategies for climate change adaptation -Reduce greenhouse gas emissions from organizational activities	-Achieving Net Zero greenhouse gas emissions by 2050,
	การจัดการด้านสิ่งแวดล้อม	●	●	-GRI 103 -Disclosure 413-1		- Control air and noise pollution within legal standards - Conduct biannual environmental quality assessments to monitor pollution prevention measures and report findings to local communities and relevant agencies	- Full legal compliance with no significant complaints
	Waste Management	●	●	-GRI 306		- Reduce waste from production processes	- Achieve zero non-energy-generating waste incineration - Reduce non-hazardous waste sent to landfills by 10% through the 3R process
	Water Management	●	●	-GRI 303		- Optimize water resource utilization - Reduce water consumption and promote water reuse	- Reuse 60,000 m^3 of wastewater, achieving a 4% reduction in water usage
	Biodiversity	●	●	-GRI 304		- Conduct biodiversity risk assessments for all new projects to minimize potential impacts	- Ensure that company operations do not significantly affect biodiversity
Corporate Governance	Good Corporate Governance & Risk Management	●	●	-GRI 102-18 -GRI 303		- Adhere to corporate governance principles - Implement organizational risk management policies	- Build stakeholder trust and confidence - Create long-term business value and returns
	Anti-Corruption & Fraud Prevention	●	●	-GRI 102-17		- Certified member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)	- Zero incidents or complaints regarding corruption or fraud
	Sustainable Supply Chain Management	●	●	-GRI 2-6 -GRI 3 -GRI 308 -GRI 407-9 -GRI 414		- Implement green procurement policy - Conduct annual customer engagement activities	- No customer complaints - Achieve customer satisfaction survey targets
	Innovation Development	●	●	-GRI 3		- Develop environmentally friendly technologies and innovations - Invest in clean energy businesses	- Focus on producing eco-friendly products
	Cybersecurity	●	●	-Disclosure 418-1		- Strengthen data protection systems to prevent information leaks - Participate in the 2024 Cyber Resilience Survey, scoring 4.59 out of 5	- Ensure robust information security for the company

Corporate Governance	Sustainability Issue	Impact Scope		Alignment		Management Approach	Target (Year)
		Internal	External	GRI	SDGs		
	Personal Data Protection	●	●	-Disclosure 418-1		– Enhance personal data management systems	– No personal data breaches
Social Sustainability	Occupational Health & Safety	●	●	-GRI 3 -GRI 403		– Strictly comply with occupational health and safety regulations – Promote workplace safety culture – Develop employee safety skills and initiatives -Install Continuous Emission Monitoring System (CEMs) for real-time air quality monitoring	– No fatalities from work-related accidents (employees and contractors) – Zero work-related injuries leading to lost work time
	Human Resource Development & Employee Well-being	●	●	-GRI 3 -GRI 404		– Foster continuous learning and training – Provide employee benefits – Promote employee engagement and retention	– Increase employee training hours – Employees receive benefits from the company
	Labor Practices & Human Rights	●	●	-GRI 3 -GRI 401-405 -GRI 418		– Establish labor and human rights policies covering all levels of employees and business partners -Comply with labor laws, non-discrimination, no child labor or forced labor -Manage employment fairly with appropriate compensation and working hours in accordance with legal requirements – Do not tolerate harassment, violence, or rights violations in any form – Promote capability development, equality, and advancement opportunities -Provide transparent, confidential grievance mechanisms with non-retaliation against complainants	– Zero cases of labor and human rights violations
	Community & Social Development	●	●	-GRI 3 -GRI 413		– Engage with communities through communication and participation initiatives – Implement community and social development programs -Surveys and assesses impacts on communities and society to implement effective corrective measures and mitigation actions.	– No disputes with local communities

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Ratch Pathana Energy Public Company Limited operates in the energy sector, specializing in electricity and steam production and distribution. The company is committed to ensuring energy security across the entire value chain, from upstream to downstream, through the production and development of clean energy. Emphasizing safety and environmental responsibility, the company integrates community engagement and local benefits in alignment with green energy principles. Sustainable supply chain management in energy production encompasses the coordination and oversight of all activities related to energy production, including raw material sourcing, production, storage, transportation, and distribution. The goal is to enhance operational efficiency while minimizing environmental impact.

Supply Chain Management in Energy Production Processes

Sustainable Supply Chain Management Practices

The company prioritizes the management of the supply chain by establishing guidelines for practices with partners that promote the development of product/service quality and sustainably manage relationships together. The company believes that this approach can foster potential development, create competitive advantages, and effectively manage business risks for both the company and its partners in the long term. This is achieved through the establishment of policies and practices as follows:

1. The Company maintains a supplier selection system that ensures business partners operate in full compliance with applicable laws, occupational health and safety standards, and environmental regula tions. Suppliers are engaged on the basis of fair competition, equality, transparency, and mutual respect. The Company systematically identifies and assesses supplier-related risks in order to implement appropriate preventive, corrective, and mitigation measures.

2. The Company promotes community engagement by prioritizing local suppliers to strengthen economic development and enhance relationships within its areas of operation. Equal opportunities are provided without discrimination, including consideration for vulnerable groups such as children, women, persons with disabilities, the elderly, and other disadvantaged groups.
3. The Company respects internationally recognized human rights standards and ensures fair and ethical treatment of suppliers and their workforce. Appropriate remediation mechanisms are in place for affect ed individuals. In cases where suppliers are found to engage in forced labor or unlawful labor practices, the Company will implement corrective actions, which may include warnings, improvement plans, or termination of business relationships.
4. The Company fosters long-term partnerships with suppliers through knowledge sharing, collaborative development, innovation, and value creation for products and services, supporting sustainable growth for both the Company and its business partners.
5. The Company strictly complies with commercial agreements and ensures the accuracy and transparency of all business information. If contractual obligations cannot be fulfilled, the Company will proactively engage with suppliers to jointly identify solutions and prevent potential adverse impacts.
6. The Company safeguards the confidentiality and proprietary information of suppliers and strictly prohibits the misuse of such information for personal gain or unauthorized third-party benefit.
7. The Company strictly prohibits the solicitation, acceptance, or receipt of any assets, gifts, or benefits beyond legitimate commercial agreements, in alignment with its anti-corruption policy and principles of ethical business conduct.

Ratch Pathana Supplier Code of Conduct

The company firmly believes that the esteemed reputation and strong sense of corporate responsibility upheld by the Group will be extended to all suppliers in every procurement process, whether related to goods, services, or business operations.

To ensure ethical business practices throughout the supply chain, Ratch Pathana and Affiliates have established a Supplier Code of Conduct in alignment with relevant regulations, legal requirements, and industry standards. This framework is designed to encourage suppliers to operate with integrity, uphold human rights, ensure fair labor practices, maintain workplace health and safety, and manage environmental responsibilities sustainably. Compliance with this Code of Conduct is an essential component of all commercial agreements and contractual considerations when engaging with suppliers.

1. Business Ethics

Suppliers of Ratch Pathana and Affiliates are required to conduct their business in accordance with universal ethical principles. The key guidelines include:

1.1 Business Integrity, Corruption, and Bribery. Suppliers must adhere to ethical business standards and fully comply with the Group's anti-corruption policy, which strictly prohibits fraud, extortion, deception, or bribery in any form. Any supplier found engaging in bribery either by offering or accepting illicit payments will face immediate contract termination. The Group will not be held liable for any losses incurred by the supplier due to such termination. Additionally, suppliers involved in corrupt activities may be subject to legal prosecution.

1.2 Compliance with Regulations. The Company's business suppliers must operate in full compliance with applicable laws, including transnational, national, and local laws, as well as regulations governing business operations and the necessary permits required in each respective location.

1.3 Confidentiality. The Company's business suppliers must prevent any leakage of confidential information belonging to the Company. They must not use the Company's information for unlawful purposes and/or for personal gain and/or for commercial advantage.

1.4 Conflict of Interest. The Company's business suppliers must provide written notification in the event of any conflict of interest arising from interactions between the Company's employees or personnel and the business partners.

1.5 Gifts and Rewards. The Company's business suppliers acknowledge that the Company's employees shall neither give nor accept gifts, rewards, or souvenirs that may influence business decisions or result in unfair advantages, except for gifts exchanged in accordance with customary business practices.

1.6 Disclosure of Information. The Company's business suppliers must maintain accurate records and disclose business, environmental, social, structural, and financial information in compliance with relevant laws and regulatory requirements.

1.7 **Intellectual Property Protection.** The Company's business suppliers must respect and avoid any infringement of patents or intellectual property rights belonging to others and the Company. Business partners must use intellectual property and trade secrets of others, the Company, and its affiliates strictly in accordance with defined usage conditions. Unauthorized disclosure of the Company's intellectual property without prior permission or consent is strictly prohibited.

2. Human Rights and Labor Practices

Ratch Pathana and Affiliates partners are required to respect labor rights and treat workers fairly in accordance with international standards. The following principles outline the expected practices:

2.1 **Respect for Human Rights.** Ratch Pathana and Affiliates' suppliers must acknowledge, respect, and promote the human rights of all stakeholders in alignment with the Universal Declaration of Human Rights. This includes employees as well as vulnerable groups such as women, children, minorities, migrant workers, contract laborers, and local communities. They must be treated with the utmost respect for human dignity, ensuring the avoidance of any form of discrimination or demeaning actions based on differences such as race, skin color, gender, ethnicity, language, religion, country of origin, nationality, disability, culture, or social status. Ratch Pathana and Affiliates' suppliers ensure equal treatment for all individuals, regardless of their status.

2.2 **Freedom of Labor.** The suppliers must not engage in any form of forced or involuntary labor under any circumstances.

2.3 **Child Labor.** The suppliers must not employ child labor below the legal minimum age and must not assign work to individuals under 18 years old during nighttime hours or in hazardous environments.

2.4 **Treatment of Female Workers.** The suppliers of the company and affiliates must ensure the protection of female workers from engaging in work that could endanger their health and safety. In the case of pregnant employees, business partners are required to provide protections and benefits as stipulated by law.

2.5 **Compensation and Benefits.** Business partners must provide fair and lawful wages, along with legally mandated benefits, to their employees. The wages paid must not be lower than the minimum wage prescribed by law, and workers must receive any applicable compensation and statutory benefits as required.

2.6 **Working Hours.** Business partners must ensure that employees do not work beyond the legally mandated hours, including overtime and work performed on holidays.

2.7 **Equal Treatment.** The suppliers must uphold principles of equality and refrain from discriminatory practices in employment, compensation, training, promotion, termination, or dismissal. Discrimination based on gender, race, skin color, religion, age, marital status, pregnancy, political views, or disability, among other factors, is strictly prohibited.

2.8 **Termination of Employment.** The suppliers must comply with all legal requirements concerning employment termination and must not unlawfully terminate employment contracts. Termination must be based on lawful and justifiable grounds with clear evidence demonstrating that the dismissal aligns with legal provisions affecting employee performance.

2.9 **Humanitarian Considerations.** The Group's business partners must respect employee rights and strictly prohibit any form of physical, verbal, or psychological abuse, including harassment or intimidation of any kind.

2.10 **Freedom of Association and Collective Bargaining.** The suppliers must respect the rights and freedoms of their employees to join or refrain from joining associations, unions, or federations, as well as to engage in collective bargaining activities.

2.11 **Community Engagement:** The suppliers must establish and maintain active participation in community engagement initiatives to foster strong and effective relationships within their operational areas.

2.12 **Community Impact Management:** The suppliers must systematically assess, document, and control any potential environmental impacts that their operations may have on surrounding communities.

2.13 **Business Partner and Supply Chain Management:** The Group's business partners must prioritize the assessment and monitoring of their own business partners, subcontractors, or affiliates to ensure compliance with relevant laws and operational standards. Additionally, they should conduct risk assessments, evaluate performance, and implement corrective measures to address any identified issues or deficiencies.

3. Environmental Responsibility

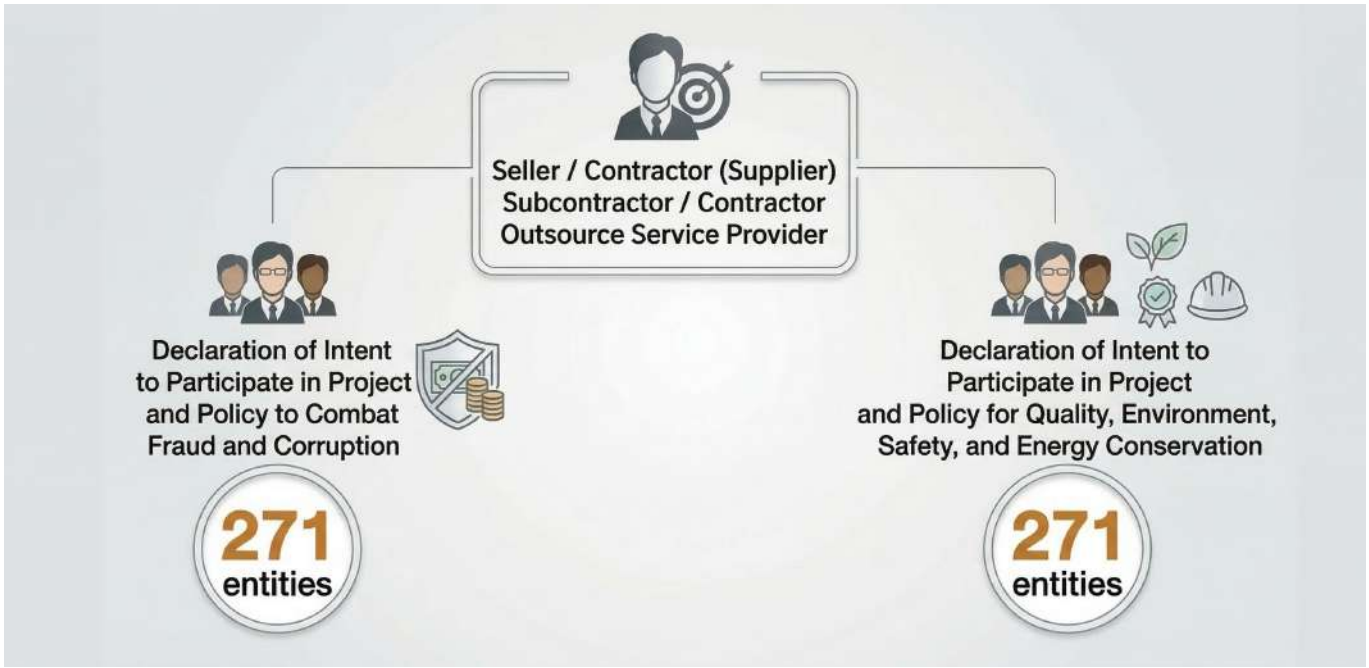
The suppliers of Ratch Pathana and Affiliates are required to comply with all applicable environmental laws, regulations, and standards while continuously striving for improvement. Additionally, they must adhere to specific environmental requirements related to the products and services they provide. The key environmental practices are as follows:

- 3.1 **Environmental Policy:** The suppliers must acknowledge and align with the Group's policies on quality, environmental protection, safety, and energy conservation. They are expected to share re sponsibility for safeguarding the environment by complying with all relevant laws and regulations.
- 3.2 **Environmental Management Throughout the Product/Service Lifecycle:** The suppliers must commit to enhancing energy efficiency and minimizing pollutant emissions throughout the entire lifecycle of their products and services.
- 3.3 **Chemical and Hazardous Waste Management:** The suppliers are required to identify, classify, and control waste and hazardous materials generated from production processes and operational activities before releasing them into the environment.
- 3.4 **Water Pollution Control:** The suppliers must monitor, control, and treat wastewater from production processes, operational activities, and anitation systems to ensure compliance with environmental standards before discharge.
- 3.5 **Air Pollution and Greenhouse Gases:** The suppliers are required to classify, monitor, control, and treat the discharge of waste and by-products from combustion processes in production and operational activities before being released into the external environment. They are also committed to reducing greenhouse gases through various mechanisms.
- 3.6 **Contaminated Soil and Groundwater:** The Group's partners must take measures to prevent the risk of soil and groundwater contamination during production/service processes and manage these risks appropriately.

The Company expects all suppliers to adhere to and comply with the Code of Conduct, conducting business with ethics, transparency, accountability, and against all forms of corruption. This includes promoting fair competition, safeguarding health and safety in the workplace, and fostering sustainable growth together.

Collaboration on Business Ethics and Integrity

In 2025, the company is committed to upholding ethical business practices in collaboration with its partners. This commitment is in line with Thai labor standards and anti-corruption measures. Additionally, the company has expanded its network of partners to jointly sign declarations affirming their dedication to sustainable business ethics, as outlined below



Sustainable Supply Chain Management Plan

The Sustainable Supply Chain Management Plan aims to create sustainable energy without long-term environmental or societal impacts. It emphasizes efficient resource utilization and flexible supply chain structures adaptable to external environmental changes, minimizing risks to the business and avoiding harm to society or the environment in the long run. Environmental and social factors are considered and incorporated into decision-making and operations to ensure sustainability. The company has therefore developed the following plan and guidelines for implementation.

1. Green Procurement

Ratch Pathana has created a green procurement guide to implement in the procurement process. This is part of the supply chain management policy aimed at minimizing the impact on the environment, focusing on the selection of environmentally friendly products. The company has developed practices for suppliers to help manage environmental, social, and governance (ESG) risks, including enhancing the capabilities of suppliers, particularly in adapting to new government regulations, which may be misunderstood and cause delays in procurement. Therefore, it is important to drive the Ratch Pathana business to smooth and achieve organizational objectives.

2. Partner Selection Criteria

The company has established criteria for selecting partners based on their production capabilities, which meet customer product requirements. This includes evaluating the partner's quality standards, production capacity, adherence to various operational standards, service readiness, transportation, safety, and occupational health practices. Additionally, the supplier operations must align with social and environmental responsibility.

The company utilizes questionnaires for initial assessments and conducts follow-up inspections to ensure selected suppliers have sufficient capabilities and reliability. Local suppliers are considered to maintain effective relationships and operations within the community.

3. Management of Key Suppliers Groups

The company manages key partner groups based on high-value procurement criteria and/or partners who are critical to the production process or provide limited products and services. Risk assessment and risk management processes for these partners are a priority, alongside communication and visits to their operations whenever appropriate. These visits help define strategies, set guidelines, and monitor progress in enhancing quality and collaboration with partners to foster continuous improvement in all aspects of the partnership.

Criteria for Identifying Key Suppliers and Management Strategies

The company has established criteria for identifying key Suppliers to enhance the efficiency of procurement processes and minimize risks that could impact the environment, society, and governance (ESG). Partners are categorized into three main groups:

1. **Critical Tier 1 Suppliers**
   Suppliers with high purchase volumes, continuous orders, or those of strategic importance to the company's business.
2. **Non-tier 1 Suppliers**
   Suppliers who provide goods or services to the critical partners, potentially impacting the company's business indirectly.
3. **General Suppliers**
   Suppliers operating under practices and ethics that align with the company's standards and requirements.

In addition, the company emphasizes the development of non-tier 1 suppliers to enable their growth and potential elevation to critical partners in the future, through appropriate support and management strategies.

4. Supplier Risk Assessment

Suppliers Group	Number of Suppliers (Companies)	Percentage (%)
Critical Tier 1 Supplier	6	2.21
Non-tier 1 Suppliers	33	12.18
General Supplier	232	85.61
Total	**271**	**100**

The risk analysis in procurement is conducted by evaluating suppliers who have high purchasing volumes or those whose production factors are critical and may affect the delivery of products to customers. Therefore, the company must assess the potential risks that could arise and develop contingency plans to ensure that the risk management is at a level that does not impact customers or the business. Suppliers are also required to assess the risks in their own operations, considering the potential scenarios that may occur and formulating strategies to mitigate any business disruptions.

5. Supplier Sustainability Evaluation

The company places great importance on managing its partners by establishing evaluation measures to ensure that suppliers adhere to international standards and have the production capabilities that align with the quality of products and services. The company conducts Environmental, Social, and Governance (ESG) on-site audits, alongside key supplier site visits, to ensure that business operations are in compliance with ethical principles and sustainability standards.

These measures help strengthen the relationships and collaboration between the company and the suppliers, promote sustainability development, and reduce risks associated with environmental, social, and governance factors from key and high-risk suppliers. Additionally, they reinforce the company's commitment to developing a responsible supply chain that creates value for all stakeholders in a sustainable manner.

Supplier Evaluation Results 2025

Evaluation Criteria	Number of Partners Passing Evaluation (Out of 271 Evaluated)			
	Existing Supplier	New Partners	Total	Percentage (%)
1. Integrity/Transparency/Accountability				
No history of corruption in any form	191	77	127	100
No history of work abandonment	191	77	127	100
2. Environmental Management and Responsibility				
Certified with environmental standards or complying with environmental regulations (ISO 14001/EIA)	2	4	6	100
Compliance with environmental laws or regulations, and processes to manage environmental impacts	2	4	6	100
3. Labor and Social Responsibility				
No use of child labor or illegal migrant labor	194	77	127	100
Respect for employees' human rights and no violation of basic human rights	194	77	127	100
Conducting business with social responsibility, with no negative impact on surrounding communities	194	77	127	100
4. Conflicts of Interest				
Executives/board members do not hold positions in competing bidding companies	0	0	0	0

6. Supplier Development Approach

The company focuses on developing suppliers to grow together sustainably, with the following key approaches:

- Provision of Information and Expectations: The company communicates customer needs clearly to its partners, including product standards, quality, and management systems.
- Knowledge Transfer: The company supports partners by providing knowledge on production processes and technologies, to collaboratively enhance product quality.
- Towards Green Procurement: The company encourages partners to develop environmentally friendly production practices, aligning with the future needs of customers and consumers.
- Business Conducted with Ethical Principles: The company advocates for transparency and ethical business practices among partners, fostering trust and sustainable collaboration.

- Suppliers Growth: The company supports and develops smaller suppliers, enhancing their capabilities to expand their businesses and become key partners in the future.

These guidelines are part of a strategy that strengthens strong relationships with partners while enhancing the company's and the industry's overall competitiveness.

The company organizes activities to foster collaboration between the company and its partners, aiming to enhance the development of partners' capabilities in ensuring workplace safety, as well as compliance with laws, regulations, and safety and occupational health standards. This is in line with the company's safety and occupational health policies. The goal is to manage workplace safety and achieve zero accidents for employees, contractors, and partners working within the company's premises. The performance results for the years 2022–2025 are as follows:

Indicator	Unit	Target		2023		2024		2025	
		Employees	Contractors/ Suppliers	Employees	Contractors/ Suppliers	Employees	Contractors/ Suppliers	Employees	Contractors/ Suppliers
Fatality Case	Cases	0	0	0	0	0	0	0	0
Lost Time Injury Frequency Rate: LTIFR	Cases per 200,000 hours	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate: OIFR	Cases per 200,000 hours	0	0	0	0	0	0	0	0

Complaints and Disputes with Partners Statistics (2022-2025) = 0

STAKEHOLDER ENGAGEMENT

Ratch Pathana and Affiliates are committed to their responsibility and respect for the rights of various stakeholders, both internal and external, including government and relevant organizations. We are equally dedicated to our responsibilities towards society, communities, and the environment, always keeping in mind the shared growth of business, mutual benefits, and long-term sustainability. These principles have been embedded in the company's business ethics to ensure that the legal rights of all stakeholders are protected and treated fairly, with equality. In cases of damage, the company and its stakeholders will collaboratively seek solutions and establish appropriate measures that benefit all parties. The company has established clear channels for dissemination and communication, ensuring a participatory, diverse, and lifestyle-aligned approach for all stakeholders. This allows us to understand their needs and expectations, ensuring we respond effectively and accurately. We have identified eight key stakeholder groups: shareholders, competitors, creditors, customers, partners, employees, communities and society, government agencies, and relevant regulatory bodies. The processes of stakeholder identification are as follows:

1. **Understand Value Chain**
   The Company has analyzed and identified relevant activities throughout the business operations from upstream to downstream, covering raw material procurement, production processes, product delivery, and customer service, to gain a comprehensive view of parties involved at every stage of the value chain.
2. **Stakeholder Identification**
   Based on the value chain analysis, the Company has identified relevant stakeholders who can create impact on or be impacted by the Company's business operations. These stakeholders are categorized into 8 main groups: shareholders, competitors, creditors, customers, business partners, employees, communities and society, as well as government agencies and relevant regulatory bodies.
3. **Stakeholder Prioritization**
   The Company has analyzed and prioritized stakeholders by considering the level of influence stakeholders have on the business and their level of interest in the organization's operations. The analysis revealed that the top 3 most important stakeholder groups for the Company are customers, employees, and communities, respectively.
4. **Stakeholder Engagement**
   The Company has established approaches to engage with each key stakeholder group through various activities and communication channels as appropriate, to listen to their opinions, needs, and expectations, as well as to respond to relevant issues in a timely and effective manner.

The company has developed policies and guidelines for engaging with stakeholders as outlined above.

Stakeholders	Expectations /Needs	Fulfilling Expectations	Communication Channel
 Shareholders • Majority • Minority	• Return on Investment • Sustainable Growth • Financial Stability • Transparent Management • Shareholders equally treatment	• Minority shareholders shall be given an opportunity to propose matter for inclusion in the meeting agenda and/or to nominate persons for election as Company Directors in the Annual General Meeting of Shareholders. • Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders' meeting. • Shareholders' meeting notices in both Thai and English are published on the company website at least 30 days prior to the shareholders' meeting day as information for shareholders and to enable the study of information prior to meetings. • Shareholders' meeting shall be facilitated. The date, time, venue and procedure must not pose an obstacle to the shareholders' attendance of the meeting. Shareholders who are not able to attend in person must have the opportunity to grant a proxy to other persons to attend the meeting and vote on their behaves.	• Annual Report Form 56-1 One Report • Sustainability Report • Shareholders' Meeting • Company Visit • Opportunity Day • Saha Group meet Analyst and Investor • Telephone/Facsimile • Web Site/E-mail
 Competitors • Other Power Producers • Other biomass producers	• Fair and legitimate competition	• Conflict of interest must be dealt with prudently, rationally, and information must be fully disclosed. • The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his/her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated. • The Company shall conduct its businesses within the rules of fair competition regard to business ethics and trade competition laws of various countries in which the Company operates. • The Company will not damage the reputation of its trade competitors.	• Activities with other power producers • Telephone • Website/E-mail
 Creditors • Financial Institutions	• Adhere with terms and conditions of loan agreements	• All creditor groups shall be treated equitably and fairly. • Contracts and terms will be strictly adhered to. • Operations will be administered to ensure the confidence of creditors in the Company's financial status and payment ability. • Financial statements shall be accurately and timely disclosed. • In the event of an inability to comply with a particular term, the creditor will be forthwith notified in advance in order to enable a joint solution for remedy and loss prevention	• Annual Report Form 56-1 One Report • Sustainability Report • Saha Group meet Analyst and Investor • Relevant Meetings • Seminars • Telephone/Facsimile • Web Site/E-mail

Stakeholders	Expectations /Needs	Fulfilling Expectations	Communication Channel
 Customers • Distributors • End users	• Continuously supply reliable and high quality products • Adhere to terms and conditions of the trade agreement • Punctual service and fast response • Pay attention to customer complains • Create value-added products	• The Company operates the businesses of distributing electricity and steam which are safe for consumers and environmentally friendly. • The Company has operated with commitment to develop and expand its business to value creation on the biomass and agricultural residues, innovate continually to meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts.	• Annual Report • Sustainability Report • Green Energy Magazine • Customer Satisfaction Survey • Customer Seminars • Customer Relations • Satisfaction Survey • Meeting with Customers/ services provide • Telephone/ Facsimile • Website/E-mail
 Business Partners • Supplier • Contractors • Joint venture partners	• Transparent purchasing procedures and fair competition • Trade negotiations based on mutual benefit • Adhering to terms and conditions of the trade agreement • Punctual payment • Treating contractors with respect in human rights and adhering to labor laws	• The company ensures the confidentiality of partners' information and data, strictly prohibiting any misuse for personal gain or the benefit of unauthorized parties. • Relationships and mutual understanding are fostered, knowledge is exchanged, and the development and value addition of goods and services are jointly undertaken to promote mutual growth • The company must comply with trade agreements and provide accurate information. In cases where compliance is not possible, the company should promptly negotiate with partners in advance to find solutions together and prevent potential damages. • The Company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.	• Annual Report • Sustainability Report • Green Energy Magazine • Seminars • Meetings • Telephone/Facsimile • Website/E-mail • Communication channel for customers' complaints • Business partners' suggestion • Seminar • Business partner's satisfaction survey • Relationship enhancement activities for business partners • Customer relations
 Employees	• Appropriate compensation and welfare • Career stability and happy workplace • Career path and potential development • Fairness and equality • Safety and Hygiene • Employees' feedback	• Facilitate necessary for work operations are provided and working conditions are maintained with due regard to safety and occupational health as a means of promoting and raising the quality of lives of employees. • Employees of all levels are encouraged to participate in social responsibility activities. • An organizational culture and consciousness of employees at all levels shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources. • Knowledge promotion and environmental training shall be extended to employees. • Environmental management system shall be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.	• Ratch Pathana Newsletter • Welfare Committee • Employee Survey • Family Day • Annual Seminar • Health Activities • Religious Activities • Orientations • Telephone/Facsimile • Intranet/E-mail • Communication channel for complaints • Suggestion box

Stakeholders	Expectations /Needs	Fulfilling Expectations	Communication Channel
Community and Society • Nearby community/ Society • Remote community/ Society	• Safety and a healthy environment • Participating and being responsible for societies and communities • Supporting community activities • Creating income and enriching the economy of the communities	• Consciousness of responsibilities towards the community and society as a whole shall be instilled continuously for the benefit of the Company and all levels of employees. • The guidelines shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company's operations. • The preservation of local culture and traditions shall be promoted. • Cooperation shall be entered into with various agencies for the development of communities. • Public benefit activities shall be sponsored • Incomes shall be generated and the community economy shall be promoted through employment of community members and the use of community products. • Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness	• Green Energy magazines • Participating in traditional community activities • Open-house activities • Community Relation activities and projects • Billboards indicating air quality • Telephone/Facsimile • Website/E-mail • Communication channel for complaints
Government and relevant regulatory agencies. • Ministries, Departments and Office • Government provincial/ District Offices • Local Administration Office	• Adhering to law and regulations • Effective Environmental Management • Community and Social Responsibility • Collaborate to provide Information and support the sectors' activities • Legitimate and timely tax payment	• Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law. • The company conducts the business in compliance with laws, regulations, and environmental policies, considering the impacts on natural resources and the environment. Moreover, the company regularly reviews and evaluates its performance, ensuring proper procedures are followed when engaging in transactions with government officials or agencies. • Good relations are fostered between the Company and the government sectors within suitable bounds. • Relevant laws and business traditions are observed in each country or locality.	• Annual Report Form 56-1 One Report • Sustainability Report • Environmental Monitoring Report • Green Energy Magazine • Open-house Activity • Company visits • Report information related to regulations • Relevant meetings • Telephone/Facsimile • Web Site/E-mail

Building Sustainable Customer Relationships

The Company is dedicated to delivering high-quality services and fostering long-term trust with our customers. We have established comprehensive policies and frameworks designed to cultivate robust and enduring partnerships. Our approach prioritizes transparency, data security, and operational excellence in addressing customer needs, as detailed below:

1. Data Privacy Policy and Practices

The Company remains steadfast in its commitment to safeguarding customer privacy. We have instituted rigorous data retention and processing policies in strict compliance with the Personal Data Protection Act (PDPA). Customer information is utilized exclusively for necessary, authorized purposes and requires explicit consent. Furthermore, we employ advanced data encryption and stringent access control protocols to ensure maximum security.

2. Data Breach Response Measures

In the event of a potential data breach, the Company has established a dedicated task force to evaluate the situation and implement immediate corrective actions. Our response framework includes the following mandates:

- Timely Notification: Notifying affected customers within 24 hours of incident detection.
- Technical Containment: Conducting immediate forensic audits to identify and secure technical vulnerabilities.
- Providing comprehensive guidance and assistance to customers to mitigate any potential impact.
- Reporting the incident to the relevant governing authorities in accordance with legal requirements

3. Remediation and Grievance Redressal Mechanisms for Consumer Rights Violations

The Company has established formal procedures to address and resolve complaints regarding consumer rights violations, prioritizing transparency and expeditious resolution through the following framework:

- Comprehensive Inquiry: Actively listening to and documenting all facets of the customer's concerns.
- Fact-Finding and Investigation: Conducting a thorough internal investigation to verify facts within 7 business days.
- Transparent Communication: Formally notifying the customer of the investigation outcomes and providing a clear, actionable resolution.
- Post-Resolution Follow-up: Monitoring the implementation of the solution to ensure complete customer satisfaction and prevent recurrence.

4. Customer Grievance and Communication Channels

To ensure accessibility and responsiveness, the Company has designated the Customer Relations Department as the primary body responsible for managing grievances. We provide a diverse range of communication channels for our customers' convenience, including:

- Customer Service Hotline (Call Center): 038-481555 ext. 153
- Customer Relations Email
- Online Submission: Accessible via the corporate website at www.ratchpathana.com/th/contact-us
- Social Media Platforms: Official Facebook and LINE accounts
- On-site Service: Dedicated grievance points located at our corporate offices

5. Strategic Customer Satisfaction Enhancement Plan

The Company has formulated a strategic roadmap to enhance customer satisfaction, focusing on service excellence, specialized workforce training, and the integration of innovative technologies to elevate the customer experience. Key initiatives include:

- Implementing specialized training programs to enhance staff competencies in customer engagement.
- Expanding real-time communication channels
- Resolution Tracking and Reporting
- Leveraging customer insights as a primary driver for product and service innovation.

6. Data-Driven Development from Satisfaction Assessments

The Company conducts annual customer satisfaction surveys to garner actionable insights. This data is rigorously analyzed to align our strategic development with the evolving needs of our clientele. We prioritize improvements in areas with the highest feedback density, such as continuously upgrading the standards of our products and services, adopting cutting-edge digital platforms to diversify and modernize our customer contact channels.

Through the steadfast implementation of these policies and measures, the Company is confident in its ability to cultivate enduring trust and foster sustainable relationships with our customers. We remain committed to this path, ensuring mutual success and shared value in the years to come.

Customer Communication and Engagement 2025

Ratch Pathana Energy Plc.			
Methods/Forms	**Customers/Stakeholders**	**Frequency**	**Key Issues/Targets**
• meeting	• Management level of EGAT. • Management level of customers in the industry	1-2 times a year (depending on the issues that arise each year)	Discuss issues in the power purchase agreement, ways to work together and build good relationships with customers.
• meeting	• Operation level of EGAT. • Operating level of customers in the industry	Every 3 months or as EGAT makes an appointment for a meeting	Discuss contract issues, ways to work together and build good relationships with customers.
Sahacogen Green Co., Ltd.			
• meeting • Engagement activities	• Provincial Electricity Authority • Customers in the industrial park	3 times a year (depending on the issues that arise each year)	• Review product specifications and summarize past year's performance. • Follow up on performance and problem-solving actions. • Activities to build customer relations such as sporting events, Visiting activities, study visits, etc.
SahaGreen Forest Co., Ltd.			
• meeting • Engagement activities	• Provincial Electricity Authority	once a quarter	• Review product specifications and summarize past year's performance. • Follow up on performance and problem-solving actions. • Activities to build customer relations such as sporting events, Visiting activities, study visits, etc.
	• Steam Customers (Siam Forestry Co., Ltd.)	Organized no less than twice a year (subject to specific circumstances each year).	

Customer Satisfaction Survey 2025

company	Total number of industrial customers (persons)	Number of customers who have completed the satisfaction assessment (persons)	Number of customers who are satisfied with the target set	target (%)	average satisfaction results (%)
RATCH PATHANA	50	50	50	90.00	94.26
SAHACOGEN GREEN CO., LTD.	2	2	3	95.00	95.10
SAHAGREEN FOREST CO.,LTD	2	2	2	97.00	97.64

Performance Results on Customer Complaint Handling in 2023-2025

Topic	Number (Times)
Customer data leakage incidents	0
Consumer rights violation complaints or incidents	0
Disputes or customer complaints regarding company operations	0

Customer Relationship Activities

Activities	Photo
Sports Engagement Activities The Company fosters strong relationships with customers and surrounding communities through a variety of sporting events held throughout the year, including football tournaments and golf competitions.	
Customer Training and Seminar On February 28, 2025, Ratch pathana Energy Public Company Limited organized a customer seminar to provide training and knowledge on electrical safety at work. A total of 34 participants attended the seminar. Most participants recognized the importance of the topic presented, and after the training, they gained greater knowledge and understanding of electrical work safety. They also became more aware of and placed greater emphasis on safe working practices at every stage of their operations.	

Customer Relationship Activities

Activities	Photo
Community Social Responsibility (CSR) SGF–PEA Community and Social Development Project 2025 The Company, in collaboration with customers and partners, organized a community development activity under the SGF–PEA initiative. The program provided learning materials and carried out electrical system repairs at Ban Wang Maka School in Kamphaeng Phet Province. In addition, the Company donated electric fans valued at THB 20,000. This initiative contributes to improving electrical safety for students and teachers while enhancing the overall learning environment within the school.	
Open House and Site Visit The company has established an Open House program that welcomes customers and stake-holders to visit and study our power generation facilities. This initiative serves as both a public relations opportunity and an educational platform to foster a deeper understanding of our business operations. The program also facilitates knowledge exchange on various relevant aspects of the energy industry.	

Good Corporate Governance

Ratch Pathana and Affiliates emphasizes the importance of Good Corporate Governance system, running business with transparency, honesty, responsibility as assigned, capacity of competition and fairness with related parties in order to enhance prosperity, economical values and opulence towards shareholders in accordance with the Good Corporate Governance Principles of the Stock Exchange of Thailand and subject to the basis of sufficiency economy, that is; sufficiency, reasonability and good immunity which requires knowledge, carefulness and discretion for planning and operating. In the same time, the company enhance all executives and employees' the awareness of morality, honest, diligence, impatience, sharing and intelligence to work as well as readiness to the changing economical, political, cultural and social situations for the benefits in a balance and sustainable way.

The Board of Directors prioritizes conducting business in adherence to good corporate governance principles, recognizing them as a fundamental foundation for sustainable business development and value creation. In addition to building investors' confidence, these principles support a competitive business with strong performance while considering long-term impacts. The company conducts the business ethically, respects rights, and upholds responsibility toward shareholders and stakeholders. Additionally, the company strives to benefit society, mitigate negative environmental impacts, and remain adaptable amid changing circumstances.

To ensure that the directors, executives, and employees are aware of and adhere to these guidelines (as disclosed in the 56-1 One Report), the framework includes:

1. The Good Corporate Governance Policy
2. The 8 Good Corporate Governance Principles
3. Business Ethics
4. The Code of Conduct for Directors, Executive Officers, and Employees

Good Corporate Governance Policy

1. The board of directors, executives, and all employees are committed to upholding corporate governance principles, business ethics, and corporate governance standards in their operations.
2. The board of directors, executives, and all employees must fulfill their duties with responsibility, vigilance, honesty, and integrity, in compliance with laws, company regulations, and relevant announcements.
3. Ensure that the management structure of the company clearly defines the authority, duties, and responsibilities of each committee and executive.
4. Implement adequate internal control and risk management systems, including accurate and reliable accounting and financial reporting systems.
5. Ensure sufficient, reliability, and timely disclosure of important information that does not adversely affect the company's fair interests.
6. Recognize and respect the rights of shareholders and treat them equally.
7. Conduct operations with consideration for responsibilities to shareholders, stakeholders, communities, society, and the environment.

8. Strive for excellence in business operations by consistently seeking customer satisfaction through listening and self-reflection to enhance management efficiency and continuous improvement.
9. Instill morality, ethics, and a strong conscience, treating employees fairly and consistently striving for the development and advancement of the workforce.
10. Combat corruption, collusion, avoid infringement of intellectual property rights, respect the law, and human rights.
11. Address conflicts of interest with discretion and reason, prioritizing the interests of the company

"Read more about corporate governance policies."

Moreover, handbooks have been created and communicated to directors, management, and employees. by focusing on equitable of stakeholders. Consider rights, equality, including instilling awareness of morality, ethics, honesty, and social responsibility. as well as disclosed in the annual registration statement (Form 56-1), and on the Company's website at www.ratchpathana.com.

The company realizes and focuses on the importance of developing Good Corporate Governance consistently. To become a valuable organization towards society under the balance between performance and responsibility towards stakeholders including society and environment for sustainable growth in a long term.

Moreover, the Executive Committee has set up several sub-committees to have employees jointly organize the internal management appropriately, efficiently, and effectively to the Company. The established committees at present are as follows:

1. The Committee of Safety, Occupational Health, and Working Environment
2. The Committee of Welfare
3. The Committee of Environment, Safety and Energy Conservation
4. The Committee of Thai Private Sector Collective Action Against Corruption (CAC)
5. The Committee of Energy Management
6. The Committee of Environment Management
7. The Committee of Human Rights
8. The Committee of Information Security and Personal Data Protection
9. The Committee of Sustainability
10. The Committee of Greenhouse Gas Management
11. The Committee of Strategic Risk Management and Business Continuity
12. The Committee of Operational Risk Management

Corporate Governance Performance

The company places significant importance on establishing a good corporate governance system and is committed to continuously raising the standards of corporate governance. The company has policies in place to manage operations under changing economic and social conditions in a balanced manner, based on the principles of sufficiency economy, and in alignment with the good corporate governance principles for listed companies.

The company's board of directors, executives, and employees at all levels place great importance on adhering to the principles of good governance and are committed to continuous development, considering all stakeholders comprehensively. This approach aims to achieve economic growth alongside balanced development of society and the environment. As a result, the company has been evaluated as follows:

1. Results of the Evaluation According to the Corporate Governance of Listed Companies Program (CGR CHECKLIST)

Category	2023	2024	2025
Shareholder Rights and Equal Treatment of Shareholders	88	95	92
Considering the role of stakeholders and developing the business for sustainability	97	102	107
Disclosure of Information and Transparency	88	99	100
Responsibilities of the Board of Directors	90	94	93
Average Score (%)	**98**	**105**	**105**
SCG Score			

2. Evaluation Results According to the Annual General Meeting (AGM) Checklist Program

Year	Overall listed companies			
	Number of companies	Highest score	Average score	Company
2025	**827**	**100**	**94.98**	**100**
2024	808	100	94.25	100
2023	810	100	93.20	100

3. Sustainability Evaluation Results (SET ESG Ratings)

In 2025, the company was assessed with a SET ESG Rating of AAA by the Stock Exchange of Thailand in the Resources sector for listed companies with a market capitalization of THB 3,000–10,000 million baht. Additionally, the company was selected for the Sustainable Stocks list for 8 th consecutive year, reinforcing its commitment to sustainable business practices.

Risk and Crisis Management

Against a backdrop of accelerating change, from the urgency of environmental challenges, technological and digital innovation, regulatory shifts and economic fluctuations. Ratch Pathana and Affiliates prioritize a proactive risk management approach, anchored by comprehensive analysis and assessment of risk factors that could potentially impact on our business operations. The effective risk and crisis management have become a critical factor for sustainable and resilient growth. To ensure business resilience in times of crisis, Ratch Pathana and Affiliates have established a comprehensive Business Continuity Plan (BCP), underpinned by systematic risk management to guarantee uninterrupted operations in any scenario. Through a structured and effective risk management framework, Our commitment lies in fortifying our business core, driving competitiveness and creating sustainable value for all stakeholders.

Risk Management

Recognizing the importance of risk management by evaluating, assessing, and monitoring various risk factors to identify business opportunities. The company conducts continual analysis, and monitoring of various risk factors to identify both business opportunities and potential threats to the energy sector. Key risks include geopolitical risks, which contribute to rising energy price volatility. Simultaneously, shifts in energy policies are driven by the push for renewable energy adoption to combat climate change. Moreover, advancements in energy production technologies such as solar, wind, and energy storage solutions are reshaping the energy sector's infrastructure. These developments align with our increased investment strategy in clean energy, representing both significant opportunities and challenges for businesses.

To ensure effective risk management and resilience in a highly uncertain and volatile environment, the company has adopted the internationally recognized Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management 2017 (COSO ERM) framework. This approach enables the company to establish a robust risk framework and align its strategic direction with energy market trends while proactively managing both opportunities and risks arising from rapid industry changes.

The company implements an enterprise-wide risk management approach, ensuring risk governance across the organization within an acceptable risk appetite. This comprehensive strategy covers key areas such as strategic risk, financial risk, operational risk, compliance risk, and environmental, social, and governance (ESG) risks. The company's risk management performance is regularly reported to the Corporate Governance and Risk Management Committee as well as the Board of Directors to maintain effective oversight and ensure continuous improvement in risk governance across the organization.

Ratch Pathana and Affiliates conduct regular risk management reviews, reporting and presenting performance results to the Corporate Governance and Risk Management Committee for monitoring, oversight, and policy recommendations. These results are also presented to the Board of Directors to evaluate the effectiveness of risk management and governance processes across the organization. This approach ensures a comprehensive, holistic, and effective risk management process that supports sustainable business objectives.

Risk Management Policy and Guidelines

Ratch Pathana Energy Public Company Limited ("The Company") committed to achieving business objectives, creating value, and stability for the best interests of the stakeholders in accordance with Good Corporate Governance. The Board of Directors' meeting of Ratch Pathana Energy Public Company Limited No. 1/2025, held on February 19, 2025, has approved the Risk Management Policy for the Company and subsidiaries as follows.

1. To keep the balance of risk and reward from business operation in order to ensure that the operational goals and stakeholders' expectations are achieved under risk appetite.
2. To set strategy in line with risk appetite which the Board of Directors considers as acceptable.
3. To support risk management to become a part of organizational cultures, which is necessary to operate it effectively and efficiently by all executives and employees.
4. To handle risks impacting on the company's objectives and strategy immediately and continually.
5. To establish risk management framework for managing various aspects such as anti-corruption, human rights, climate change, economics, social and corporate governance.

The Good Governance and Risk Management Committee is aware of the ever-changing domestic and international economic environment. Therefore, preparation must be made from risk considerations to formulating strategies for driving businesses that focus on sustainable energy development. Establish a business continuity management plan to support various factors with changes that may affect the operation of the Company by appointing a risk management working group for each business. To jointly assess and analyze risk factors that affect the organization. Including subsidiaries and various projects from both internal and external factors. And consider a risk management plan that exceeds the medium level, which is defined as an acceptable risk (Risk Appetite), prepares a Business Continuity Management Plan (BCP), as well as continuously monitoring management results and reporting progress to the Executive Committee and the Board of Directors periodically acknowledged.

To strengthen the risk management culture in the organization, the executives and the Corporate Governance and Risk Management Committee proceeded through the meeting and operational activities. They have also made participation in the risk management system as a part of the performance evaluation for all employees. The risk management system is set as a key performance indicator (KPI) of department heads and managers of all relevant departments.

Sustainability Risk Management

The Corporate Governance and Risk Management Committee recognizes the importance of managing the constantly evolving economic, social, and environmental landscape. As a result, the committee conducts assessments and analyzes the risks and opportunities arising from sustainability issues that may impact the organization, including its subsidiaries and projects, both from internal and external factors. Additionally, the committee reviews risk management plans by applying the organization's overall risk management framework to address risks related to Environmental, social, and governance (ESG) aspects as follows:

Economic and Governance Risks:

Risk Factors and Opportunities	Risk Management	Operational Results
Geopolitical Tensions and Macroeconomic Volatility Geopolitical conflicts, which are inherently complex and have far–reaching implications for global politics, security, and economic stability, may contribute to fluctuations in energy prices, particularly oil prices. Such volatility could affect the pricing of electricity and steam supplied by the Company. In addition, disruptions to logistics and supply chains involving goods, machinery, and equipment may adversely impact business operations, as well as industrial energy demand in affected sectors.	• Establish business and investment strategies aligned with the evolving economic environment. • Analyze risk factors that may affect the achievement of organizational objectives. • Develop contingency plans to address potential changes and uncertainties. • Continuously monitor operational performance to ensure alignment with strategic goals.	• Continuously monitor the impacts on electricity and steam consumption of customers within the Saha Pathana Group Industrial Park, Sriracha.
Technological Disruption Risk The rapid evolution of innovation and technology in the energy sector presents both opportunities and risks for businesses. If organizations fail to adapt or invest appropriately in new technologies, they may experience a loss of competitive edge. Additionally, reliance on outdated technologies or legacy systems can reduce operational efficiency, thereby impacting the financial stability of the business.	• Study innovative approaches in the energy business and assess the risks associated with investments in new technologies and innovations, including an analysis of expected returns. • Continuously monitor information, news, and evaluate the evolving landscape of new technologies	• Based on the monitoring of technological developments, no new technologies have been identified that can be applied to business; therefore, no material impacts have been observed.
Data security or computer system and cyber attacks IT systems are the part that can support business operations for convenient, fast, competitive, and can create business differences. The evolution of cyber threats is becoming more sophisticated and intense. It is therefore a channel for cyber attacks on the company's collective database. Loss of sensitive or financial information Affecting the confidence and performance of the company. Therefore, it is a challenge to reduce the impact. The company has set the key risk management measures as follows: –It is scheduled to replace IT equipment every 3–5 years. The replacement model must have better performance, including a security system, intrusion prevention system and backup. – Install advanced systems and programs to protect data security from cyber threats such as Deep Discovery Inspector, WAF, Hyper Converged Infrastructure (HCI), Dell VXRail Server, Data Leak Prevention (DLP), Cyber Command Intelligent Threat Detection and Response (as disclosed in the Annual Registration Statement (Form 56–1 One Report) Topic "Risk Management"	• A policy for maintaining cybersecurity and information technology security is in place, with the establishment of task forces in each area to ensure preparedness. Training is provided to employees to raise awareness of the policy and the Cybersecurity Act B.E. 2562 (2019). • Communications and public awareness campaigns about the legal aspects and recommendations for using information technology are carried out through screen notifications when using computers or the intranet. This ensures that all employees are informed and aware of the importance of the Cybersecurity Act B.E. 2562 (2019).	• Established an Information Technology Security and Personal Data Protection Working Group. • The monitoring of cybersecurity threats and intrusion attempts indicates that potential incidents have been detected; however, no events have occurred that have impacted business operations.

Economic and Governance Risks:

Risk Factors and Opportunities	Risk Management	Operational Results
Risk of Personal Data Protection The improper use and disclosure of personal data, if not handled with adequate precautions, could lead to significant losses and impact current business operations. It is essential to comply with legal regulations and any amendments to laws related to data protection.	• The company complies with the Personal Data Protection Act and relevant laws to ensure strict protection of personal data. Regular monitoring and audits are conducted to ensure compliance with the laws. • The company has a Data Protection Policy in place to safeguard personal data. • The company has implemented programs to obtain consent (both through forms and verbal agreements) in accordance with the Personal Data Protection Act B.E. 2562 (2019).	• Established an Information Technology Security and Personal Data Protection Working Group. • No personal data violations were found.
Good Corporate Governance The Company places strong emphasis on conducting its operations in accordance with the principles of good corporate governance, which serve as a fundamental foundation for sustainable value creation and long-term business development. Such principles also enhance investor confidence and support the Company's ability to remain competitive and maintain stable financial performance, while considering long-term impacts. The Company conducts its business with integrity, respect for rights, and accountability to shareholders and stakeholders, thereby contributing to societal benefits. At the same time, it is committed to environmental stewardship by minimizing adverse impacts and strengthening its resilience to evolving external factors. To ensure alignment with the Company's strategic direction, policies and operational guidelines are reviewed on a regular annual basis. The Board of Directors, executives, and employees at all levels are informed of and adhere to these principles as shared standards guiding organizational conduct.	• Establish and implement good corporate governance principles. • Develop and enforce policies, manuals, and operational guidelines to ensure transparent and accountable operations in accordance with good corporate governance principles.	• The Company was assessed under the Corporate Governance Report of Thai Listed Companies (CGR) for 2025 and achieved an "Excellent" rating. • The Company received a "AAA" rating in the SET ESG Ratings for 2025. • The Company has been certified as a member of Thailand's Private Sector Collective Action Against Corruption (CAC) for the third consecutive term.

Social Risk :

Risk Factors and Opportunities	Risk Management	Operational Results
Human Rights The company has assessed human rights risks to prevent and mitigate the impact of such risks. The assessment of human rights risks related to labor includes the following aspects: employee working conditions, employee health and safety, discrimination and harassment against employees, freedom of association, assembly, and collective bargaining, and the use of illegal labor. Based on the risk assessment results, the company ensures compliance with labor practices and human rights standards. The company has a fair and standardized employee selection system, including written tests and interviews, to evaluate knowledge, skills, and the suitability of individuals for specific job positions. The company adheres to principles of fairness and equality in human rights in accordance with its human rights	**1. Compliance with Human Rights Policies and Practices:** • The company does not engage in or support any activities that violate human rights. • The company upholds the principles of independence and respects diversity in thought, gender, race, religion, politics, and other matters. It ensures that expressions or opinions that could lead to conflict or division are avoided. • The company provides channels for communication with employees, allowing those who feel they have been treated unfairly to submit complaints. These complaints will be addressed with attention and fairness. • The company requires that all employees and contractors be at least 20 years of age, and it prohibits the employment of child labor or the use of forced labor, as well as any form of gender discrimination.	• Establish a Human Rights Policy and appoint a Human Rights Working group. • The company organized a training course titled "Business and Human Rights" A total of 122 employees, including both management and operational staff, participated in the training, representing 61% of the total workforce.

Social Risk :

Risk Factors and Opportunities	Risk Management	Operational Results
policies and practices, ensuring no discrimination based on gender, religion, political rights, or any other factors. Furthermore, the company provides internal employees with the opportunity to apply for vacant positions if their qualifications are suitable. If no suitable internal candidates are found, the company will then proceed with external recruitment.	2. Training and providing information to all new employees before they start work, as well as conducting training for contractors before commencing work to ensure they understand safety, environmental, and energy related issues, along with the company's goals, policies, regulations, and compliance requirements. 3. Establishing a welfare committee within the organization to involve employees in determining the criteria, benefits, and welfare programs that go beyond the legal requirements, demonstrating a commitment to employee care and well-being. 4. Continuously monitoring information, news, and evaluating the situation.	
Safety, Occupational Health, and Work Environment The Group recognizes the importance of effective management of occupational health and safety within its operations. It has established processes for hazard identification, risk identification and assessment, implementation of preventive and control measures, and regular reviews of their effectiveness. These measures aim to prevent accidents, incidents, and potential impacts on employees, workers, communities, and stakeholders, while reinforcing confidence in the Company's sustainable operations	• Manage occupational health, safety, and environmental (HSE) performance through an Occupational Health and Safety Management System in accordance with ISO 45001. • Regularly review hazard identification and risk assessments to ensure a safe working environment for employees, workers and all personnel operating within the Company. • Develop emergency response manuals and conduct drills to address emergency situations and disasters preparedness, such as fire incidents and chemical spills. • Implement safety awareness programs to enhance the safety consciousness of and promote a strong safety culture among employees and contractors working within.	• Implement and maintain the Occupational Health and Safety Management System, including hazard identification and risk assessment processes, as well as regular emergency response drills. • The Occupational Health and Safety Management System (ISO 45001) audit results reported zero nonconformities. • No lost-time injuries (LTI) and no incidents resulting in impacts to the community were recorded.
Outbreak of Emerging Diseases and Severe Infectious Diseases Following global experiences with widespread outbreaks of communicable diseases driven by biological, environmental, and behavioral factors, as well as increasingly severe climate change impacts, there remains a risk of future outbreaks of severe or emerging infectious diseases, such as Coronavirus Disease 2019 (COVID-19), novel influenza strains, or other emerging pathogens. Such events could significantly affect public health, economic conditions, employees' well-being, workforce operations, and business continuity. Moreover, emerging disease outbreaks are inherently uncertain, rapidly evolving, and difficult to predict with precision.	• Developed a Business Continuity Plan (BCP) to mitigate potential impacts on the company from disruptive events. • Implemented measures to prevent the spread of infections, aiming to reduce severe health risks for employees and on-site workers. • Provided training to employees to raise awareness of emerging infectious diseases and severe communicable diseases, with an emphasis on preventing and minimizing the risk of infections both at the workplace and in nearby communities. • Continuously monitored news and updates, assessed risks, and closely monitored events.	• No emerging infectious diseases were reported in 2025. • Provide group health insurance coverage for employees to ensure access to medical treatment in case of illness.
Corporate Image and reputation damage The energy business, especially electricity generation, is of interest to society, so there is a risk of being rejected or not being accepted in the business. If there is an impact on safety, occupational health, environment to the community and society acceptance and trust from the community and society. It is an important factor that affects long-term business development.	• Establish guidelines and develop plans to prevent and reduce safety, occupational health, and environmental impacts, as well as to improve the quality of life for employees and nearby communities. • Set up a department responsible for enhancing the organization's image by following the company's sustainability policy, monitoring performance, and carrying out community relations activities in the area to foster ongoing communication and understanding with the community. • Foster community engagement by listening to feedback from the community, creating a communication manual, and implementing a process for handling community complaints.	• Continuously conduct community engagement and public relations activities to foster positive relationships with stakeholders. • Conduct annual community perception and satisfaction surveys to assess expectations and enhance stakeholder engagement effectiveness.

Social Risk :

Risk Factors and Opportunities	Risk Management	Operational Results
Creating value and developing communities and society through participatory business operations Ratch Pathana and Affiliates places strong emphasis on conducting its business through an inclusive approach, prioritizing transparent communication, active listening, and systematic responses to community concerns. The Group also promotes shared value creation through the Power Development Fund for Local Development and the continuous implementation of social initiatives. These efforts are intended to strengthen mutual understanding, mitigate social risks, and support the Group's long-term sustainable operations	• Compliance with Sustainability Policy • Measures or Management Approaches in the Event of Community/Societal Disputes	• Zero community complaints or disputes were recorded in 2025. • Continued implementation of development by the company activities and projects under the Community Development Fund in areas surrounding the power plant.

Environmental Risks :

Risk Factors and Opportunities	Risk Management	Operational Results
Climate Change and Natural Disasters Extreme climate change leads to increasingly volatile weather patterns and a higher frequency of natural disasters from global warming are becoming increasingly severe, leading to various risks. These risks include direct impacts, such as natural disasters and droughts, and indirect impacts, such as stricter regulations, new standards, changes in consumer behavior, and technological transformations. The Rajapattana Group recognizes the importance of addressing these issues and is actively working to reduce greenhouse gas emissions in a tangible way. This effort aligns with global initiatives to tackle the climate crisis as an urgent priority. The company is committed to focusing on the development and investment in renewable energy businesses in alignment with national and global directions and targets, the Company focuses on developing and investing in renewable energy businesses and clean energy technologies to enhance adaptive capacity, strengthen operational resilience, and support sustainable growth.	• Establish policies to address climate change and appoint a working committee for greenhouse gas management to drive the organization's greenhouse gas reduction efforts. • Set targets for greenhouse gas management, including achieving Carbon Neutrality by 2040 and Net Zero Emissions by 2050. Report progress on GHG management performance to the Sustainability Committee and the Board of Directors on a regular basis. • Assess the organization's greenhouse gas emissions and removals by registering the organization's Carbon Footprint (CFO) and Product Carbon Footprint (CFP) with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. • Continuously monitor information, news, and evaluate situations to assess organizational risks. • Communicate the importance of, and encourage participation in, greenhouse gas reduction measures to all employees and stakeholders to address climate change.	• Ratch Pathana and Affiliates had been awarded the Carbon Footprint for Organization (CFO) certification mark by the Thailand Greenhouse Gas Management Organization (TGO) continuously from 2022 to 2025. • Not affected by any disaster in 2025.
Environmental Laws and Regulations The company strictly adheres to laws and regulations related to environmental impacts and safety. A designated department is responsible for monitoring and analyzing results, ensuring compliance with the evolving legal and regulatory landscape. This includes continuous tracking of changes in laws and regulations that may affect environmental impact and safety. This proactive approach allows the company to develop timely measures and contingency plans to mitigate potential environmental risks.	• Environmental Management: Managed through an Environmental Management System (ISO 14001) Legal requirements are periodically monitored, and compliance assessments are conducted on an ongoing basis to ensure continuous adherence. • Policy Implementation: Adhered to policies related to quality, environment, safety, and energy conservation. • Environmental, Safety, and Occupational Health Handbook: Developed a manual to guide operations and monitor performance in environmental management, safety, and occupational health.	• Implement and maintain the Environmental Management System (ISO 14001), including the development of environmental manuals, procedures and work instructions, emergency response plans and drills, as well as ongoing legal compliance monitoring. • The results of environmental impact mitigation measures, environmental quality monitoring, and the Environmental Management System (ISO 14001) audit reported zero nonconformities.

Environmental Risks :

Risk Factors and Opportunities	Risk Management	Operational Results
	• Emergency Response Plan: Prepared emergency response plans, created operational manuals, conducted training sessions, and performed drills to test equipment and alarm systems in accordance with the defined schedule, ensuring strict adherence to the guidelines. • Impact Mitigation and Environmental Monitoring: Reported the results of monitoring mitigation measures and environmental quality checks to the Office of Natural Resources and Environmental Policy and Planning, the Energy Regulatory Commission, the Department of Industrial Works, the Industrial Office, local administrative organizations, and relevant agencies.	
Biodiversity The Group places strong emphasis on the systematic management of biodiversity impacts across both new and existing operations or projects. For new projects, comprehensive risk and impact assessments are conducted prior to investment or project implementation. For ongoing operations, impacts are continuously monitored, reviewed, and evaluated in accordance with applicable laws and relevant regulatory requirements to ensure that operations remain appropriate and do not cause significant adverse effects on natural resources, ecosystems, or surrounding stakeholders.	• Conduct biodiversity impact assessments prior to project implementation and monitor performance appropriately throughout operations. • For natural gas power plant businesses, Environmental Impact Assessment (EIA) reports are prepared and periodically reviewed to ensure compliance with legal requirements and environmental standards. • For biomass power plant businesses, Initial Environmental Examination (IEE) reports are prepared and regularly assessed, with a focus on monitoring impacts on biological resources and promoting the sustainable use of biomass feedstock.	• In 2025, no additional new projects or activities were undertaken.

Emerging Risk Management

In fast-changing situations, organizations must continuously adjust their strategies and assess potential risks that may affect the achievement of objectives across multiple dimensions, including strategic, financial, operational, legal, and business continuity aspects. These risks are driven by the rapid development of new technologies and innovations, shifting consumer behaviors, evolving economic and social conditions, extreme climate change, environmental and resource challenges, and geopolitical uncertainties. Such factors may significantly and rapidly impact the energy sector and could further affect the Company's business operations over the next 3–5 years.

1) Risks Associated with Artificial Intelligence (AI) Technology

The fast-changing artificial intelligence technologies will be instrumental in driving efficiency and enhancing the competitiveness of future businesses, including the energy business.

The rapid advancement of artificial intelligence (AI) technology may significantly impact on the energy business. The integration of AI in power plant operations presents opportunities to enhance efficiency, reduce costs, and predict potential issues in advance, ultimately improving operations and management processes. However, utilizing AI to monitor and control automated systems in power plants, such as analyzing data from sensors and control systems to predict equipment failures or deterioration (Predictive Maintenance), can help minimize downtime and optimize production efficiency. Nevertheless, uncertainties may arise if the automated system makes decisions based on inaccurate or incomplete data and inconsistencies or lack of transparency in AI models. This could lead to errors in AI-driven decisions, resulting in system failures or operational disruptions within the power plant and cybersecurity risks associated with network connectivity. In future AI development, if autonomous decision-making mechanisms are incorporated, there may be risks of attacks on power plant control systems, potentially causing asset damage or interruptions to electricity generation, in addition to increased cybersecurity and business continuity risks if the systems fail or are compromised.

At the same time, increasingly stringent AI-related legal and regulatory standards may raise compliance burdens and adaptation costs. Furthermore, the use of AI in operational processes may lead to changes in the workforce in reducing the need for certain positions, while also opening opportunities for training and developing new skills. Therefore, the consideration of applying AI should be accompanied by careful investment planning and AI governance, as well as risk management covering technology, data, personnel, and ethical aspects to ensure the long-term benefits are maximized in strengthening competitiveness, investor confidence, and the sustainable growth of the energy business in the medium to long term.

Risk Management

- To develop Artificial Intelligence Policy (AI Policy) to establish guidelines for managing the risks associated with applying artificial intelligence (AI) technologies in work processes to enhance operational efficiency in data management systems and promote competitiveness.
- Monitor technological changes that support and align with operations and power generation.
- Study and evaluate AI technologies that can be utilized to improve efficiency and reduce operational costs.
- Educate employees to prepare for the integration of AI in enhancing the organization's capabilities.

2) Geopolitical risk –economic conflicts affecting energy and resource stability

Geopolitical risks and power confrontations between nations have given rise to geoeconomic competition, which is a complex issue with wide rangerange of impacts on global politics, economies, and societies. These conflicts not only directly affect the countries involved but also influence other nations through changes in trade and investment markets, resulting in continued instability in the energy market. This increases uncertainties in energy management, including the security of energy production sources, fuel transportation routes, machinery and equipment, as well as causing high volatility in energy pricing structures. In addition, the competition for natural resources contributes to significant fluctuations and uncertainties in the global economic system. Such situations may affect the Company in terms of fuel costs and the continuity of supply.

Furthermore, this situation also affects the industrial sector, potentially slowing down the economy through rapidly changing costs and uncertainties in economic activities, as well as impacting imports and exports. This may influence the demand for electricity and steam from the Company's industrial customers, who may be affected by global economic and trade conditions.

3) Production technology innovation and energy transition.

The intensifying impacts of climate change and the increasing frequency of extreme weather events are accelerating a structural transformation of the global energy system. The development of energy production technologies and innovations presents the company with opportunities to enhance production efficiency or leverage them for business expansion and mitigate GHGs. However, innovations that are still in the early stages of development may involve uncertainties related to technology, performance, safety, and economic viability.

At present, natural gas–fired power plants continue to play a critical role in maintaining grid stability and accommodating renewable energy variability during the transition period. However, the Company recognizes potential structural risks that may arise, such as increasingly stringent carbon regulations, shifts in energy policy, technological advancements in alternative energy solutions, and the possibility of rising financing costs for fossil fuel–based projects. These factors could affect long-term returns and asset valuations.

Additionally, the Energy Transition Risk stemming from the shift from fossil fuels to green energy poses a new challenge for the power plant business across all dimensions, including increased costs, intensified competition, and regulatory uncertainties. Nevertheless, if the company can adapt by investing in clean energy, incorporating technologies to improve efficiency, and strategically implementing ESG practices, energy businesses can survive and achieve sustainable growth in the future.

New Risk Factors That May Significantly Impact the Energy Business and Preventive Measures:

- Energy Production Technology Innovations: Continuously monitor technological advancements and explore the feasibility of integrating new innovations into operations. This includes overseeing production control and maintenance of power plants, as well as solar energy projects.
- Renewable Energy Technology and Competition Affecting Costs (e.g., Solar and Wind Energy): Monitor the prices of materials and equipment that may impact projects, and review the results of feasibility

studies for new projects, as rapidly decreasing costs for solar and wind energy technologies could affect profitability and project viability.

- Advanced Energy Storage Technologies: Investigate developments in technology to enhance the efficiency and stability of energy production and continuous power delivery systems.
- Energy Transition Risks Leading to Potential Stranded Assets: The transition to cleaner energy could render fossil-fuel-based power plants at risk of becoming stranded assets if they must shut down before the end of their useful life. Continuously manage operations and monitor changes in government policies, regulations, and power development plans.
- Need for Skilled Personnel in Clean Energy Innovations: Develop and implement plans to recruit and train human resources that align with the business's clean energy objectives, ensuring a workforce capable of meeting future industry demands.
- Fuel Energy and the Promotion of Renewable Energy Projects: Support the shift towards renewable energy, including solar, wind, and biomass, by advancing and investing in these technologies, in line with the company's commitment to clean energy and sustainability.

Business Continuity Plan (BCP)

The company places great emphasis on the development and management of business continuity to ensure the uninterrupted operation of the business during abnormal situations, whether caused by external or internal threats such as pandemics, cyberattacks, natural disasters, civil unrest, protests, etc. Each threat has the potential to cause harm to lives and property, as well as create obstacles to business operations. An effective and systematic approach to Business Continuity Management (BCM) enables the organization to quickly restore operations.

The Corporate Governance and Risk Management Committee has outlined procedures to prepare for crisis situations, ensuring that the Ratch Pathana and affiliates management systems are capable of responding to challenges and addressing operational inefficiencies effectively and continuously. The creation of the Business Continuity Plan (BCP) ensures that it can be effectively implemented when needed.

Ratch Pathana Energy Public Company Limited and its subsidiaries recognize the importance of Business Continuity Management (BCM) to ensure that, in the event of a crisis or emergency, the organization can restore operations swiftly with minimal disruption. This approach safeguards the interests of stakeholders and ensures long-term business sustainability.

Objectives:

1. To provide a framework for managing business continuity, ensuring the protection and safety of employees' lives and the organization's assets, as well as maintaining customer service.
2. To prepare for emergencies or disasters by developing and implementing preventive and crisis management plans.
3. To establish a process for managing responses and restoring operations to normal within an appropriate timeframe.
4. To reduce the severity of the impacts caused by business disruptions and minimize significant losses to an acceptable level.

Business Continuity Management Approach:

1. Implement a business continuity management system based on recognized industry standards, with continuous improvements and development.
2. Establish a working group responsible for managing the business continuity plan, overseeing and supporting the overall continuity efforts across the organization.
3. Promote and support all levels of leadership and employees in developing awareness and understanding of business continuity management, as well as enhancing and building personnel competencies in preparing measures to ensure ongoing operations. This will lead to effective implementation.
4. Ensure that all leaders and employees at every level participate in adhering to the business continuity management policy and take actions to help the organization achieve its business continuity goals.
5. Focus on regularly reviewing and updating the business continuity management plan, conducting drills, and cultivating a corporate culture centered around business continuity.

Crisis Management and Business Continuity Management (BCM) Integration into Corporate Culture:

The company has emphasized the importance of Business Continuity Management (BCM) as part of its corporate culture, ensuring that employees at all levels understand its significance. Every individual is aware of their roles and responsibilities in maintaining business operations during times of crisis. The Rajapath Group has consistently developed and conducted annual Business Continuity Plan (BCP) drills, with the 2025 drill achieving an excellent evaluation score of 90%.

In 2025, Ratch Pathana and its affiliates undertook a comprehensive review of their Business Continuity Plan (BCP), encompassing potential incidents such as fire, flooding, earthquakes, machinery and equipment disruptions, as well as security-related threats. This initiative was designed to strengthen organizational capabilities and enhance institutional knowledge in business continuity management, enabling the development of robust and holistic plans that effectively address a broad spectrum of potential scenarios. Furthermore, the effort underscores the Company's commitment to ensuring service continuity and operational resilience, even under abnormal or adverse circumstances, thereby reinforcing long-term stakeholder confidence and supporting sustainable business operations.

Standards for Managing Sustainability Risks

The company places great importance on managing sustainability risks by using international standards as a guide to its business operations, aiming to achieve a balance between economic, social, and environmental growth. This balance is the foundation for sustainable organizational development. The company adopts the practices of the Global Reporting Initiative (GRI) as a framework for disclosing sustainability information, with a focus on systematic risk management that encompasses all aspects of the business. This includes managing potential impacts on stakeholders by integrating organizational risk management with risks related to environmental, social, and governance (ESG) factors, using the COSO ERM Framework.Furthermore, the company adheres to the United Nations Sustainable Development Goals (UN SDGs), which consist of 17 main goals, as a guide to define the organization's strategies and policies.

Managing sustainability risks is a critical factor for businesses to consider in an era where climate change and the demand for sustainable energy are receiving increasing global attention. Operating a power plant with responsibility toward the environment and society not only responds to stakeholder expectations but also strengthens long-term financial stability. Therefore, the company integrates internationally recognized standards and guidelines, including the GRI Standards and the UN SDGs, into the sustainability risk management of its power plant operations.

The implementation of GRI Standards enables the company to assess and manage risks related to energy production that may have an environmental impact, such as emissions, waste management, and biodiversity preservation. From a social perspective, power plant businesses should consider respecting labor rights, community engagement, and complying with social regulations that may affect the business. Managing social risks according to GRI standards helps power plants establish positive and sustainable relationships with surrounding communities, while also ensuring responsibility for the safety and health of employees and local populations.In terms of governance, GRI Standards facilitate transparent disclosure of information related to sustainability operations and potential risks arising from internal management practices.Although the UN Sustainable Development Goals (SDGs) are not directly a risk management standard, using SDGs as a strategic framework helps power plant businesses gain a deeper understanding of sustainable development and enables more effective management of sustainability- related risks.

ANTI CORRUPTION

Ratch Pathana and Affiliates have declared commitment to anti-corruption by establishing policies and continuously promoting a culture of good corporate governance. This initiative is directed at directors, executives, and employees to enable them to assess various risks in their operations as part of the risk management plan for all departments. The internal audit unit is responsible for evaluating and monitoring compliance. Orientation sessions, communication, and public relations efforts are conducted to reinforce adherence to the code of ethics and the anti-corruption policy.

Anti-Corruption Policy

Company has a policy to comply with anti-corruption laws, strictly prohibiting directors, executives, and employees from accepting or supporting any form of corruption, whether directly or indirectly. The company has established the following anti-corruption policy:

1. The Company does not participate in, and/or support bribery or the payment of facilitation fees in any form.
2. Giving or receiving gifts, hosting reception and hospitality, offering or accepting sponsorships, making or receiving donations, engaging in political support, and hiring government employees, the Company will operate with transparency to ensure that all actions are clear and subject to verification.
3. The Company promotes awareness and instills values of anti-corruption among the Board of Directors, executives, and employees to comply with relevant laws, announcements, and regulations by preparing documents to serve as practical guidelines. includes claiming roles and position and/or using the information to seek for personal or others' benefit.
5. The Company establishes mechanisms for transparent and accurate financial reporting, implements an effective and efficient internal control system, and ensures proper checks and balances in the form of authority to prevent fraud or involvement in corruption.
6. The Company has regularly reviewed the compliance with anti-corruption policy, as well as reviewing guidelines and implementation requirements to ensure alignment with changes in business, laws, and relevant regulations.
7. The Company provides communication channels to support whistleblowing on suspicious incidents, ensuring that the one submitting information (whistleblower) must be protected.

Governance and Anti-Corruption Measures

The Company has formally declared its commitment to the Thai Private Sector Collective Action Against Corruption (CAC) since February 18, 2014. To maintain the highest standards of integrity, the Board of Directors, at Meeting No. 5/2024 on June 26, 2024, approved the "Anti-Corruption Policy (Revised Edition No. 2)." Under the oversight of the Corporate Governance and Risk Management Committee, the Business Risk Management Working Group and the CAC Working Group are responsible for monitoring and auditing compliance. The policy has been effectively communicated and training sessions conducted for the Board of Directors, executives, and

employees. For public transparency, the policy is available on the Company's website (www.ratchpathana.com) to ensure all stakeholders are aligned. We empower all personnel and stakeholders to translate these policies into tangible actions, fostering a clean and transparent business environment. To ensure the "Corporate Governance, Business Ethics, and Code of Conduct" is accessible and engaging, the Company has developed multimedia content, including animated videos and QR Code handbooks.

This framework is reviewed annually to ensure its effectiveness and relevance, ensuring that ethical practices are deeply embedded as part of our corporate culture.

The Corporate Governance and Risk Management Committee plays a crucial role in overseeing the company's risk management processes, including the implementation of the Thai Private Sector Collective Action Against Corruption (CAC) initiative. A dedicated task force is responsible for monitoring, auditing, and executing actions in accordance with the established guidelines.

The Board of Directors is committed to fostering a transparent and ethical corporate culture by establishing an anti-corruption policy and developing an Anti-Corruption Measures Handbook. This serves as a clear guideline for directors, executives, and all employees, emphasizing the prevention and prohibition of all forms of corruption, both direct and indirect. It also includes strict measures to avoid bribery in dealings with both public and private sector entities.

The company has established operational guidelines for activities that carry a risk of corruption, with a total of 6 documents as follows:

1. Political Contributions
2. Donation
3. Support
4. Give or obtain gift and entertainment
5. Service charge and convenience fee.
6. Revolving Door

These guidelines have been distributed to directors, executives, and employees to ensure they are aware of and follow the same approach, thus raising the standard of corporate governance and enhancing the company's business credibility. The company places great importance on continuous communication and building understanding of anti-corruption measures through training for the board, executives, and employees. Additionally, information is made available on the website www.ratchpathana.com to ensure that all parties can follow the same guidelines and apply them effectively in practice.

Corruption Risk Assessment and CAC Certification

Ratchpathana Group is committed to conducting business with integrity and transparency under the principles of Good Corporate Governance. The Company has been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) and successfully achieved its 3rd Recertification on September 30, 2025. We actively promote and support our subsidiaries in maintaining their CAC certifications to ensure a group-wide culture of integrity. For the upcoming year 2026, the Company is scheduled to process the 3rd Recertification for Sahacogen Green Co., Ltd. and Sahagreen Forest Co., Ltd. before their current certifications expire on December 30, 2026.

Corruption Risk Assessment and Monitoring

The Company continuously conducts corruption risk assessments at the process level, ensuring that assessments are performed at least once a year and reviewed on a quarterly basis.

Control and Prevention Measures

The Company has established comprehensive risk mitigation measures, such as the Anti-Corruption Policy, a document expiration notification system (e-Office), operational manuals and checklists, as well as communication and training programs for employees. This also includes a policy requiring prior approval for activities involving government agencies. Furthermore, the Audit Committee has assigned the Internal Audit department to regularly audit high-risk areas that could lead to corruption. Overall audit results indicate that the Group maintains an adequate internal control system, with no significant areas identified for improvement or correction.

Risk Appetite

The Board of Directors has set the risk appetite at a "Zero Tolerance" level for compliance risks, covering three core areas: illegal operations, corruption, and human rights violations.

Anti-Corruption Practices

The company is committed to conducting business with integrity and transparency through strict practices to prevent fraud and corruption within the organization as follows:

1. **Foster the right mindset, values,** and attitudes among employees to ensure they operate in compliance with laws and regulations with honesty and integrity.
2. **Implement an effective internal control system,** including checks and balances, to prevent employees from being involved in corruption.
3. **Prohibit directors, executives,** and employees from soliciting or accepting assets or benefits that may lead to unethical actions or neglect of duties.
4. **Prohibit directors, executives,** and employees from offering or providing benefits to external parties to influence them to engage in illegal or unethical actions.
5. **Ensure transparent and accurate financial reporting systems.**
6. **Provide a secure and confidential whistleblowing channel,** appointing officers to investigate all cases reported.

Guidelines for the operation of Anti-Corruption with stakeholders:

1. Persuade customers/ business partners to join and be a partner of anti-corruption and share good practices with them.
2. Enhance awareness of employees by reviewing business ethics regularly.
3. Organize activities or campaigns relating to anti-corruption and congratulate and praise employees who conduct themselves well and honestly.
4. Provide information to communities and schools as well as support anti-corruption campaigns.
5. Set measures and systems for internal control for transparent business operation.

Anti-Corruption Performance 2025

Ratchpathana Energy Public Company Limited is committed to conducting business under the principles of good governance and transparency. In 2025, the Company systematically drove its anti-corruption initiative across all dimensions as follows:

Policy Review and Communication

The Company has reviewed its anti-corruption policies and guidelines to ensure they remain up to date. These have been communicated to subsidiaries, associates, business partners, third parties, and all stakeholder groups through electronic channels, including email, the intranet, the corporate website, the annual report, and "No Gift Policy" notification letters. Furthermore, the Company has expanded its partner network by collectively signing declarations of intent to counter corruption

Human Capital Development & Awareness

The Company provides anti-corruption orientation for all new employees and organizes annual refresher training on "Good Corporate Governance Principles" and "Anti-Corruption" for directors, executives, and employees at all levels, including an annual online assessment. In 2025, 100% of employees completed the training and signed the policy acknowledgment

Whistleblowing and Complaint Channels

The Company provides channels for feedback and whistleblowing through the Welfare Committee suggestion box and the intranet. All information is kept strictly confidential, and the Company ensures that the process is carried out without any adverse impact on the whistleblowers.

Internal Audit and Reporting

The Company engaged Dharmniti Internal Audit Co., Ltd. to audit its anti-corruption internal control systems, with results reported quarterly to the Corporate Governance and Risk Management Committee, the Audit Committee, and the Board of Directors. Overall audit results indicate that the internal control system is adequate, with no identified areas for improvement.

External Stakeholder Engagement

Ratchpathana Group participated in the "No Corruption, No Problem... Really?" event on International Anti-Corruption Day (September 6, 2025), organized by the Anti-Corruption Organization (Thailand). Additionally, the Group joined the "Ask for a Bribe... We Report" project with the NACC to promote and campaign for corruption whistleblowing through proper and appropriate channels.

The result of 2025

6. Over the past year, the Company has received no complaints or reports of corruption. No directors, executives, or employees were accused, penalized, or litigated against regarding such issues. There were no terminations or non-renewals of contracts with partners or contractors due to violations of the Anti-Corruption Policy. Furthermore, the Company was not sanctioned or prosecuted by any regulatory authorities, including the SEC or the Stock Exchange of Thailand.

"Ratch Pathana — Together Against Corruption and Bribery"

Objectives of Anti-Corruption Operations:

Target	Performance Results
The executives and employees of Ratch Pathana and Affiliates are fully aware of the anti-corruption policy and apply it as a framework for their operations, achieving 100% compliance.	100% The acceptance of the policy by the management and employees of Ratch Pathana and Affiliates
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Knowledge assessment test 100% / Evaluation results 100%
	complaints regarding corruption, related to corruption were found = 0 — 2022: 0 | 2023: 0 | 2024: 0

Whistleblowing Process for Anti-Corruption Management

The company has a Whistleblowing Policy that provides an opportunity for employees and stakeholders to report or file complaints about illegal activities, corruption, or inappropriate behavior by employees, as well as cases that may cause harm to the company. Additionally, this policy covers complaints related to violations of rights or unfair treatment of employees or stakeholders. The company has established various channels for reporting tips and has implemented systematic and fair protection measures for whistleblowers.

Channels for Reporting Whistleblowing and Complaints

Employees or stakeholders who witness or suspect that any individuals associated with the company are involved in bribery or corruption, which constitutes illegal activity or violates company policies, can report their concerns through the following channels:

Department	E-mail Address
Board of Directors	directors@ratchpathana.com
Audit Committee	auditcommittee@ratchpathana.com
Corporate Governance and Risk Management Committee	cgcommittee@ratchpathana.com
Managing Director	MD@ratchpathana.com
Human Resources Management and Development Department	hrmanager@ratchpathana.com

Whistleblower Protection and Confidentiality Measures

The company places great importance on protecting whistleblowers who report corruption and misconduct. Clear measures are in place to maintain the confidentiality and safety of whistleblowers. This is to ensure that whistleblowers can act without fear of retaliation or violation of their rights. The following measures are implemented:

- **Strictly maintain the confidentiality of information related to the whistleblower.**
- **Non-disclosure of the whistleblower's information, unless required by law.**
- **Prevention of retaliation or discrimination resulting from whistleblowing.**
- **Use of secure channels to receive complaints and consideration of the whistleblower's privacy.**

The company is committed to building trust with stakeholders in reporting information that is beneficial to the fight against corruption and fraud within the organization, ensuring transparency and fairness.

CYBERSECURITY AND PERSONAL DATA PROTECTION

The company recognizes and attaches great importance to upgrading to build stability. Safe for continuous and efficient operation. The Company has established measures to prevent problems that may be caused by various threats from the use of information technology systems in an undesirable manner that may cause damage to the Company as a whole and to prevent violations in accordance with laws and other relevant regulations. Therefore, the Company has established the following information technology security policy and personal data protection policy:

Information Technology Security Policy

The Company attaches great importance to information technology security and uses the NIST Cybersecurity Framework in the framework of the Cyber Act. The Personal Data Protection Act is designed to prevent damage that may be caused by cyber threats and operate in accordance with relevant laws and regulations. The policy guidelines and important measures are as follows:

1.Control access to systems and data

- Limit access rights to information systems to suit the duties and responsibilities of users.
- Enforce authentication before every use of the system.
- Divide network space and restrict access to critical systems.

2. System and Equipment Management

- Control access to computer equipment and networking.
- Prevent unauthorized use and strictly manage data security.
- Install security devices such as Firewall, Antivirus, NDR, PAM, DLP, etc.

3. Backup and contingency plan

a. Prepare a backup system and an emergency system restoration plan to provide continuous service according to the 3-2-1 standard.

4. Risk Monitoring and Assessment

a. Conduct regular audits and assessments of information risks. At least once a year.

5. Updating policies and guidelines

a. Review and update policies to be in line with changes in the system and threats at least once a year.
b. Establishment of a working group on the Cyber Act and the Personal Data Protection Act To supervise

6. Liability for Damage

a. Determine the responsibilities of information technology managers and administrators in the event of damage due to policy violations or violations.

The complete information technology security policy is published through the website at www.ratchpathana.com and included in the Annual Report under the Form 56-1 One Report.

Measures to solve the problem in case the company is attacked by cyber.

In case the company is subjected to a cyberattack. The Company has taken the following steps to deal with and resolve the problem:

1. **Attack Monitoring and Identification The**
   IT team conducts system audits to identify the cause and source of the attack using modern tools such as threat detection and unauthorized access monitoring, and external penetration testers to ensure that the core systems are managed and protected.
2. **Closing vulnerabilities and fixing systems**
   after the source and nature of the attack have been identified. The team will work to close the vulnerability and update the vulnerable software or system to the latest version. To prevent the attack from repeating itself.
3. **Data and system restoration**
   if an attack causes data or system damage. The team will restore data from backups, including DR-Site, Cloud systems, and restore system operations to normal.
4. **Notify and communicate with stakeholders:**
   The IT team will notify management and stakeholders of the attack, as well as communicate the ongoing troubleshooting steps and the progress of the system restoration.
5. **Review and strengthen security**
   after all steps of troubleshooting The company will review its processes and strengthen its security systems to prevent future attacks. Both in terms of employee training. System updates and enhancement of cyber protection measures.

This allows the company to reduce the impact of cyberattacks and continuously strengthen the security of its IT systems.

Personal Data Protection Policy

The Company and its subsidiaries attach importance to the protection of personal data, which is a fundamental right to privacy that must be protected in accordance with the Constitution of the Kingdom of Thailand and the Universal Declaration of Human Rights. This includes compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws to achieve the highest level of personal data protection.

1.Scope of data use

- The Company collects, uses, and discloses personal data only when it is necessary and consistent with the stated purposes. The consent of the data subject is required.

2.Personal Data Protection Measures

- Strictly define the right to access and process data.
- Sending data abroad must comply with security measures that are equivalent to or higher than that.
- Immediately notify the data owner in the event of a breach or data leak, along with a plan to remedy the damage.

3. **Rights of Data Subjects** The data subject has the right to access, correct, delete or withdraw consent to the processing of personal data, including the right to object to and restrict data processing.
4. **Penalties and Responsibilities**
   - Employees who violate the policy are subject to disciplinary action and may be subject to legal prosecution.
   - The Company is not responsible for any damages caused by the actions of the data subject or persons authorized by the data subject.
5. **Retention Period**
   - Collect personal data only as necessary for the purposes and requirements of the law.

The complete version of the Personal Data Protection Policy is published through the company's website at www.ratchpathana.com and included in the Annual Report under the Form 56-1 One Report

Measures to Address Personal Data Breach Incidents

In the event of a personal data breach, the company has established a comprehensive plan and strict measures to address the issue promptly. The procedures are as follows:

1. **Investigation and Situation Assessment**
   The company will immediately investigate the cause of the breach to assess its impact and prepare a detailed incident report.
2. **Notification and Reporting**
   The company will promptly notify affected individuals and report the incident to relevant authorities, such as the Personal Data Protection Committee (PDPA) and other concerned agencies.
3. **Remediation and Prevention**
   The company will take immediate action to rectify vulnerabilities that caused the breach, including improving security systems to prevent recurrence.
4. **Training and Awareness**
   The company will conduct training sessions to enhance employees' understanding of personal data protection and compliance with security measures to prevent future breaches.
5. **Monitoring and Evaluation**
   The company will monitor and evaluate the effectiveness of the corrective actions taken to ensure that similar incidents do not occur in the future.

Training on Cybersecurity and Use of Personal Information Cybersecurity and Personal Data Protection Performance In 2023-2025

subject	Number of times
The company was cyberattacked.	0
Personal information leakage	0

IT Security Awareness Development Cybersecurity and Personal Data Protection Training

In 2025, the Company successfully achieved its goals for Cybersecurity and Personal Data Protection training. Employees from all three companies within the Group participated in the training, with an average attendance rate of 83%. This reflects a high level of awareness and cooperation in strengthening cybersecurity knowledge across the organization.

The training has significantly enhanced understanding regarding cyber risks, personal data protection, and the secure use of information technology systems. These competencies serve as a critical foundation for mitigating information security risks and supporting stable, sustainable business operations.

INNOVATION FOR SUSTAINABILITY

Ratch Pathana Energy Public Company Limited and its subsidiaries are committed to promoting and supporting the development of innovation by integrating innovative solutions into their operational processes. This enhances efficiency, competitiveness, and sustainable growth within the organization. One of the company's key approaches is the study and development of green energy to address the evolving energy industry landscape. This initiative supports the use of clean energy, reduces environmental impacts, and promotes the efficient use of resources.

Furthermore, the company places great importance on research and development, collaborating with communities, government agencies, and academic institutions to explore methods for increasing productivity. This includes repurposing waste materials from production processes into new products that can be reused, thus promoting a circular economy and reducing waste from production processes.

Policy and Practices on Innovation Development

1. Promote and support innovation development to align with the organization's goals, create a competitive advantage, and ensure the sustainable growth of the company.
2. Establish an innovation plan, allocate resources, and set budgets to promote and support innovation development.
3. Enhance the capabilities of personnel to enable them to create and effectively apply innovations.
4. Encourage the study and development of green energy to support the transformation within the energy industry, thereby fostering long-term business growth.
5. Support collaboration with agencies and educational institutions to conduct research on innovations, and cooperate with communities to study the utilization of waste materials from production processes to create new, functional inventions.
6. Promote the adoption of Artificial Intelligence (AI) technology within the organization to enhance operational efficiency across management systems, data processing, and data preparation, while strengthening competitive capabilities in work processes, research, and business operations.
7. Promote and support the dissemination of the organization's innovations to communities, society, and stakeholders in a comprehensive and tangible manner.
8. Establish performance evaluation, monitoring, and reporting mechanisms to management, ensuring continuous alignment with the innovation action plan.

Process of Developing and Promoting Organizational Culture

The company places a strong emphasis on innovation and fostering a corporate culture that supports sustainability. By integrating cutting-edge technologies into operations, the company enhances energy production efficiency, minimizes environmental impact, and generates value for society.

1. **Advancement of Clean Energy Innovation**
   - Promoting investments in renewable energy sources such as solar power and biomass energy.
   - Enhancing power plant efficiency through digital technologies, including AI, to optimize energy utilization.
2. **Establishing an Innovation-Driven Corporate Culture**
   - Developing mechanisms for employee engagement in process improvement and innovation.
   - Supporting research and development of technologies related to clean energy.
   - Encouraging continuous learning and skill development through training programs focused on creativity and technological applications.
3. **Sustainable and Environmentally Friendly Operations**
   - Implementing measures to reduce greenhouse gas emissions and pollution from production processes.
   - Developing recycling initiatives and promoting efficient resource utilization.
   - Strengthening collaboration with communities and stakeholders to advance clean energy development.

Innovation Development for Sustainability in 2025
Project 1: Solar Sure Platform

Project Name	Objective	Implementation Approach	Results & Benefits	Expense
Solar Sure Platform	To establish a comprehensive data management and lifecycle monitoring system for Solar Cell panels, ensuring asset management adheres to engineering best practices and international standards in support of long-term renewable energy sustainability	The Company participated in a project initiated by the National Energy Technology Center (ENTEC) under the support of the Program Management Unit for Competitiveness (PMUC), receiving knowledge transfer on inspection methodologies, technical standards, and lifecycle assessment frameworks —encompassing installation, operation, condition monitoring, and long term performance and degradation evaluation	The Company acquired practical inspection knowledge and internationally recognized standards for Solar Cell panel management, directly applicable to ongoing operations. This strengthened the organization's readiness to effectively manage end-of-life panel degradation, encompassing asset safety, power generation efficiency, and strategic renewable energy planning — consistent with sustainable resource utilization and long-term organizational competitiveness principles	-None-

Project 2: Eco-Friendly Packaging Innovation from Natural Plant Fiber Research

Project Name	Objective	Implementation Approach	Results & Benefits	Expense
Capacity Building and Innovation-Based Business Network Development for Eco-Friendly Packaging through Natural Plant Fiber Research	To advance the commercial application of steam explosion processed plant fiber pulp a proprietary patented technology of the Company — toward the development of sustainable, environmentally friendly packaging solutions in alignment with circular economy principles	The project is part of the Innovation Driven Enterprise (IDEs) program under PMUC, supervised by the National Higher Education, Science, Research and Innovation Policy Council (NXPO). Implemented through a tripartite collaboration among the Kasetsart Agricultural and Agro-Industrial Product Improvement Institute (KAPI), Sahacogen Green Co., Ltd. (subsidiary), Saha Green Forest Co., Ltd. (subsidiary), and packaging and textile fiber manufacturers.	Established a cross-sector innovation ecosystem bridging research institutions and industry partners, while generating commercial value from the Company's intellectual property through environmentally sustainable packaging products aligned with green economy and circular economy principles	**203,849.58 Baht**

Project 3: Emerging Green Energy Technology Intelligence Program

Project Name	Objective	Implementation Approach	Results & Benefits	Expense
Green Energy Technology Monitoring and Strategic Intelligence	To systematically monitor and assess advancements in emerging clean energy technologies, enabling evidence-based strategic planning in anticipation of the global energy transition	Conducted structured technology intelligence activities covering key emerging technologies, including Small Modular Reactors (SMRs), Green Hydrogen Technology, Carbon Capture and Storage (CCS), and Battery Energy Storage Systems (BESS)	Generated strategic intelligence to inform investment decision making, support long term energy transition planning, and strengthen the organization's adaptive capacity in alignment with global sustainability and net-zero transition frameworks	-None-

Project 4: Artificial Intelligence (AI) Integration in the Organization

Project Name	Objective	Implementation Approach	Results & Benefits	Expense
(1) "M365 Copilot for 10x Productivity" Training Program **(2) "AI Capability Development through Microsoft 365 Copilot" Innovation Competition**	To promote responsible and effective AI adoption among executives and employees at all levels, fostering a culture of innovation and digital transformation that enhances organizational efficiency and long term business competitiveness	Delivered structured AI capability building training for personnel, covering foundational AI literacy, responsible AI adoption, and applied skills development. Organized an internal innovation competition open to departmental and cross functional teams, with 16 project proposals submitted for evaluation. Award winning projects were advanced for operational implementation and real world business application	AI driven process improvements yielded measurable efficiency gains, resulting in a reduction of 1,288 working hours per year and operational cost savings of THB 1.64 million per year, while strengthening the organization's innovation capacity and digital transformation momentum	**205,681.50 Baht**

Project 5: Operational Process Improvement through Digital Technology

Project Name	Objective	Implementation Approach	Results & Benefits	Expense
Operational Process Optimization and Digital Infrastructure Enhancement	To streamline workflows, eliminate process redundancies, reduce manual data entry errors, and strengthen cyber-security infrastructure in support of the Company's digital transformation strategy	The Company deployed four key digital initiatives: (1) an IT enabled online engineering opinion management system to facilitate recording, review, and data retrieval; (2) an Automated Meter Reading (AMR) system and Billing system to improve operational efficiency; (3) the CAR OI Online system to support ISO compliance and documentation; and (4) a multi layered cybersecurity framework comprising PAM, WAF, and DLP solutions. The Company also promoted employee driven innovation, yielding the development of an electricity billing program, a digital meter reading system, and the CAR PAR program	Improved cross functional data integrity by enabling shared datasets for unified processing, analysis, and decision making, significantly reducing workflow duplication and turnaround time. Strengthened the organization's cybersecurity posture in alignment with international standards. Fostered an innovation-driven organizational culture and enhanced employee adaptability to support the Company's long term digital transformation agenda	None

ECONOMIC PERFORMANCE

Economic Performance of the Ratch Pathana and Affiliates from 2023–2025

The table below highlights key economic performance indicators and income distribution to stakeholders:

Economic Performance	(Unit: Baht)		
	2023	2024	2025
Sales Revenue	5,048,073,819	3,590,843,825	**3,105,766,613**
Other Income	373,366,339	95,435,159	**29,763,134**
Total Revenue	5,421,440,158	3,686,278,984	**3,135,838,022**
Cost of Sales	4,809,196,007	3,449,085,407	**3,049,621,258**
Administrative Expenses	358,852,205	399,061,009	**157,779,916**
Total Expenses	5,168,048,212	3,848,146,416	**3,207,401,174**
Share of Profit from Investments in Associates Using Equity Method	13,060,972	5,452,469	**4,348,841**
Profit (Loss)	94,041,954	–237,329,032	**–167,181,066**

Income Distribution to Stakeholders in 2025 (Baht)

Category	2023	2024	2025
Partner	4,295,420,345.00	3,544,252,945.00	**3,267,187,885**
Employment	133,691,290.00	126,759,003.26	**130,605,914**
Local and government	31,765,578.00	1,198,404.34	**5,792,674**
Financial institution	135,969,343.00	170,600,184.00	**168,061,189**
Shareholder	58,184,488.00	58,184,488.00	**58,184,378**

The revenue distribution to stakeholders

Revenue Structure for 2025

In 2024, Saha Cogen Group's revenue structure was as follows:

- Revenue from Natural Gas Power Sales: 66.35 %
- Revenue from Renewable Energy Power Sales : 18.44 %
- Revenue from steam: 13.88%
- Revenue from biomass products: 0.09%
- Other revenue: 1.24 %

(Unit: Thousand Baht)

Product/ Service	Company	% Share-holding	2023		2024		2025	
			Amount	%	Amount	%	Amount	%
Electricity from Natural Gas and Biomass	SCG		3,990,924	83.17	2,522,949	83.44	2,080,628	83.65
	SGN	99.99	–	–	–	–	–	–
	SGF	75	–	–	–	–	–	–
		Total	**3,990,924**	**73.61**	**2,522,949**	**68.44**	**2,080,628**	**66.35**
Renewable Energy	SCG		–	–	30,183	1.00	37,755	1.52
	SGN	99.99	283,376	72.21	240,125	69.76	293,241	73.76
	SGF	75	227,495	98.79	240,125	97.19	247,134	98.45
		Total	510,871	9.42	560,161	15.20	**578,130**	**18.44**
Steam	SCG[1]		427,049	8.90	391,721	12.95	343,672	13.82
	SGN[2]	99.99	99,640	25.39	117,683	28.33	91,022	22.89
	SGF[2]	75	208	0.09	900	0.36	643	0.26
		Total	526,896	9.72	510,304	13.84	435,337	13.88
Biomass Products	SCG		–	–	–	–	–	–
	SGN	99.99	2,616	0.67	2,904	0.70	2,707	0.68
	SGF	75	361	0.16	42	0.02	9	0.00
		Total	**2,977**	**0.05**	**2,946**	**0.08**	**2,716**	**0.09**
Other Revenue	SCG		380,756	7.93	78,880	2.61	25,161	1.01
	SGN	99.99	6,798	1.73	5,032	1.21	10,615	2.67
	SGF	75	2,217	0.96	6,007	2.43	3,250	1.29
		Total	**389,772**	**7.19**	**89,919**	**2.44**	**39,026**	**1.24**
Total	SCG		4,798,729	88.51	3,023,733	82.03	2,487,216	79.32
	SGN	99.99	392,430	7.24	415,472	11.27	397,586	12.68
	SGF	75	230,281	4.25	247,074	6.70	251,036	8.01
		Total	**5,421,440**	**100**	**3,686,279**	**100**	**3,135,838**	**100**

Note: The company has disclosed additional details in the notes to the financial statements ending December 31, 2025, under section 15 "Operating Segments and Segment Classification."

Social Dimension

Social Implementation Guidelines

The Company is committed to Corporate Governance by fostering Stakeholder Engagement in Community Involvement and Development. We uphold the highest standards of Human Rights and Fair Labor Practices. Recognizing our employees as our most valuable asset, we are dedicated to enhancing Occupational Health and Safety while prioritizing Capability Development and Employee Retention.To ensure legal compliance and ethical integrity, the Company encourages Directors, Executives, and employees to act with responsibility and fairness toward all stakeholders. In alignment with our Corporate Governance principles, we have established a Code of Business Conduct and Ethics to serve as a unified standard for all personnel to strictly follow.

Human Rights and Labor Practices

The Company recognizes that respect for human rights is a fundamental pillar of our business operations. Pursuant to the resolution of the Board of Directors Meeting No. 8/2025 on November 21, 2025), the Human Rights Policy was formally approved and adopted.

This policy serves as our commitment to uphold, support, and promote the protection of fundamental rights and human dignity for all stakeholders involved in our operations. Our practices are aligned with national laws, international human rights principles, and global best practices, including:

- The Universal Declaration of Human Rights (UDHR)
- The United Nations Guiding Principles on Business and Human Rights (UNGPs)
- Principles of the United Nations Global Compact (UNGC)

Labor and Human Rights Policy

1. Respect for Human Rights and Labor Rights

1.1 Child and Young Labor

- Age Verification: Implement a robust pre-employment screening process to verify the age of all applicants, ensuring full compliance with local labor laws and international labor standards regarding the minimum age of employment.
- Employment of Young Workers: In jurisdictions where the employment of young workers (minors) is legally permitted, the Company adheres to the following conditions:
  1. Assign tasks and work environments that are safe and do not pose a risk to the physical health, development, or mental well-being of the young worker.
  2. Ensure that the nature of the work is not contrary to moral or ethical standards.
  3. Ensure that work schedules do not interfere with compulsory education.
  4. Strictly adhere to the legally prescribed working hours for young labor in each respective country.

- Pay wages directly to the young workers and prohibit any form of security deposits or financial guarantees as a condition of employment.
- Actively support and promote the professional and personal development of young employees.
- Strictly prohibit the employment or support of child labor involving the separation of children from their legal guardians without proper and lawful consent.

1.2 Forced Labor

- Prohibit the use of any form of involuntary or forced labor. All employment must be entered into on a strictly voluntary basis.
- Strictly forbid human trafficking, debt bondage, or any form of indentured labor. This includes the prohibition of financial penalties, the withholding of wages, or delayed payments intended to coerce or obligate employees to remain in service.
- Do not demand or retain employees' original identification cards, passports, or any other personal legal documents as a condition of employment or in exchange for work, except where expressly permitted by law.
- Maintain a work environment free from threats, intimidation, or violence in any form, including physical, verbal, or psychological abuse.
- Do not restrict employees' freedom of movement or subject them to isolation. This includes, but is not limited to, prohibiting confinement within the workplace or employee housing and ensuring employees are not excluded from community or social life.
  Prohibit all forms of labor derived from human trafficking, ensuring no deprivation of rights or benefits, and guaranteeing access to basic living necessities.

1.3 Female Labor

- Protect female employees from tasks or working conditions that may pose a risk to their health and safety.
- Provide pregnant employees with a safe working environment that does not jeopardize their pregnancy or general health.
- Strictly prohibit the termination of employment, demotion, or reduction of benefits for female employees due to pregnancy.
- Promote and provide necessary facilities for employees who are pregnant or nursing (lactating).

1.4 Migrant Labor

- Employ and support the recruitment of migrant workers who hold valid legal work permits, ensuring they receive treatment and protection equal to that of local employees.
- Provide clear, written employment contracts in a language that the migrant workers can fully understand.
- Ensure fair compensation and maintain documented evidence for every wage payment.

1.5 Vulnerable and Underprivileged Groups

- Support the employment of healthy elderly individuals, ensuring that their assigned tasks and working environments do not pose risks to their health and safety.
- Ensure that benefits and compensation for elderly workers are strictly aligned with the labor laws of each respective country of operation.
- Rights of Persons with Disabilities (PWDs) Promote the rights of persons with disabilities by providing suitable employment opportunities and creating an accessible working environment that facilitates their performance.
- Ensure that the recruitment and employment of persons with disabilities fully comply with the legal requirements in every jurisdiction where the Company operates.

1.6 Occupational Health, Safety, and Working Environment

- Actively promote and support occupational health, safety, and a positive working environment to safeguard the well-being of all employees. Establish a Welfare Committee and an Occupational Health, Safety, and Working Environment Committee to be directly responsible for management and oversight. Ensure all operations strictly adhere to relevant labor laws and safety regulations.

1.7 Equal Opportunity and Non-Discrimination

- Uphold human rights principles by prohibiting discrimination based on nationality, race, gender, sexual orientation, gender identity, age, religion, disability, vulnerability, skin color, language, education, traditions, culture, social status, wealth, or residency. We respect and accept diverse perspectives, including political opinions or any other beliefs, in accordance with the law, binding obligations, and the Company's Human Rights Policy.
- Adhere to legal regulations regarding equality and the recruitment of competent personnel. We ensure equal treatment in the employment process and provide opportunities to applicants without discrimination regarding nationality, race, gender, sexual orientation, gender identity, age, religion, disability, vulnerability, skin color, social status, or political views. This includes supporting the recruitment of persons with disabilities or physical impairments into appropriate roles across various departments.
- Promote the human dignity of all employees and workers by ensuring equal treatment. The Company strictly prohibits and refuses to engage in any form of harassment or abuse-whether physical, psychological, verbal, or sexual. This includes prohibiting punishments that cause physical or mental distress, as well as any acts of involuntary or forced labor.

2. Freedom of Peaceful Assembly and Association

• Respect and support the right to freedom of expression and the right to join associations. The Company welcomes grievances, reports of human rights violations related to our operations, and suggestions from employees through all provided channels, while maintaining a commitment to organizational diversity.

• Respect and support the right to freedom of association and the right to collective bargaining for all employees and workers. We provide opportunities for personnel to communicate and express opinions to management regarding welfare and working conditions in an appropriate manner, free from intimidation, harassment, or any form of discrimination.

3. Compensation and Remuneration

• Administer wage and remuneration policies based on the principles of fairness and full compliance with labor laws. Ensure that wages, welfare, and benefits are provided at rates not lower than the legally mandated minimum wage in each respective area and are sufficient for a decent standard of living.

Guarantee equal pay for equal work, ensuring no gender-based discrimination between male and female employees performing the same roles or tasks. Consider compensation rates that exceed the minimum wage, appropriately reflecting the duties, responsibilities, and competencies of employees. Such remuneration shall be maintained at a level comparable to industry standards for similar labor categories.

4. Working Hours

• Establish working hours in strict accordance with labor laws, including the definition of maximum regular working hours and the limitation of overtime within legal boundaries. This policy aims to prevent excessive overtime and promote a healthy work-life balance for all employees.

5. Termination of Employment and Severance Pay

• Strictly adhere to all relevant labor laws regarding the termination of employment. This includes compliance with established criteria for the payment of severance pay and any other mandatory compensation at the rates prescribed by law.

6. Prevention of Violence, Harassment, and Abuse

• Strictly prohibit all forms of violence, intimidation, threats, and harassment against any individual.

• Strictly forbid any unwanted exercise of authority or conduct of a sexual nature that may cause distress, annoyance, humiliation, or indignity. This includes the creation of an unsafe, intimidating, hostile, or offensive working environment, as well as any unreasonable interference with work performance. Ensure that no such prohibited conduct affects decisions regarding employment, recruitment, appointments, transfers, or compensation reviews

Human Rights Operations 2025

In 2025, the company implemented human rights policies through various projects and activities, as well as established human resources management practices that take into account related human rights aspects, as follows:

• Promoting children's rights and preventing child labor

The company does not hire or support the hiring of child labor under the age of 18. It also places importance on promoting children's rights through various projects and activities aimed at providing children and youth with access to better opportunities, especially in education. Examples include scholarship programs, youth painting competitions, and the "Orsomor-noi" project, among others.

Additionally, the company also offers internships to students, which helps enhance the potential of both the organization and the students. This provides multiple benefits, such as creating a new generation of skilled personnel, serving as a recruitment channel for quality employees, and offering students opportunities to gain practical experience.

Internships are part of the company's Corporate Social Responsibility (CSR), and there is a manual for handling internship programs to ensure that the management of interns is standardized and aligned with the rights of children and youth. This is done in compliance with laws, policies, or related regulations. Interns are provided with the same care and access to benefits as regular employees. For instance, they receive allowances, accident insurance, personal protective equipment, and the right to participate in company activities. In 2025, the company is opening internship opportunities as follows:

Company	Male	Female	Total
Ratch pathana Energy Public Company Limited	1	1	**2**
Sahacogen Green Co., Ltd.	2	1	**3**
Sahagreen Forest Co., Ltd.	0	0	**0**
Total	**3**	**2**	**5**

• Promotion of women's rights and protection of female labor

The company places importance on promoting women's rights and protecting female labor by ensuring that female employees do not engage in work that could be harmful to their health or physical well-being, as required by law. Pregnant employees are provided with a work environment that is safe for their health and well-being during pregnancy. Additionally, the company ensures that female employees are not dismissed, demoted, or have their benefits reduced due to pregnancy. The company also promotes equal opportunities for female workers to develop their knowledge and skills, and ensures that their performance is evaluated fairly, creating opportunities for career advancement without discrimination.

In addition, the company place great importance on and promotes women's rights through various projects carried out in collaboration with communities and local authorities. These include initiatives such as promoting career opportunities for female labor groups, supporting women's group activities in communities surrounding the power plant areas, and other similar programs aimed at empowering women and improving their lives.

• Respect for human rights, opportunities, equality, and fairness in the workplace.

The company is committed to respecting human rights principles and values, equality, fairness, and equal opportunity in the workplace. In 2025, the company drafted human resources management guidelines, which were presented to the management and officially implemented. These guidelines align with the human rights policy regarding non-discrimination throughout recruitment, hiring, development, performance evaluation, and employee compensation processes. The policy aims to prevent and protect employees at all levels from discrimination in any form, whether through exclusion or preferential treatment of any individual or group based on race, nationality, skin color, religion, social status, gender, gender identity, age, disability, political views, or any other factor that could lead to discrimination. This ensures that the operations and the human resource management and development practices are conducted in accordance with human rights policies, laws, and relevant regulations.

• Respect for Human Dignity

The company places great importance on promoting the dignity and respect of its employees and workers. The company has established human resource management practices, which include provisions regarding labor, stating: "The company will not engage in or support any form of forced labor, nor will it demand or accept security payments from employees, whether upon hiring or during employment, or as a condition of employment unless

exempted by law. The company also prohibits physical punishment, harassment, or any form of physical, sexual, mental, or verbal abuse as a disciplinary or control measure."

These practices, along with other measures, reflect the company's commitment to respecting labor rights and human dignity, in line with human rights policies such as non-discrimination and opposition to harassment. These practices are further demonstrated by the fact that, over the past three years, there have been no complaints regarding human rights violations or labor disputes.

• Compensation and Benefits

The Company maintains a compensation management system rooted in the principles of equity and fairness, ensuring both internal equity and external competitiveness. Our remuneration framework is strictly performance inked, utilizing a comprehensive system of job evaluation, performance management, and a standardized salary structure. In 2025, the Company conducted a thorough review of its salary and benefits structure to ensure continued alignment with industry benchmarks and current labor market trends.

In addition to providing benefits and entitlements as required by law, the company also considers providing additional benefits based on the appropriateness of each area. This is aimed at improving the well-being of employees, enhancing security, ensuring a suitable work environment, and boosting morale. The approach to managing compensation and benefits follows the company's human resources management and development practices.

• Working Hours

The company complies with labor laws regarding employee working hours and promotes a work-life balance concept. The standard working hours are set at 8 hours per day, and overtime (OT) should only occur when necessary and with approval from management. The company also supports the use of technology to help reduce workload and unnecessary working hours. Additionally, the company has a policy that supports flexible work arrangements, such as Hybrid working, to reduce travel time and allow employees to choose their work locations freely at times. The focus is on work results rather than tracking time. All of this aims to prevent burnout and enhance employee work efficiency.

• Promotion of Respect and Acceptance of Diversity

The company promotes respect for and acceptance of diversity, ensuring that there is no discrimination or exclusion in any form. It recognizes and treats all employees equally, including those with diverse gender identities (LGBTQ+), from the recruitment process to the employment stage. The company also respects individuals' freedom of expression, allowing employees to freely express their thoughts. It provides various channels through which complaints, suggestions, or reports of human rights violations related to the company can be made. These channels are accessible to all stakeholders, both internal and external. Additionally, the company ensures that whistleblower information remains confidential and anonymous.

Furthermore, the company has established a human rights task force to oversee and guide human rights issues in line with the company's human rights policy. The task force's responsibilities include promoting group collaboration for expressing thoughts and encouraging employee participation in human rights activities. Clear plans for meetings and missions are outlined for the task force to follow

• Promoting Human Rights Knowledge to Employees

In 2025, the company organized a training course titled "Business and Human Rights" by specialized experts from the Department of Rights and Liberties Protection, Ministry of Justice, to promote human rights knowledge to employees in all areas. The training covered not only rights and duties related to business but also provided knowledge on managing harassment, which is related to human rights issues. A total of 122 employees, including both management and operational staff, participated in the training, representing 61% of the total workforce.

Furthermore, the company also supports its business partners and associates, as well as stakeholders, in becoming aware of the human rights policy as a guiding principle for consistent practices, as follows:

1. **Impact Prevention and ESG Alignment:** Conduct all business activities in a manner that prevents both direct and indirect impacts on the human rights of all rights–holders, including employees, customers, business partners, communities, stakeholders, and strategic allies. This commitment is strictly aligned with Environmental, Social, and Governance (ESG) principles and involves conducting comprehensive Human Rights Due Diligence (HRDD) across all operations, including areas where the Company may be indirectly involved or provide support.
2. Equal Treatment and Non–Discrimination: Treat all individuals with dignity in accordance with human rights principles, ensuring zero discrimination based on place of origin, nationality, race, gender, sexual orientation, gender identity, age, religion, disability, vulnerability, or any other status of distinction.
3. Comprehensive Human Rights Due Diligence (HRDD): Implement a rigorous Human Rights Due Diligence (HRDD) process covering all direct and indirect activities. This process is grounded in the principles of transparency and inclusivity, actively encouraging the participation of all stakeholder groups.
4. Communicate and ensure mutual understanding among all stakeholders across the Business Value Chain, including subsidiaries, entities under the Group's management control, business partners, and strategic allies. This initiative aims to drive and support continuous policy compliance while systematically promoting ESG principles throughout the network.
5. Establish formal channels for grievances and reports regarding human rights violations related to the Company's operations. The Company guarantees fairness, transparency, and strict confidentiality/protection for whistleblowers and informants, in accordance with Good Corporate Governance principles.
6. Directors, executives, and employees who fail to comply with this policy shall be subject to disciplinary action according to the Company's regulations. Furthermore, actions that constitute a legal offense may be subject to penalties under the relevant laws.

During the years 2023–2025, there were no labor-related disputes.

Title/Year	2023	2024	2025
Number of human rights violations	0	0	**0**
Number of labor disputes	0	0	**0**

Employment

Recruitment and Selection Policy:

The company recruits personnel based on their knowledge, skills, and essential qualifications for each job type, alongside their character, to strengthen and become a vital force in driving the organization according to the appropriate manpower ratio and in line with business objectives. All applicants are treated equally throughout the recruitment, selection, and hiring processes. In recruitment, the company has a policy for developing employee potential and supporting internal job rotation. If an employee is evaluated to have good work potential, they may be assigned challenging tasks and higher responsibilities to fill vacancies or provide opportunities for advancement, thus opening up opportunities for internal staff growth. Additionally, the company recruits external personnel with knowledge and abilities to join the organization.

Guidelines for Employment Practices:

1. The company does not engage in any form of forced labor in its hiring practices.
2. The company complies with laws and regulations to ensure equal rights for all employees.
3. The company establishes a proper employment system with clear employment contracts that comply with the law and have explicit terms of employment.
4. The company's hiring practices are based on the ability to perform job duties, with work performance taking precedence over personal characteristics.
5. Actively promotes the recruitment of local labor and underprivileged groups, creating opportunities for career development to enhance the quality of life for local communities and disadvantaged individuals.

The Ratchpathana Group maintains a standardized and equitable recruitment system, utilizing comprehensive written examinations and interviews to assess the competencies and suitability of each candidate.The Company strictly adheres to the principles of fairness and human rights, ensuring a non-discriminatory process regarding gender, religion, race, nationality, age, gender identity, residency, disability, political opinions, or any other status. Furthermore, the Company prioritizes internal mobility by providing opportunities for qualified internal candidates to fill vacancies. External recruitment is initiated only when no suitable internal candidate is identified through the selection process.

Number of employees for the year 2025

Company	Male	Female	Total
SCG	31	37	**68**
SGN	65	24	**89**
SGF	38	9	**47**
Total	**134**	**70**	**204**

Dissection	SCG		SGN		SGF		Total
Number of Employees by Age Group	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	
Under 30 years	10	13	5	0	4	1	33
30-50 years	13	20	54	23	34	8	152
Over 50 years	8	4	6	1	0	0	19
Total	**31**	**37**	**65**	**24**	**38**	**9**	**204**
Number of Employees by Position Level	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Total**
Operational Level	18	27	54	17	30	5	151
Management Level	3	8	11	7	8	4	44
Senior Executive Level	7	2	0	0	0	0	9
Number of Employees by Region	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Total**
Bangkok	10	9	0	1	0	0	19
Northern	6	1	62	22	3	1	95
Eastern	13	19	1	0	3	0	36
Central	3	1	2	0	30	8	44
Southern	0	1	0	0	0	0	1
Northeastern	2	4	0	1	2	0	9
Total	**33**	**35**	**65**	**24**	**38**	**9**	**204**
Number of Employees with Disabilities and/or Elderly	0		0		0		0

Promotion of Elderly Employment

In 2025, the company prioritized promoting elderly employment to create sustainable job opportunities and enhance social value. A total of three elderly employees were hired in various positions, including roles within the organizational structure, such as executive directors and advisors. These positions were offered through employment contracts tailored to each individual's experience and expertise.

To enhance the quality of life for retirees, the company launched the "Valuing Retirement" initiative, which focuses on job creation and continuous income generation. This is achieved through various company projects, including the Biomass Ash Organic Fertilizer Project, the Fast-Growing Tree Plantation for Energy Project, and the Sustainable Holy Basil Community Project for healthy and interested elderly individuals. Over the past year, the company has provided opportunities for more than 20 elderly individuals to work alongside the company.

This approach reflects the company's commitment to supporting and prioritizing employment. Not only does it provide them with income and a better quality of life, but it also leverages their experience and skills for the benefit of both the organization and society as a whole.

Promotion of Employment and Support for People with Disabilities

In 2025, the company has not yet employed persons with disabilities due to the absence of suitable job vacancies and the lack of a legal requirement to do so. However, the company remains committed to promoting the rights of persons with disabilities and underprivileged groups in society. This is achieved through active participation in activities and support for initiatives aimed at creating opportunities and improving the quality of life for these groups. Throughout the past year, the company has collaborated with CSR networks and partners to support and participate in a total of 10 projects dedicated to assisting and empowering persons with disabilities and disadvantaged individuals. Key examples of these projects include:

• Storytelling for the Blind Project : Supporting learning and enhancing the imagination of visually impaired individuals.

• Donation Activities for the Underprivileged and Persons with Disabilities – Providing assistance and sharing resources with those in need. Supporting a housing adaptation project for persons with disabilities, the elderly, patients in acute conditions, and dependent individuals in Wang Tabak Subdistrict, Phran Kratai District, Kamphaeng Phet Province, benefiting 20 individuals. Additionally, supporting volunteer activities for constructing restrooms for 8 persons with disabilities and the elderly in Huai Nam Sai Village, benefiting eight individuals in Village Moo.3, Wang Tabak Subdistrict, Phran Kratai District, Kamphaeng Phet Province.

• Old Desk Calendar Donation Project: Donating used desk calendars to schools for the blind to be repurposed as learning materials for visually impaired students.

These initiatives reflect the company's commitment to fostering an inclusive society, promoting opportunities for persons with disabilities and underprivileged groups, and supporting sustainable development for the long-term benefit of society.

Policy and Practices Regarding Local Labor Recruitment:

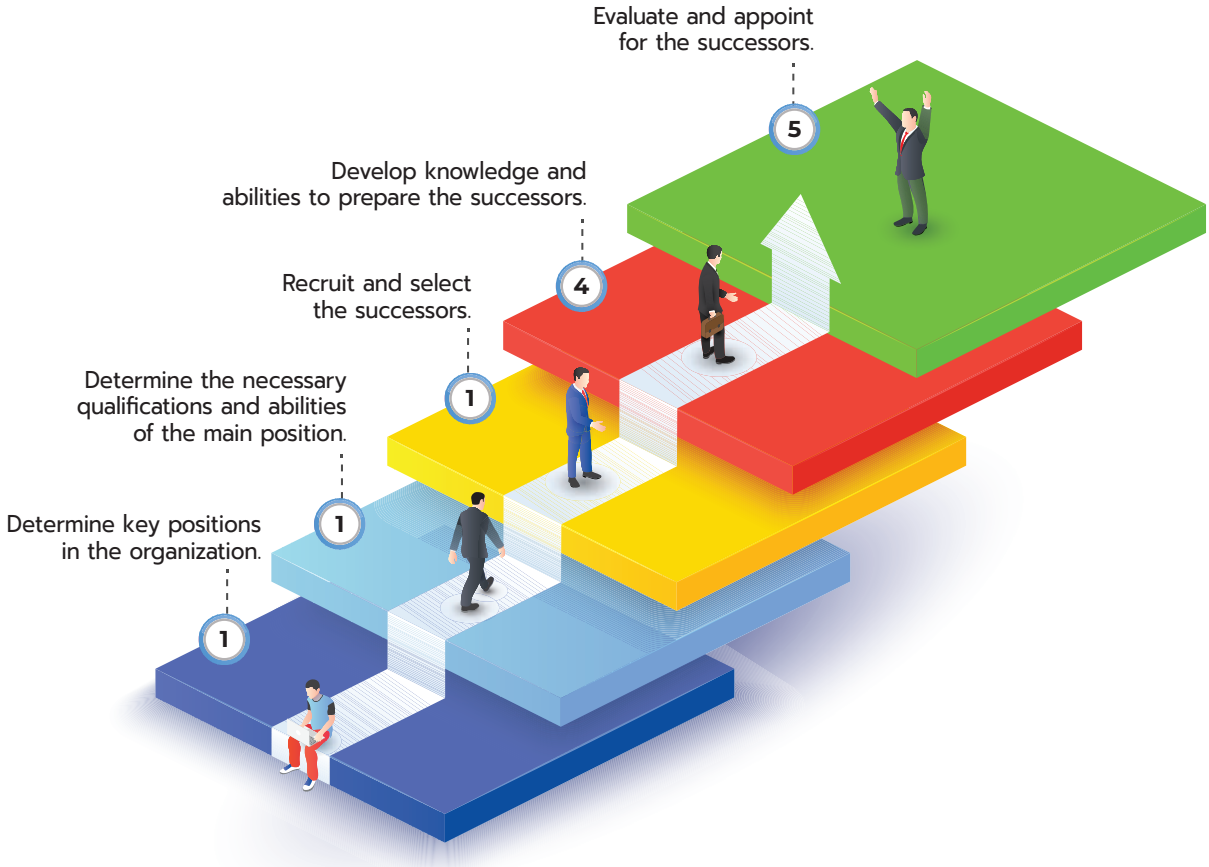
The company places importance on building the grassroots economy and developing the well-being of local communities. Therefore, it has policies and practices focused on selecting and recruiting personnel that promote the hiring of local labor. This includes prioritizing the employment of individuals and contractors who are native to the company's location. This initiative aims to create job opportunities for people in the community, reduce local unemployment rates, and promote the professional development of community members to align with and meet labor market demands. The ultimate goal is to improve the quality of life for individuals in the local community

Percentage of Employees from Local Communities (%) in 2025

Company	Number of employees	The number of employees from the local community			The employees from the local community (%)
		Male	Female	Total	
SCG –Chonburi	68	11	17	28	41.18
SGN – Lamphun	89	27	12	39	43.82
SGF– Kamphaeng Phet	47	28	7	35	74.47

Succession Planning Policy

It's a proactive plan and preparation for the recruitment and selection process. To replace the position "position important work" immediately, with predictions and estimates in advance caused by retirement or the uncontrolled situation. The personnel selected to prepare to be "Successors" will focus on the search for "Talented and good people" within the organization (Build) with knowledge, ability and appropriate qualifications before recruiting from outside. The company has established the process of creating a succession plan as follows:



Moreover, the management team realized the importance of creating executives in order to inherit the highest management position with the following principles.

1. Set up the descriptions of Chief Executive Relevance and organization strategy including specifying qualifications, knowledge, skills required.
2. Select secondary level executives with potential and ability.
3. Analyze qualifications individually to find strengths for further development.
4. Set up individualized development plans to promote development and capabilities.
5. Providing secondary level executives have a chance to be close, working with senior executives department level, both at the line level and skipping work.
6. Define potential secondary level executives as successors.

7. Prepare high-level executives to be ready to accept work in other fields if necessary.
8. Prepare personnel with specific talents to have more comprehensive management capabilities. To receive senior management jobs
9. Provide middle level management with more opportunities to manage work, both at work level and skipping work
10. Organize training for high and middle level executives to have a sense of responsibility and loyalty to the organization to get more vision.
11. Arrange training for executives in each department to have more potential Practice planning in advance and promote systematic thinking for secondary level executives.
12. Provide systematic writing plan for secondary level executives.
13. Provide a replacement for executives at some level to increase the efficiency of business management.

Managing Salaries, Wages, and Benefit

Ratch Pathana and Affiliates provide salaries and compensation to employees based on principles of justice, corresponding to their job responsibilities and competencies. The opportunity is equivalent for all genders. The compensation is also competitively adjusted in the industry to attract talented individuals to join the firm while motivating current employees to continuously improve their performance. The company also has clear KPIs for evaluating employee performance, creating mutual understanding between supervisors and employees while leading to improvement of work and human resources.

The company has an employee performance evaluation system with clear measurement criteria, utilizing Key Performance Indicators (KPIs) to assess work performance and success, as well as Competency assessments. This ensures that both supervisors and employees share a common understanding of the evaluation framework. Additionally, employee development planning is incorporated as one of the Common KPIs for both employees and their supervisors. This approach guarantees equal opportunities for all employees to continuously develop their potential and grow alongside the organization. As a result, performance evaluations not only assess work outcomes but also drive both employee and organizational development simultaneously.

Employee compensation in 2023-2025 (million baht)

Job category	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Office and administrative support	52	53	56	60	57	62
Operations	79	8	80	9	77	8
Number of Elderly Employees	1	0	1	0	1	0
Total	132	61	137	69	135	70
Total overall	193		206		204	
Male Employee Compensation (Million Baht)	116.51		130.06		132.77	
Female Employee Compensation (Million Baht)	83.5		90.5		90.8	
Employee compensation (million baht)	33		39.5		41.9	
Contribution to Provident Fund (million baht)	3.6		4.3		4.4	
Number of employees participating in the provident fund	163		172		177	
Percentage of employees' members of the provident fund (%)	84.46		83		87	

Employees' engagement

In 2025, the company implemented activities according to the employee engagement and long-term retention plan, which included employee care through multi-dimensional welfare provisions to ensure that employees maintain a satisfactory level of organizational commitment. The implementation plan consists of the following:

1) Employee Engagement and Retention Development Plan

Ratchpathana and Affiliates recognizes that employee potential is critically important to organizational performance. When employees are physically and mentally content with robust health, they can fully demonstrate their working capabilities. Therefore, the company has established various welfare programs and activities to create happiness in the workplace, fostering love and commitment to the organization, promoting positive relationships among colleagues, supervisors, and executives, enhancing employees' physical well-being, and encouraging productive use of leisure time. The company's approach to employee care follows the Happy Workplace principle through eight pathways to happiness as follows:

HAPPY WORKPLACE	Activity	Targets (%)	Activity Results (%)	Participation Targets (%)	Participation Results (%)
1 Happy Health	• The Best Healthy Project encourages employees to exercise regularly, promoting good health.	100	100	80	80
	• Internal sports competitions within the company group, such as football, badminton, petanque, as well as fun and exciting games, are organized to promote exercise and foster good relationships among employees and business partners.			80	93
	• Annual health check-ups are provided, along with health benefits for employees and their families.			100	100
2 Happy Heart	• Provide welfare for visiting employees who are ill and recovering at home or in the hospital.	100	100	80	100
	• Provide welfare assistance to employees during outbreaks of diseases or natural disasters, such as the COVID-19 pandemic, floods, storms, and fires, to alleviate their hardships.				
	• Ratch Pathana and Affiliates Sharing Project aims to distribute goods to fellow employees and disadvantaged individuals outside the organization. Examples include blood donation, the "Share for Children" project, and the donation of old desk calendars to be used as learning materials for visually impaired individuals, among others.				

HAPPY WORKPLACE	Activity	Targets (%)	Activity Results (%)	Participation Targets (%)	Participation Results (%)
3 Happy Brain	• Ensure continuous development of personnel throughout the year, including both in-house training and external training (Public Training)	80	89	80	100
	• Promote knowledge through relationship-building activities held annually and knowledge-sharing activities organized regularly every month, such as RPE Talk, etc.	100	100	80	100
4 Happy Soul	• Organize a Buddhist water blessing ceremony, Songkran traditional water pouring, and seek blessings from executives during the Songkran festival to preserve and pass on Thai culture. Arrange volunteer activities within religious sites on important religious occasions throughout the year, such as cleaning temple grounds, offering candles for the Buddhist Lent, and planting trees in temples, among others, to encourage employees to develop compassion, selflessness, and a spirit of giving.	100	100	80	100
5 Happy Family	• A housing loan welfare program with low interest rates in collaboration with the Government Housing Bank to support employees in securing housing and building a warm family. • Establish a provident fund and social security fund for employees as required by law. In addition, financial assistance is provided for other employee and family needs, such as weddings, ordinations, childbirth, etc.	100	100	100	100
6 Happy Relax	• The "Happy Birthday" program is based on the idea that employees are an integral part of the organization's growth. Giving small gestures of happiness, such as having colleagues wish them well on their birthdays, helps employees feel warm and connected, fostering a sense of being part of the organization's family.	100	100	80	95
	• New Year activities are organized to create happiness and strengthen the relationship between executives and employees, as well as to show appreciation for their dedication and hard work throughout the past year.	100	100	70	72
7 Happy Money	• A housing loan welfare program with low interest rates in collaboration with the Government Housing Bank to support employees in securing housing and building a warm family. • Establish a provident fund and social security fund for employees as required by law. In addition, financial assistance is provided for other employee and family needs, such as weddings, ordinations, childbirth, etc.	100	100	70	74
8 Happy Society	• Ratch Pathana and Affiliates United Against Drug Abuse" project aims to raise awareness among employees about the dangers and risks of drug abuse. The company participates in the Drug Prevention and Solution Standards Program (MYS). • Ratch Pathana and Affiliates Volunteer Spirit: The Seed of Goodness" project promotes the organizational culture of instilling in employees the values of being good people with a volunteer spirit for the community. Employees are encouraged to accumulate volunteer hours throughout the year, with rewards given to those who accumulate the most volunteer hours and serve as role models for others in doing good for society.	100	100	100	100

2. Employee Welfare and Care

The company place great importance on "welfare" and additional benefits to ensure employees work happily. Therefore, it provides welfare benefits that are more than what is legally required and aligned with the changing social, economic conditions, and business needs. These include life insurance for employees, medical expenses for employees and their families, dental care, eye exam costs, shift work allowances, accommodation, travel allowances, and allowances for out-of-town work. Additionally, certificates of appreciation and gifts are given to employees celebrating their 10th and 20th work anniversaries, among other recognitions. These initiatives are designed to boost morale and encourage employees in their work, as well as to strengthen their emotional attachment to the organization. This creates motivation and commitment, leading to both direct and indirect improvements in the company's performance and long-term sustainability.

Employee Assistance Welfare for the year 2025.

"Welfare"	SCG		SGN		SGF		Total
	Number of Employees	Value (Baht)	Number of Employees	Value (Baht)	Number of Employees	Value (Baht)	
Funeral expenses for relatives	2	23,212	2	21,900	1	10,000	55,112
Marriage	1	13,470	4	20,000	0	0	33,470
Child	0	0	1	5,000	2	10,000	15,000
Ordination (referring to the Buddhist ordination process)	0	0	3	15,000	0	0	15,000
Dental expenses	21	40,680	13	33,880	8	20,800	95,360
Eyeglasses expenses	33	116,080	41	153,635	14	50,78	321,033
Illness	11	13,500	14	14,497.50	3	2,000	29,975.5
Total	**68**	**207,542**	**78**	**263,912.5**	**28**	**95,518**	**564,972.5**

3. Providing Flexible and Relaxed Work Formats

Ratchpathana Energy Public Company Limited values the balance between work and personal life. Therefore, the company has implemented a Hybrid Working Model policy to attract and retain young employees with modern ideas. This also supports the Green and Energy Saving concept to reduce resource usage and alleviate parking space congestion. Additionally, the company creates flexibility and relaxation regarding the workplace location to accommodate the lifestyle of the new generation.

4. Providing a Good Workplace Environment

The workplace is an important factor that affects employee happiness and performance. Therefore, the company prioritizes creating a work environment that is conducive to productivity, such as maintaining a clean and safe workspace, ensuring proper ventilation, and providing adequate lighting from both natural and artificial sources. Additionally, the company promotes an organizational culture that is friendly and supportive, encourages employees to express their opinions, and listens to the views of others. The company fosters collaboration and teamwork to ensure that employees can work effectively, happily, and maintain a good quality of life within the organization.

Employee Engagement

The Company conducts an Employee Engagement and Happiness Survey every two years to assess employee sentiment and gather feedback for continuous improvement. The insights gained are used to develop and enhance strategic action plans aimed at fostering a positive workplace culture and strengthening employee commitment.

The Company utilizes the "EMO-meter" as an evaluative tool, which focuses on two key dimensions:

1. Measuring overall happiness and the level of emotional commitment (engagement) toward the organization.
2. Analyzing the underlying drivers and factors that impact employee emotions and their overall workplace experience.

2024 Employee Engagement Results

In 2024, the Company conducted its Employee Happiness and Engagement Survey, achieving an impressive score of 89.95%. This result significantly exceeded the established target of 80% and surpassed the previous assessment in 2022. These findings demonstrate a continuous upward trend in employee well-being. Furthermore, the results indicate that employees maintain a profound sense of pride in the organization and remain highly committed to dedicating their full effort and energy toward their responsibilities.

In 2025, the Company leveraged insights and feedback from the employee survey to enhance operational processes, talent development, and welfare programs, ensuring they align with employee needs. Key initiatives include:

- Remuneration and Benefits Review: Updating the salary structure and benefits package to remain competitive with market rates and to account for inflation.
- Town Hall Meetings: Organizing interactive sessions for executives and employees to communicate organizational goals, exchange perspectives, and foster alignment.
- Workplace Enhancement: Upgrading the working environment and equipment to ensure they are modern, efficient, and fully operational.

These efforts are designed to ensure that all employees find happiness in their work, maintain a sense of pride in the organization, and are fully committed to performing at their highest potential with both physical and mental dedication.

Summary Table of Employee Happiness and Engagement Assessment Results

Year	Target (%)	Assessment results (%)
2568	-	-
2567	80	90
2566	-	-
2565	80	87

Employee participation in benefits and welfare

1. Welfare Committee in the Workplace

The Welfare Committee in the workplace acts as a representative group for employees to negotiate and discuss benefits and welfare matters. This helps ensure that employees experience happiness and a sense of attachment to the organization, making them feel more connected and like a part of the organization.

The company has established a Welfare Committee in the workplace to represent employees in providing feedback and acting as a liaison with the company. The committee's duties are as follows:

1.Collaborate with the employer to provide welfare for employees.

2 Offer consultations and suggestions to the employer regarding employee welfare.

3. Inspect, monitor, and oversee the welfare programs provided by the employer to employees.

4. Propose comments and suggestions for beneficial welfare programs for employees to the Labor Welfare Committee.

2. Participation in Suggesting Ideas on Benefits and Welfare in Other Forms

The company provides opportunities for employees to participate in management through the Welfare Committee system and other systems, where employees can express their opinions and be involved in decision-making, such as monthly meetings, responding to surveys or engagement surveys, and the company's intranet system, etc.

The company does not obstruct, interfere with, or take any action that would negatively impact employees' rights to engage in activities in line with their beliefs, including those related to race, religion, gender, gender identity, disability, nationality, union membership, political parties, etc., as long as these activities do not harm the company's operations.

The company provides a complaint channel to foster understanding and good relationships, as well as to ensure fairness in employment. By offering employees various avenues to express their opinions regarding benefits and welfare and ensuring equal and fair treatment without discrimination or violation of human rights principles, employees will feel accepted, engaged, and a part of the organization.

Number of labor disputes

Employee turnover rate for the year 2025

Company	Number of employees	Resignation	Percentage	New hires	Percentage
Ratch pathana Energy Public Company Limited	68	4	5.88	5	7.35
Sahacogen green Co.,Ltd.	89	3	3.37	4	4.49
Sahagreen Forest Co.,Ltd.	47	1	2	3	6
Total	**204**	**8**	**3.91**	**12**	**5.88**

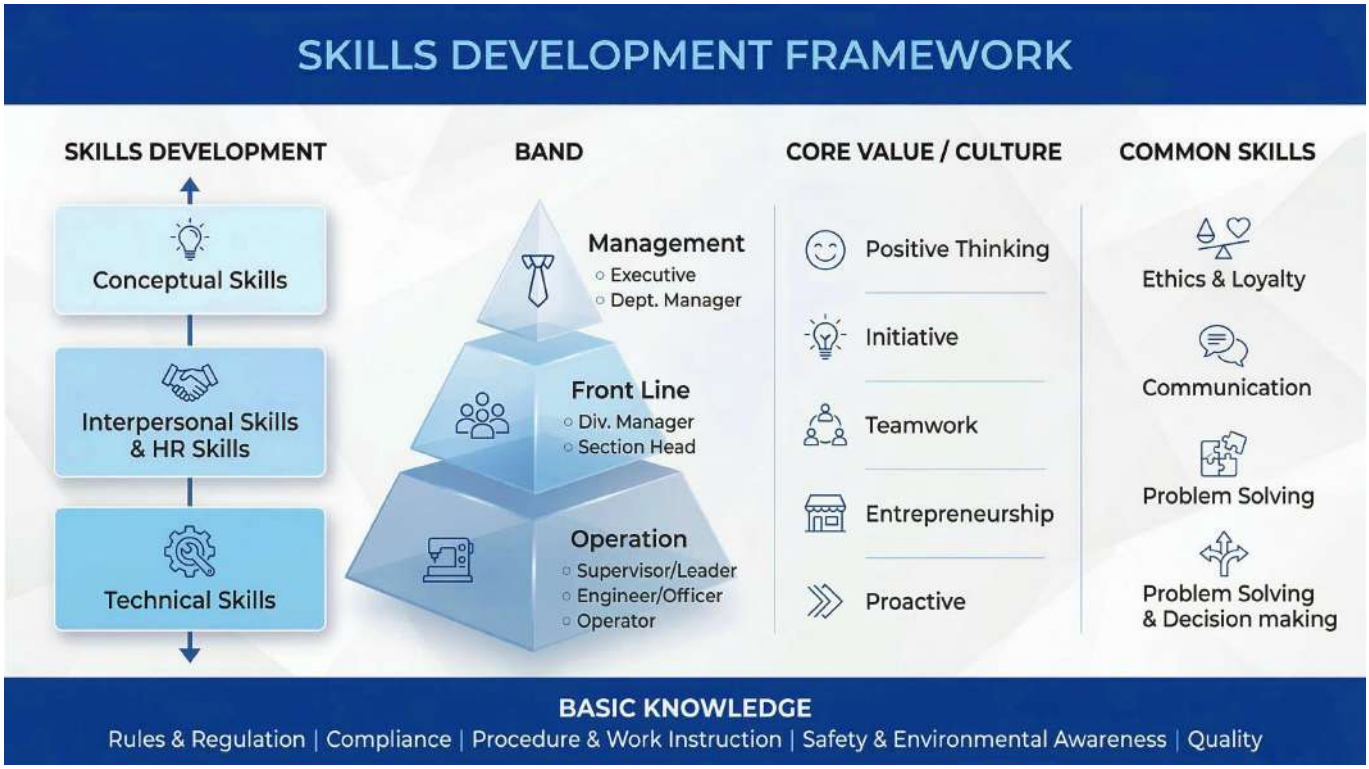
Communicating with employees

- The Company organizes a Town hall event to serve as a forum for friendly meetings between executives and employees. for executives to clarify policies the direction of the company's growth for employees to be informed. and provide opportunities for employees to ask for information, discuss and exchange opinions on various matters to bring suggestions to develop and improve management even better. As well as creating good relationships between executives and employees at all levels.
- Labor Clinic for answering questions related to human resource management and development Including listening and giving advice, problems in the workplace, Other personal issues to employees. To help find solutions for employees to be happy both at work and in their personal lives.
- Listen for employees: Ratchpathana and Affiliates employees the opportunity to express their opinions, feedback, complaint, and problems through internal communication channels such as opinion boxes, e-mail, intranet, monthly meetings, etc., information will be presented to the executive committee for corrective action. And communicate back to employees without disclosing the information of the whistleblower.
- Free communication culture: There is clear transparency, able to discuss all matters. The company pro vides opportunities for all employees to express their opinions within the organization. Help create a good working environment and relationship. Monthly meetings were organized as a communication platform between executives and employees at all levels.
- Bring technology for better communication: The Company has chosen to adopt modern and useful technology in communication to facilitate speed. Save cost and able to communicate thoroughly by considering suitability and in accordance with the situation such as Video Conference VPN, Line, Microsoft Team and Zoom Conference etc.

Human Resource Development

The Ratchpathana Group recognizes that human resources are our primary asset and the key driver of business success. We are committed to the continuous enhancement of our employees' potential, knowledge, and skills, ensuring full alignment with the organization's goals, policies, and strategic direction.

To ensure accountability, personnel development according to established plans is integrated as a Common Key Performance Indicator (Common KPI) for both employees and their supervisors. This framework guarantees that every employee receives equitable opportunities for professional growth and continuous skill enhancement, allowing them to advance their careers alongside the sustainable growth of the organization.



Ratchpathana group focus on enhancing employees' capabilities at all levels. The development plan can be divided into 4 main groups.

1) Basic knowledge training is courses that focus on providing basic information that is useful for the new employees. The examples are rules, workflow and procedure, quality management, safety standards, occupational health, and environment.
2) Common skills training is useful for employees in every function. The training topics will cover ethics, morality, honesty, ability to work as a team, communication skills, and decision-making skills.
3) Core value enhancement courses aim to create corporate culture and set guidelines for code of conduct among employees. The examples of the topic covered in this group are positive thinking, innovative ideas, working as a team, entrepreneurship, and proactive work style.
4) The knowledge and skills development based on job position are focus on developing knowledge Capabilities in accordance with the roles and responsibilities of each position which is divided into 3 groups as follows
   - Management: To focus on enhancing the vision, planning view and strategic thinking in conducting business in accordance with the changing situations
   - Front Line: To develop knowledge administrative skills and resources to achieve goals in accordance with the organization policy and create a good atmosphere for working as a team.

- Operation: To enhance knowledge Professional expertise and awareness of customer needs, by promoting personnel development in many ways, such as internal and external training, On-site job training by job position Assignment Coaching by supervisor.

To enable all employees to be developed under the above policy. Human resource management and development have determined the direction and clarity of continuous employee development and various processes. As follows.

Training

Ratchpathana group will formulate training and development plans for personnel. Classified by area and characteristics of different business groups. By applying the principles of Competency Management and surveying the need for training (Training Road Map: TRM) which comes from analyzing and determining knowledge and

competency as needed for the executives of each department.

In 2025, Ratch Pathana and Affiliates established internal and external training plans which included both classroom (Onsite) and online learning formats. These formats were adjusted to align with changing work patterns, including institutional adjustments to support greater flexibility in working and to better meet the needs of training participants.

The annual training plan consisted of 183 courses with a target implementation rate of 80% of the plan. The company successfully conducted 162 courses, representing 88.52% achievement, exceeding the target by 8.52%, as detailed below:

	Plan (Courses)	Results (Courses)	Achievement (%)	Total Expenses (Baht)
Total	**183**	**162**	**88.52**	**2,627,635.02**
SCG	68	60	88.24	1,947,083.13
SGN	68	61	89.70	452,725
SGF	47	41	87.23	227,826.89

The 2025 Training Summary of Ratchpathana group

Topic	SCG	SGN	SGF	Total
Training course type				
Standard Training Course	11	16	13	36
Managerial Training Course	13	4	1	18
Specific Training Course	36	45	27	108
Total	**60**	**61**	**41**	**162**
Number of participants				
Manager level	20	5	1	26
Department head level	18	14	11	43
Supervisor / Engineer level	8	8	5	21
Officer / staff level	18	62	30	110
Total	**64**	**89**	**47**	**200**
Hours in training				
Manager level (per person/per year)	75.68	55	76	68.89
Department head level (per person/per year)	90.21	70.58	64.82	75.20
Supervisor / Engineer level (per person/per year)	109.13	66	31.6	69.01
Officer / staff level (per person/per year)	90.92	50	40.55	60.49
Average hour (per person/per year)	91.48	55.31	46.10	68.40
Training and development expenses (Baht)	1,947,083.13	452,725	227,826.89	2,627,635.02

Summary of average training hours per employee between 2023 -2025.

	2023	2024	2025
The average training hours per employee (hours/person/year).	49.96	69.89	68.40
Cost of Training and development (Baht).	1,670,647.40	2,321,051.00	2,627,635.02

1.1 In-house Training Program and the Benefits Gained from Training

1.1.1 Legally Required or Regulatory Standard Courses

1) Safety, Occupational Health, and Environmental Courses These courses are designed to provide employees with knowledge on the use of equipment and tools, as well as skills in performing various tasks to ensure safety in the workplace. They include:	First Aid Course
	Basic Firefighting Course
	Safe Crane Operation
	Occupational Diseases and Environmental Health Course
	Safety in Electrical Work Course
	Proper Operation and Maintenance of Forklifts (Forklift) Course
	Review Course on Crane Operations
	Review Course for Working in Confined Spaces
	Vehicle Safety Driving Course
2) Laws, Regulations, and Related Policies Course To provide employees with knowledge and understanding, raise awareness of the importance, and ensure compliance with relevant laws and regulations, the course includes:	Executive Safety Officer Course
	Supervisor Safety Officer Course
	Occupational Health, Safety, and Working Environment Committee (OHS Committee)
	New Employee Orientation
	IT Security Awareness
	Business and Human Rights
	Energy Management System
	Corporate Governance (CG) and Anti-Corruption (CAC)

1.1.1 Legally Required or Regulatory Standard Courses

3) Essential Basic Training Courses for Job Performance To enable employees to perform their tasks correctly, reduce errors, and achieve maximum work efficiency, the course includes:	Lock out /Tag out Training Course
	PDPA & RoPA Training Course
	Integrated Risk Management for Power Plant Value Creation Course
	Business Continuity Plan Review and Development Course

1.1.2 Managerial Course

The training helps supervisors, department heads, and section/department managers better understand their roles and responsibilities, enabling them to apply the knowledge and techniques to improve work efficiency and effectiveness.	Finance for non-finance Course
	Performance Management System (PMS) Course
	Coaching Counseling and Performance Motivation Feedback Course
	Budget Planning & Business Projection Plan Course

1.1.3 Specific Course

1) Courses for Core Departments within the Organization To allow operational and maintenance staff to review their knowledge and understanding of how to use various equipment and tools that are essential for their work, the course includes:	Valve and Steam Trap Operation & Maintenance
	Degradation and Failure Analysis of Key Components in Solar PV Systems
	Auto CAD
	Introduction of Solar Systems
	Procedure/WI/Manual
	Mechanical Engineering: Boiler and Steam Piping Inspection
	Industrial Argon Welding Techniques
	Electrical Distribution System Maintenance
	Solar PV System Design and Simulation (Pvsyst)
	Design, Installation, and Commissioning of Solar Systems
	Electrical Installation Standards for Thailand

1.1.3 Specific Course

2) Courses for Internal Support Departments within the Organization To provide employees with knowledge and understanding of the content related to their work and support the company's operations, including:	Effective Coordination and Collaboration
	Complaint Management and Service Recovery
	Negotiation Skills
	Lateral Thinking: Breaking the Box for Creative Innovation
	AI, Copilot and Chat GPT
	Advanced Sustainable Procurement Practices
	Analytical Techniques and Strategic HR Planning
	Administrative Systems Management and Development
	Enterprise Risk Management (ERM) Fundamentals
	Business Continuity Management (BCM) and Planning (BCP)
	FTSE Russell: Sustainability Assessment Framework
	Investment Project Feasibility Study

PEOPLE DEVELOPMENT 2025

Leadership Development

Managerial Development

Technical Development

Safety Development

Softskills & Other

1.2 Public Training Courses

Sending employees for external training (Public) mostly involves courses that develop specialized knowledge and skills necessary for specific professions. Individualized development is emphasized as crucial. Additionally, the company promotes employees who have completed development training to share the acquired knowledge with relevant colleagues. This is done to assess the understanding of employees and to further disseminate knowledge within the organization.

2.Individual Development Plan (IDP)"

In addition to employee development through training, Ratchpathana group recognizes the importance of continuous development. Therefore, an Individual Development Plan (IDP) has been established as a framework to enhance employees' knowledge, skills, and work behaviors, enabling them to achieve set goals. The IDP also aims to promote career growth by identifying and leveraging strengths while addressing weaknesses. Topics are determined collaboratively by supervisors and employees.

In 2025, 197 employees participated in the Individual Development Plan (IDP) program, representing 98.5% of the total workforce. The program covered 388 development topics. Based on employee development assessment and monitoring, more than 60% of participants showed clear improvement.

IDP	SCG	SGN	SGF	Total
Number of employees	56	89	47	192
topics	119	174	95	388

3.Employee Development Initiatives

3.1 Promoting Internal Knowledge Transfer through Employee Trainers

Employees across different departments possess valuable knowledge and expertise in their respective fields and roles that benefit the organization. The company has encouraged employees to serve as internal trainers and conduct training sessions or knowledge transfer for fellow employees within the company. Regular knowledge sharing and exchange sessions within departments have also been established.

3.2 Cultivating Organizational Core Values

Ratch Pathana and Affiliates has established the organizational core values "PITEP" as guiding principles. These values are essential in shaping the corporate culture and defining the unique identity of Ratch Pattana Group employees. In promoting and developing personnel under the "PITEP" core values, the company has emphasized the concept of employees clearly establishing shared work goals, implementing teamwork principles to achieve set targets, and measuring concrete results at both team and individual levels.

During the past year, the company has supported employees in recognizing and understanding behaviors that align with the "PITEP" core values through various channels including monthly newsletters, announcement boards, the intranet system, and through participatory activities, such as:

- Core Value Promotion Activities and Anti-Corruption Awareness (CAC) across all Ratch Pattana Group locations: Providing knowledge, building understanding and awareness about anti-corruption (CAC), requiring all employees to test their knowledge, and including this as a key topic in new employee orientation.
- Core Value Man 2025 Activity: Enabling employees to participate in activities, express opinions reflecting their own core values, vote for the Core Value Man from fellow employees and a committee of company representatives, and announcing the Core Value Man 2025 for each location during each company's New Year events.

3.3 Organizational Knowledge Development and Management (Knowledge Management)

Long-term personnel development involves more than just organizational provision; the key is encouraging employees to cultivate a mindset that values learning for self-development. The company has implemented information technology systems to enhance efficiency and promote knowledge management within the organization through "Knowledge Management Sharing." This platform allows employees from all departments to share essential operational knowledge in a central repository, creating a knowledge base that is easily accessible to employees at all levels.

(จัดการเนื้อหาโดย : HR) (จัดการเนื้อหาโดย : BD/OP/PM/QSE) (จัดการเนื้อหาโดย : HR)

3.4 Developing Management and Leadership Capabilities

To effectively implement policies, management and supervisors are the most crucial mechanisms for connecting with employees, both in terms of providing care and setting good examples. Therefore, Ratch Pattana Group focuses on developing supervisors to be aware of and skilled in personnel management within their departments. This includes task delegation, coaching, performance evaluation management, creating individual development plans according to Training Road Maps, and supporting continuous learning and development for employees at all levels. The company also provides opportunities for employees to transfer between departments to enhance learning and gain more diverse work experience, enabling them to handle all types of future challenges.

3.5 Preparing Personnel for Change

In the current global business and economic environment, there are opportunities, obstacles, and limitations to the company's sustainable growth. Ratch Pattana Group therefore emphasizes preparing employees to be ready and adaptable to change, maintaining flexibility and agility, and being prepared to work in all areas and situations. Employees are encouraged to express correct and creative opinions, honor professionalism, and strictly adhere to business ethics. This ensures they are recognized as good employees and citizens of their communities, society, and country, regardless of which region of the world they are assigned to work in.

3.6 Creating Motivation and Inspiration for Employees

The company places importance on creating motivation and inspiration to drive employees toward better performance. Beyond employees' self-motivation, the leadership of senior executives serves as another source of inspiration for employee achievement. These senior executives lead in motivating, inspiring, and mentoring employees at subordinate levels.

To ensure that the various personnel development approaches mentioned above are truly efficient and effective, measurement and evaluation methods have been established. Supervisors have been assigned to participate in promoting and monitoring the potential of personnel under their supervision. This ensures that supervisors at all levels within Ratch Pattana Group do not neglect and continue to place importance on consistent personnel development. This is divided into three main components:

1) **Knowledge:** Measuring classroom learning outcomes to compare before and after training. This component is conducted by the Human Resource Management and Development section to ensure employees have knowledge and understanding of the training topics and can apply them beneficially. Evaluation is done through:

- Pre-test / Post-test assessments
- Question-answer interviews with employees

2. Skills: Measuring practical performance to ensure employees have sufficient skills and can perform duties under their responsibilities. This component is conducted by supervisors, with evaluation through:

- Close monitoring and observation by instructors or supervisors
- Testing through assignment of actual work practice

3.Behavior : This dimension measures behavioral aspects by defining competencies, providing definitions to describe expected behaviors, and assigning scores. Evaluation is conducted directly by supervisors and involves assessing employees' demonstration of expected behaviors against predefined competencies and behaviors.

RATCH PATHANA: DRIVING SAFETY CULTURE TOWARDS SUSTAINABILITY

Quality, Safety, Occupational Health, and Environmental Management

Ratch Pathana and Affiliates recognizes the importance of safety, occupational health, and the working environment for all employees at every level, including executives, staff, contractors, and other workers. is therefore committed to ensuring a safe working environment while also taking responsibility for the safety of nearby communities. The company's safety and occupational health management encompasses strict compliance with all relevant legal requirements. establishing a safe working environment, encouraging all employees to participate in and be aware of safety practices, and fostering a safety-conscious mindset. The company also provides training and skill develo,pment to ensure employees can work efficiently, safely, and without harming the environment, while also promoting energy conservation. Additionally, the company implements preventive measures to reduce hazards, injuries, and work-related illnesses that may occur. It focuses on mitigating moderate to high risks that could affect employees, stakeholders, and company assets, aiming to prevent losses from accidents or incidents.

Policy Compliance

1. The company strictly controls operations related to quality, environment, occupational health and safety, energy conservation, and management to ensure full compliance with all relevant laws and regulations.
2. The company is committed to protecting, preventing, reducing, and minimizing pollution, wastewater, waste, and any environmental impact arising from business operations. This includes improving efficiency, reducing energy and water consumption, and utilizing resources in the most efficient and sustainable manner throughout the supply chain, while preserving biodiversity and ecosystems, as well as adapting to climate change.
3. Risk management is implemented to reduce the occurrence of incidents, accidents, property damage, work-related injuries, or illnesses. The company aims to prevent losses that may impact employees, contractors, and stakeholders by promoting a safety culture, managing health, occupational safety, and maintaining a good working environment.
4. Encourage knowledge development and raise awareness among employees, contractors, and stakeholders regarding the importance of quality management, environmental management, occupational health and safety, as well as energy conservation in business operations.
5. Promote participation in safe and efficient operations, including consultation and consideration of the needs and expectations of employees, contractors, and stakeholders to support continuous development and improvement.
6. Provide adequate and appropriate resources to ensure the successful implementation of policies, achieving goals and objectives related to quality, environment, occupational health and safety, and energy conservation. The company also promotes the efficient and continuous use of energy and natural resources.

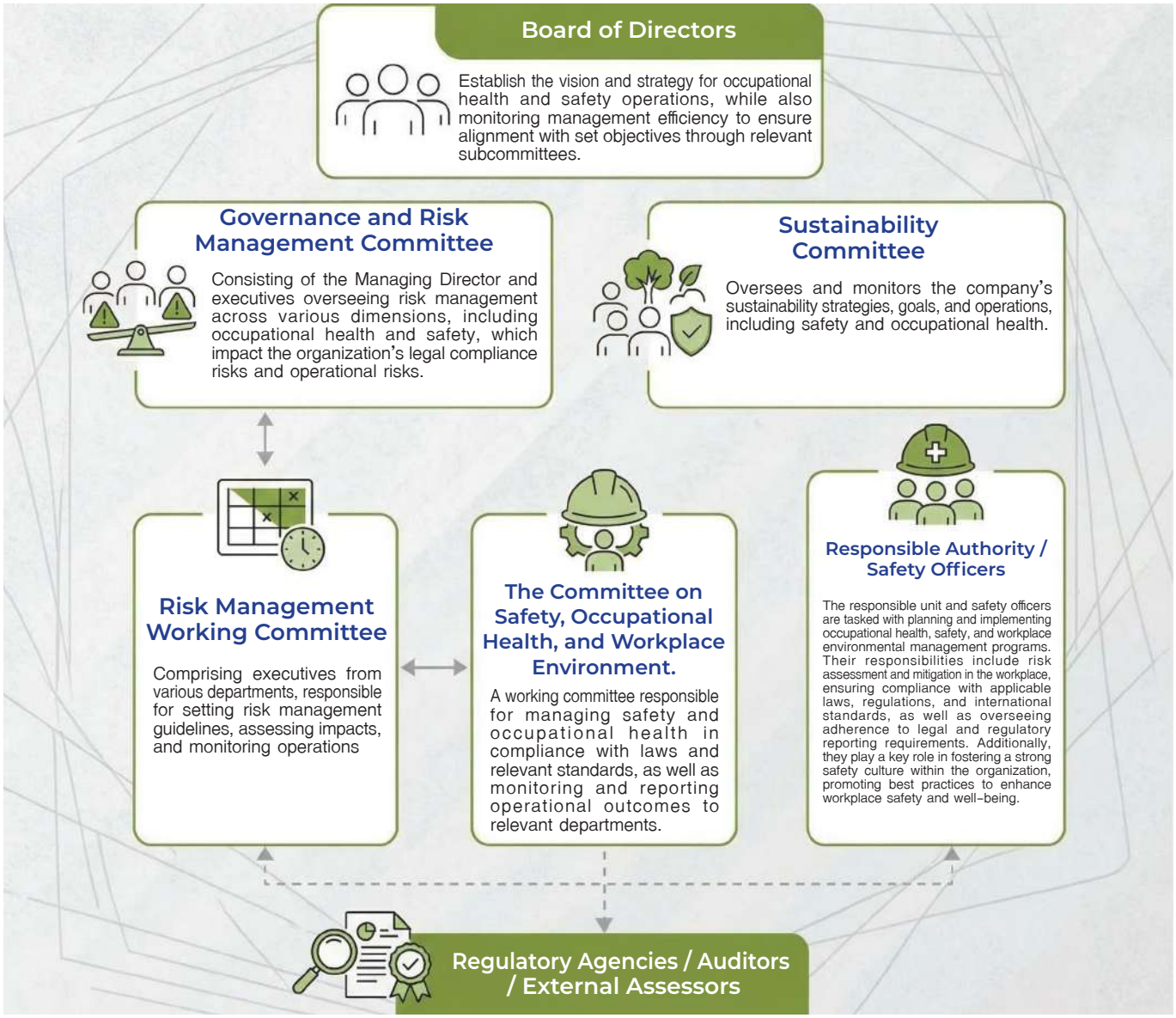
7. Ensure the security of public utility systems by preparing for emergency situations that may impact production and services within the supply chain. The company establishes management measures and adequate backup resources to maintain uninterrupted services, reinforcing the long-term sustainability of infrastructure systems.
8. The company conducts regular reviews of performance and objectives related to quality, environment, occupational health and safety, and energy conservation to drive continuous improvement, enhance efficiency, and effectively achieve goals. Additionally, the company ensures transparent and consistent disclosure and communication of these activities to stakeholders.

Occupational Health and Safety Management Governance

The Company places great importance on occupational health, safety, and working environment management. To this end, a structured governance framework for occupational health and safety has been established through the formation of the Occupational Safety, Health, and Working Environment Committee (OSHWEC), chaired by a representative of the Company's executive management.

The Committee is responsible for overseeing health, safety, and risk management across both existing operations and anticipated future projects including, but not limited to, power plant expansion projects — while ensuring continuous monitoring of performance outcomes.

Governance Structure for Safety and Occupational Health Management



Safety Goals and Performance

The company has a dedicated department responsible for safety operations and has established the Safety, Occupational Health, and Workplace Environment Committee (KPO). This committee is responsible for driving activities and promoting employee awareness of workplace safety. The results of safety operations are regularly reported to management and the Board of Directors.

For the year 2025, the company has set specific goals as key performance indicators to measure the effectiveness of its safety operations as follows:

Goals for the Year 2025	Safety Performance Results
• Zero fatal accidents	Zero fatal accidents
• Zero work-related illnesses	No occupational diseases
• Zero work-related injuries resulting in lost time	No work-related injuries resulting in lost time

Workplace Safety Statistics for Employees and Contractors from 2023-2025

Major Accident Statistics per 200,000 Working Hours		Targets	2023-2025		
			SCG	SGN	SGF
Fatality Rate	Employee	0	0	0	0
	Contractor		0	0	0
Work-Related Illness Frequency Rate	Employee	0	0	0	0
	Contractor		0	0	0
Lost Time Injury Frequency Rate	Employee	0	0	0	0
	Contractor		0	0	0

Over the past year, and consistently across the preceding three-year period, the Company recorded zero work-related fatalities, lost-time injuries (LTIs), and occupational illnesses achieving its targeted safety performance goals.

These results compare favorably against the national injury rate benchmarks published by the Workmen's Compensation Fund Office, Social Security Office, Ministry of Labour (2024), which reported:

- An overall workplace injury rate (all severity levels) of 7.23 cases per 1,000 employees, and
- A serious workplace injury rate of 2.12 cases per 1,000 employees.

Work Risk Assessment

The company conducts risk assessments for both ongoing operations or projects and newly initiated operations or projects, such as installing new machinery replacements. The risk level assessment is performed to identify potential hazards and evaluate the risks associated with various activities, work areas, and overall workplace conditions.This process involves analyzing inherent hazards at each stage of work and implementing preventive measures or solutions to mitigate workplace dangers (Job Safety Analysis). It also includes evaluating the severity and likelihood of hazards occurring. The results from assessing severity and probability are then used to determine the risk level and establish risk control measures. The goal is to reduce both the likelihood and impact of hazards from high to acceptable or minimal levels, ensuring that all workers can perform their tasks safely with the lowest possible work–related risks.All high–risk tasks, such as working at heights, confined spaces, hot work with sparks, and handling hazardous chemicals, must undergo a thorough risk assessment. Additionally, appropriate risk control measures must be defined before starting work, with continuous monitoring throughout the operation.

Risk Level Assessment for Ongoing and New Projects in 2025

Risk Assessment	SCG	SGN	SGF
Number of Tasks Assessed for Risk	1410	122	108
Risk Level			
– High	0	0	1
– Medium	430	1	43
– Acceptable	408	–	–
– Minor	572	121	64
The number of measures and work procedures implemented for risk control.	809	27	29

Safety Measures and Work Regulations

1. **Orientation for Workers and Contractors**
   All workers and contractors must undergo an orientation before starting work. This ensures they under stand workplace safety regulations, operational risks, risk control measures for each task, security standards, and the proper selection of PPE (Personal Protective Equipment). Safety must always be prioritized.
2. **Safety Preparedness and Safety Plan Implementation**
   All workers must be aware of the work plan and risk control measures and strictly adhere to them. Additionally, the work area must be properly prepared to ensure safety and readiness before work begins.
3. **Work Permit System**
   The work process begins with submitting a work request, conducting a risk assessment, implementing control measures, and identifying the type of work permit required. Compliance with the specified safety measures must be verified. Work permits include: General work permit Welding and hot work permit Confined space work permit Working at heights or scaffolding permit Chemical handling work permit, etc.
4. **Worksite Inspection After Work**
   Workers and shift supervisors must inspect the worksite daily after completing tasks. If any unsafe conditions are found, corrective actions must be taken to ensure the area is safe and ready for use.

5. **Accident Reporting**
   Upon the occurrence of an accident or unsafe condition resulting in injury, illness, or fatality, the immediate supervisor must halt operations and report the incident to management promptly. An Accident Investigation Committee shall conduct a formal investigation and monitor corrective and preventive measures to prevent recurrence.
6. **Safety Performance Reporting**
   The Safety Committee convenes regularly to monitor and inspect operational areas, review safety performance outcomes, and ensure compliance with established safety standards across all work sites.

Safety and Occupational Health Performance for the Year 2025

Occupational Health and Safety Management System The company has undergone an occupational health and safety assessment by external agencies and has been certified according to the following international standards:

- Ratch paphana Energy Public Company Limited places great importance on occupational health and safety. Between 2008 and 2024, the company underwent external assessments by the Management System Certification Institute (MASCI) and received certification for ISO 45001:2018. Currently, 33% of the Ratch Pathana and Affiliates companies have been certified under this standard.
- Sahacogen Green Co., Ltd. underwent an occupational health and safety assessment conducted by the Institute for the Promotion of Safety, Occupational Health, and Working Environment (Public Organization), (T-OSH), and was awarded the highest level of certification Platinum standard for the second consecutive time, reflecting the Company's unwavering commitment to excellence in safety management and working environment standards
- Sahacogen Green Co., Ltd. participated in the "Safety Culture Together in the Workplace" program, an initiative organized by the Department of Labour Protection and Welfare, Ministry of Labour, aimed at promoting and embedding a sustainable safety culture within the workplace.

• The establishment of the Occupational Safety, Health, and Workplace Environment Committee (OSH Committee) allows employees to participate in proposing measures, improving safety and environmental management practices, promoting activities, and monitoring and evaluating workplace safety performance. Employee representatives appointed to the committee serve a two-year term.

• The Company annually organizes the "Safety MAN & Safety SMART" program to foster a strong safety culture by recognizing employees who demonstrate exemplary safety behaviors. The program serves to inspire peers, raise safety awareness, and elevate safety standards across the organization.

• afety Talk: A knowledge-sharing activity where employees exchange information on workplace and daily life safety. These sessions are conducted in both online and onsite formats to ensure accessibility and effectiveness.

• Safety Day & Safety Week: Annual events promoting workplace safety and environmental awareness, encouraging employees at all levels to actively participate in fostering a safe working environment.

• Big Cleaning Day: The company implements the "5S" methodology to organize and maintain workplace cleanliness on a weekly basis. Additionally, an annual Big Cleaning Day is held to reinforce the importance of cleanliness and workplace safety among employees.

• Personnel Development and Training on Safety, Occupational Health, and Environment:

• The company regularly disseminates knowledge, news, and information on safety, occupational health, and the environment to employees, workers, and personnel through various channels, including monthly newsletters, the intranet, bulletin boards, email, and the company's public announcement system.

• The company provides training programs to equip employees with the knowledge and skills to safely operate equipment and tools in the workplace. Training courses include Occupational Disease Awareness, Basic First Aid & CPR, Crane Operation Safety, Basic Firefighting, Emergency Response for Chemical Spills, Confined Space Safety, and Working at Heights Safety.

• Safety Awareness Initiatives for Employees and Contractors:

• The company organizes activities to promote safety awareness, such as hazard reporting in the workplace, a workplace safety drawing contest to encourage employee participation in developing safe work practices, alcohol level testing before entering the worksite, safety training sessions for contractors, and a Safety Smart Award for outstanding employees in workplace safety.

- **Employee Health Check-ups Based on Risk Factors:**
  Employees undergo health examinations both before starting their job and annually to monitor health risks associated with their work environment.

- **Emergency Fire and Evacuation Drills:**
  Conducted twice a year to ensure preparedness for fire emergencies.
- **Emergency Drills for Chemical and Hazardous Waste Spills:**
  Conducted once a year, along with drills for transformer explosions and boiler explosions.
- **Installation of Environmental Monitoring Equipment:**
  Annual installation of environmental quality monitoring devices in the workplace and surrounding communities to assess and report environmental conditions to relevant authorities twice a year.

Occupational Health, Safety, and Environment Projects for 2025

1. **Zero Accident**
   This campaign promotes employees' commitment to preventing workplace accidents by reducing work related injury statistics to zero. It is achieved through continuous planning and management of safety, occupational health, and environmental conditions at work.

2. **Project to Foster Safety Awareness and the Importance of Occupational Diseases**
   This initiative aims to instill safety awareness in all employees and contractors, focusing on accident prevention and awareness of occupational diseases. It includes campaigns to encourage employees and contractors to participate in building a safety culture at work.

3. **Safety Role Work Safe Permit First Project**
   The initiative places the Work Permit System as the foundational first step in all high-risk work activities, encouraging employees and contractors to actively participate in risk assessment for each assigned task and to strictly comply with established safe work practices, with the aim of reducing the likelihood of workplace accidents.

4. **"Suggestions on Safety, Environment, and Energy Conservation" Project**
   The project aims to identify safety risks to improve workplace safety by involving employees and contractors in identifying hazards caused by unsafe conditions or improper work practices. In 2025, a total of 14 suggestions were received, which the company used to improve work safety and promote better employee health

5. **Hearing Conservation Program**
   This activity focuses on reducing exposure to loud noises during work and preventing hearing loss. Hearing conservation measures are implemented when workers are exposed to an average noise level of 85 decibels or higher over an 8-hour working period in any work area.

6. **The Best Healthy Project**
   The Company promoted employee health and well-being through a year-round initiative tracking cumulative energy expenditure throughout 2025. The program achieved a participation rate of 47.36% of total employees, surpassing the established target of 40%.

Emergency Response Plan - 2025

Emergency Situation	SCG	SGN	SGF
Fire and Explosion Level 1	2	3	1
Fire and Explosion Level 2	1	3	1
Fire and Explosion Level 3	0	0	0
Gas Leak	2	0	0
Oil Spill	2	2	0
Chemical Spill	2	1	1
11Waste/Sludge Handling	1	1	1
Boiler Explosion	2	1	1
Transformer Explosion	2	3	1
Total (Incidents)	**14**	**14**	**6**

Safety Training for Workers in 2025

RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED

No.	Training Topics	Number of Employees Trained (People)
1	Employee Orientation Before Starting Work	6
2	Basic Firefighting	3
3	Occupational Safety, Health, and Environmental Committee (OSH Committee)	2
4	Occupational Safety Officer – Supervisor Level	1
5	Occupational Safety Officer – Management Level	0
6	Electrical Safety in the Workplace	9
7	Basic First Aid and CPR	15
8	Review of Crane Operations	0
9	Occupational and Environmental Diseases	32
10	Knowledge of Electrical and Steam Distribution Systems	9

SAHACOGEN GREEN CO., LTD.

No.	Training Topics	Number of Employees Trained (People)
1	Employee Orientation Before Starting Work	3
2	Occupational Safety, Health, and Environment for General Employees and New Hires	3
3	Crane Operator Review	12
4	Occupational Safety Officer – Supervisor Level	16
5	Basic Operations and Safety with Industrial Chemicals	38
6	Basic First Aid and CPR	35
7	Occupational and Environmental Diseases	88
8	Use of Personal Protective Equipment (PPE)	3
9	Basic Firefighting	36
10	Confined Space Entry — Safety Review and Refresher	14
11	Contractor Safety Management	32
12	Lockout/Tagout (LOTO) — Energy Isolation Procedures	25

SAHAGREEN FOREST CO.,LTD.

No.	Training Topics	Number of Employees Trained (People)
1	Employee Orientation Before Starting Work	378
2	Safety in Confined Space Work	3
3	Occupational Safety, Health, and Working Environment Committee (OSHWEC)	2
4	Safety Officer Training — Supervisory Level	3
5	Chemical Safety, Storage, and Emergency Response	12
6	Working at Heights Safety and Scaffolding Inspection Techniques	22
7	Occupational and Environmental Diseases	41
8	First Aid and Cardiopulmonary Resuscitation (CPR)	37

In 2025, the Company delivered all legally mandated occupational health and safety training programs, achieving a 100% employee training completion rate reflecting the Company's ongoing commitment to a safe and healthy workplace for all personnel.

COMMUNITY ENGAGEMENT
AND SUSTAINABLE SOCIAL DEVELOPMENT

Ratch Pathana and Affiliates places great importance on community and social development, focusing on creating participation and improving the quality of life for people in the community while preserving traditional lifestyles. The group promotes the development of community potential and addresses social issues to enable self-sufficiency in a sustainable manner. At the same time, the business operates on the foundation of social responsibility, aiming to create sustainability in all dimensions.

Community Development and Engagement Policy

The Company has established operational guidelines for community development and engagement within its Social Sustainability Policy as follows:

- Community Involvement and Development: To promote development within the community encompassing education, the economy, quality of life, and society as a whole through Corporate Social Responsibility (CSR). This includes encouraging employees to consistently participate in public benefit activities and the preservation of the community's fine traditions and culture.
- Human Rights and Labor Practices: To respect and support the protection of human rights in all forms. The Company treats all stakeholders, individuals, and employees equally without discrimination regarding gender, age, skin color, education, race, religion, or personal beliefs. Furthermore, it supports providing employees with fair benefits and welfare in accordance with labor laws.
- Capability Development and Employee Retention: We prioritize the advancement of employee potential by providing essential training and resources to maximize performance. We actively stimulate creativity and foster an entrepreneurial mindset within our workforce.
- Health and Safety Environment: We cultivate a safe and healthy workplace, consistently promoting occupational health and safety awareness to ensure a secure environment for all employees.
- Participation of Stakeholders: We drive collaboration among all stakeholders to achieve mutual benefits and implement effective solutions. By establishing clear and diverse communication channels, we ensure our engagement remains inclusive and aligned with the distinct ways of life of every stakeholder group.

Ratch Pathana and Affiliates energy operations are deeply rooted in community engagement and social development, with a primary focus on areas surrounding our power plants. Beyond maintaining environmentally friendly operations, the Company is committed to creating shared value and fostering community growth alongside energy security. We strive to minimize negative impacts while maximizing local benefits throughout every stage of our business cycle.

To achieve this, we have implemented Corporate Social Responsibility (CSR) initiatives that are integrated across our entire value chain, aimed at empowering communities and addressing social challenges sustainably. In 2025, the Company executed community engagement and development projects tailored to local needs and social issues, focusing on the following key areas of social contribution.

2025 Social Value Creation

In 2025, the Company spearheaded a comprehensive range of initiatives aimed at community and social development.

These efforts encompassed 365 activities and projects, representing a total social investment exceeding THB 9,468,868.

รวม 365 activities/projects

9,468,868 Total

Key Performance Highlights: Community Engagement and Development (2025)

Category	Projects / Activities	Objectives	Budget (THB)	Outcomes & Benefits
Education	1. "Youthful Dreams: Sustainable Energy Conservation" Painting Competition (16th Consecutive Year) 2. Scholarship Program (17th Consecutive Year) 3. SGF: Sharing Love for Children Project	• To foster artistic skills and creative thinking among youth regarding energy sustainability • Provide scholarship support to youth residing in areas surrounding the power plants • To donate essential learning equipment to underprivileged students and schools in need.	947,995	• Successfully executed 54 educational support activities. • Provided educational opportunities for over 100 students per year total 26 schools.

Category	Projects / Activities	Objectives	Budget (THB)	Outcomes & Benefits
Sports	1. Community Engagement Games 2. Senior Football Tournament 3. Anti-Drug Sports Initiative Project 4. Donate Sports Equipment to Undersupplied Schools	• To promote physical well being and the productive use of leisure time, while strengthening positive relationships between the Company, local communities, and government agencies.	55,610	• Supported a total of 34 sports activities • Enhanced the health and well-being of over 300 people across more than 20 communities.
Environment	1. "Clean Village" Campaign: Reducing Burning & PM 2.5 2. Sugarcane Leaf Burning Reduction Project 3. Environmental conservation awareness project; Waste segregation promotion; "Clean Lamphun for Sustainability" project 4. Vetiver grass planting along riverbanks project 5. Green area expansion project 6.Mangrove reforestation project 7. Aquatic species release activity under the Laem Chabang Port Phase 3 Development Project	• To promote and maintain the environment and support the valuable use of natural resources. • To create participation with the community/ local agencies in promoting, conserving, and restoring the environment.	213,227	• Supported 15 environmental activities/ projects. • Provided 300 saplings. • Planted 300 mangrove trees, reducing greenhouse gas emissions by 7.5 tons of carbon dioxide equivalent per year.
Religion / Culture / Local Traditions	1. Key Buddhist activities such as Khao Phansa Day, Makha Bucha Day, Visakha Bucha Day, Kathin, and Pha-pa ceremonies. 2. Local traditions such as Songkran, Loy Kra-thong, and the traditional "Long Khaek" rice harvest; Phra That bathing ceremony, "Poi Luang" festival, and "Phi Khun Nam" sacrificial ceremony in Lamphun Province; Religious merit-making activities and the "Nopphra Len Phleng" festival in Kamphaeng Phet Province.	• To preserve fine traditions and culture, and to promote participation between the Company and the community. • To uphold religion, maintain culture, and preserve local traditions, which are fundamental factors in strengthening the community and creating a livable society.	192,790	• Supported and participated in a total of 90 religious, traditional, and cultural activities within the communities surrounding the power plants.

Category	Projects / Activities	Objectives	Budget (THB)	Outcomes & Benefits
Public Interest / Charities	1. Volunteer Project for Community Development. 2. Electricity for Community Water Supply Project. 3.SGF-PEA Project for Community and Society. 4. Drinking Water for the Community Project. 5. Ratchpathana "Raumjai Mob Ai-oon Creating Smiles" Project (12th Consecutive Year). 6. Old Calendar Donation Project for Braille Learning Materials for the Visually Impaired (12th Consecutive Year).	• To create participation, develop the local area, and support the activities of the community and agencies related to business operations	244,305	• Supported a total of 111 public interest activities.
Quality of Life	1. Short-term Vocational Training for the Community (12th Consecutive Year) 2. Project to Promote Soil Improvement Materials from Biomass Ash 3 Youth Volunteer Village Health Worker (Junior VHV) Potential Development Project. Project (15th Consecutive Year)	• To promote skills and improve the quality of life of people in the community/local area. • To promote and participate in developing the community economic system for sustainable self reliance.	307,377	• Supported a total of 57 quality of life development activities. • Added value to 600 tons of biomass ash by transforming it into soil improvement materials, creating a total value of over 1.5 million Baht. • Developed the public health potential of 50 youth per year. • Enhanced vocational skills for 100 unemployed women in the community per year.

Community Development and Quality of Life Enhancement

Electricity Fund for Local Development

Ratch Pathana and Affiliates supports the enhancement of quality of life and local development in areas surrounding its power plants through the electricity fund for local development. This fund was established in accordance with the resolution of the Energy Regulatory Commission (ERC), with contributions determined by the generation capacity and type of the power plant. Additionally, the Group has established a electricity fund for local development surrounding the Biomass Procurement and Processing Center in Lamphun Province to support community development projects. These initiatives include vocational promotion, the provision of medical equipment to sub-district health promoting hospitals, infrastructure improvements, and the procurement of exercise equipment

In 2025, Ratch Pathana and Affiliates contributed a total of THB 7.51 million toward local quality of life development, categorized as follows:

Electricity Fund for Local Development	Value (Million THB)
Chonburi Province Electricity Development Fund 1	6.16
Lamphun Province Electricity Development Fund 3	0.67
Kamphaeng Phet Province Electricity Development Fund 8	0.58
Biomass Procurement and Processing Center Development Fund (Lamphun), Sahacogen Green Co., Ltd.	0.10

Short-term Vocational Training Project

The Company has implemented the Short-term Vocational Training Project to enhance vocational skills for communities surrounding the power plants for the 12th consecutive year. In 2025, the Company organized a craft training workshop on "Garlands from Shawls" for residents in the Ban Thung Krad and Ban Laem Thong areas, Si Racha District, Chonburi Province. More than 100 participants attended the training, supported by a budget of THB 50,000. The project aims to increase skills for income generation, provide supplementary occupations for households, and offer opportunities for the community to develop local products. This creates tangible benefits, including reducing expenses, increasing income from handicrafts, and developing community potential for greater strength.

SGF-PEA for Community and Society Project

In 2025, the subsidiary, Sahagreen Forest Co., Ltd. in collaboration with the Provincial Electricity Authority (PEA), Phran Kratai Branch, Kamphaeng Phet Province, implemented the "SGF-PEA for Community and Society" project. The initiative involved inspecting, repairing, and improving the electrical system at Ban Wang Ma Kha School, Kamphaeng Phet Province, along with providing new fans valued at THB 20,000. The project helps elevate electrical safety for students and teachers while enhancing the learning environment to be more appropriate.

Education and Youth Development

"Youthful Dreams: Sustainable Energy Conservation" Painting Competition Project

In 2025, Ratch pathana Group organized the 16th annual "Youthful Dreams: Sustainable Energy Conservation" painting competition under the theme "Ratchpathana Advancing Toward Sustainability." The project aims to promote learning about clean energy and environmental conservation among youth. A total of two activities were held in Chonburi and Kamphaeng Phet provinces, with 26 participating schools and scholarships totaling THB 34,000 awarded. The youth's artwork reflected their understanding and creativity regarding clean energy and environmental conservation, aligning with Ratchpathana Group's commitment to promoting youth participation in driving society toward sustainability.

Youth Village Health Volunteers Project

The Company has implemented the youth potential development project for volunteer village health workers, or "Junior VHV" since 2010. The project aims to develop the potential of children and youth in areas surrounding the power plants by promoting knowledge in community public health, healthcare, and instilling a volunteer spirit, with training organized once a year. The program includes various curricula, such as basic first aid and firefighting, waste segregation, mangrove forest conservation and restoration, and the role of youth volunteers in sustainable development.

In 2025, 53 members completed the training (Batch 15), bringing the total number of youth volunteers to over 476 since the project's inception, all of whom are ready to assist the community and society. The Company is committed to continuing this project to lay a foundation for public-mindedness and support youth in growing as a vital force for a sustainable community and society.

Environmental Conservation

In 2025, the Company's executives and employees participated in the mangrove reforestation activity, "Join Forces for the World: Reforesting Mangroves for the Planet to Breathe," at Ban Laem Chabang Community, Chonburi Province. A total of 300 large-leaf mangrove trees were planted, which can sequester approximately 7.5 tCO_2e per year. This activity helps restore the coastal ecosystem, increase biodiversity, prevent soil erosion, and benefit local fishing occupations. It reflects the Group's role in driving toward Carbon Neutrality and Net Zero Emission goals.

The Company supported and participated in the aquatic species release activity under the Laem Chabang Port Development Project, Phase 3, in collaboration with government agencies, the private sector, fishing communities, and stakeholders. This initiative continues the royal aspiration for marine resource conservation and the restoration of local aquatic abundance. A total of 93 million blue swimming crab larvae and 5,000 sea bass were released, enhancing the ecosystem's fertility in the Upper Gulf of Thailand and ensuring food security for fishing communities. This also reflects the Company's continuous commitment to supporting environmental activities and sustainable development in the area

Projects for Society and the Underprivileged

In 2025, the Company continuously implemented projects for society and the underprivileged through three core initiatives: "Ratchpathana "Raumjai Mob Ai-oon Creating Smiles" Project" (11th year), "SGN: Sharing Love for Children" (8th year), and "SGF: Sharing Love for Children" (8th year). The Company supported the Camillian Social Center in Rayong Province, Ban Mitrathorn (Ubolratana Foundation) in Chiang Mai Province, and schools in Phran Kratai District, Kamphaeng Phet Province, by donating over 100 items of essential supplies, including food, clothing, educational equipment, and developmental media. These were provided to more than 200 underprivileged individuals, such as people living with HIV, orphans, and youth, to ensure they receive appropriate healthcare, nutrition, and learning development. The projects also help reduce social and educational inequality, enhance the quality of life, and build good relationships between the Company and the community, reinforcing the Company's commitment to supporting the underprivileged and sustainably elevating the quality of life for children and youth.

“Ton Kla Khwam Di” Goodness Seed Volunteer Project

The Company prioritizes creating a culture of sharing and social responsibility through the “Ton Kla Khwam Di” (Goodness Seedling) Volunteer Project, which has been implemented for 12 consecutive years. This project focuses on instilling a volunteer spirit in employees to inspire giving without expecting anything in return and to expand the reach of good deeds to the wider society. Each year, “Volunteer Role Models” are selected to honor employees who demonstrate outstanding dedication to helping others and society, while providing opportunities for all employees to continuously participate in community development activities.

In 2025, the Company carried out various social assistance activities, including mobilizing supplies to assist flood victims in Southern Thailand, supporting border military missions, and providing monthly donations of essential items to the needy through the Baan Nok Kamin Foundation. This project plays a vital role in strengthening the internal culture of giving and extending those results to society, fostering employee engagement and creating a sustainable positive impact on the community.

Promoting Circular Economy

Ratch Pathana and Affiliates operates in accordance with the Circular Economy concept, focusing on the efficient use of resources, reducing waste from production processes, and creating added value for the community through clean energy projects from biomass and the value enhancement of production by-products. This is implemented through two core projects:

BIOMASS ASH UPCYCLING

The Company has implemented the Biomass Ash Upcycling Project to transform by-products from biomass power plants into soil improvement materials and construction material ingredients. In collaboration with local educational institutions, research and development have been conducted continuously since 2013. Furthermore, knowledge has been transferred through community enterprises and various vocational skill development projects, such as the production of potting soil mixtures and activities promoting community organic vegetable farming. This project aims to drive the efficient use of resources and develop a circular economy to achieve sustainable outcomes.

Economic and Social Benefits

- Generate supplementary income and develop vocational skills for more than 100 community members per year.
- Improve soil fertility in agricultural areas and help reduce chemical fertilizer costs by more than THB 100,000 per year.
- Reduce industrial waste from biomass ash by more than 12,000 tons.

Performance results 2023-2025:

Year	Beneficiaries (Persons)	Quantity (Tons)	Value (THB)
2023	33	5,846	644,221
2024	18	2,035	244,219
2025	25	4,779	573,512
Total (3 years)	**76**	**12,660**	**1,461,952**

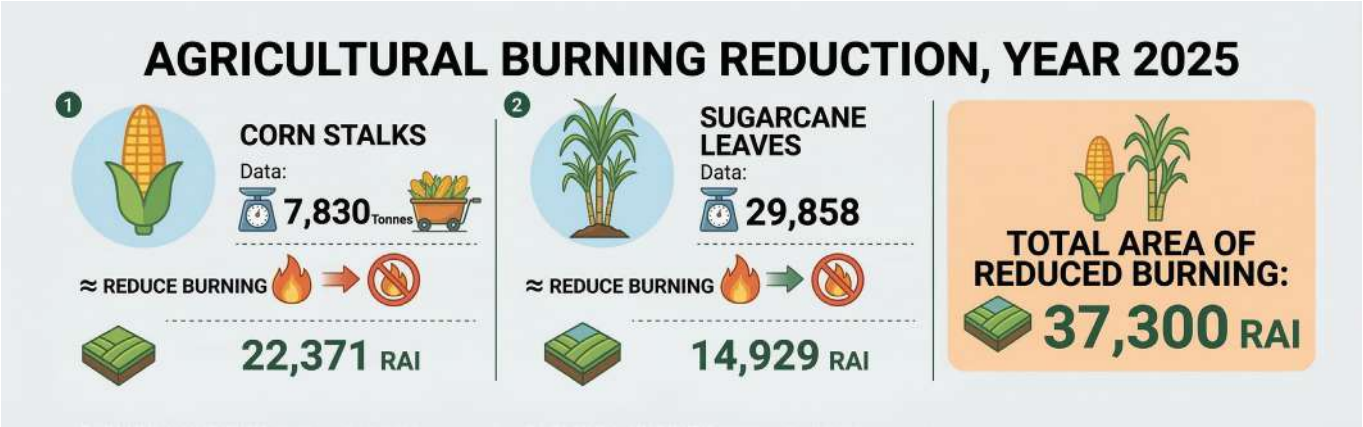
BIOMASS VALUE ENHANCEMENT PROJECT:

TRANSFORMING WOOD WASTE INTO ENERGY

The Company procures agricultural waste materials, such as wood chips, sawdust, corn cobs, sugarcane leaves, and cassava rhizomes, from farmers in Lamphun, Lampang, and Kamphaeng Phet provinces. This is conducted through the Company's biomass procurement and processing centers, namely Sahacogen Green Co., Ltd. and Sahagreen Forest Co., Ltd. The materials are used as fuel for electricity generation, replacing open burning, which is a primary cause of haze problems. This operation began in 2010 and has continued to the present. In 2025, the Company purchased a total of 286,859 tons of biomass, valued at THB 286.53 million, from 2,595 farmers. This initiative helps generate income for the community, reduces burning in agricultural areas, and supports sustainable renewable energy power generation.

Summary of Biomass Procurement Results in 2025

Biomass Type	Quantity (Tons)	Value (Million THB)
Wood Chips	135,123	152.18
Sugarcane Leaves	115,311	90.80
Rice Husk	15,633	23.18
Wood Waste / Scrap Wood	12,962	14.18
Corn Cobs	7,830	6.19
Totall	**286,859**	**286.53**



Positive Project Impacts (Impact Summary)

Economic Impact

- Generated income for farmers exceeding THB 286 million/year.
- Continuously distributed income to local communities.

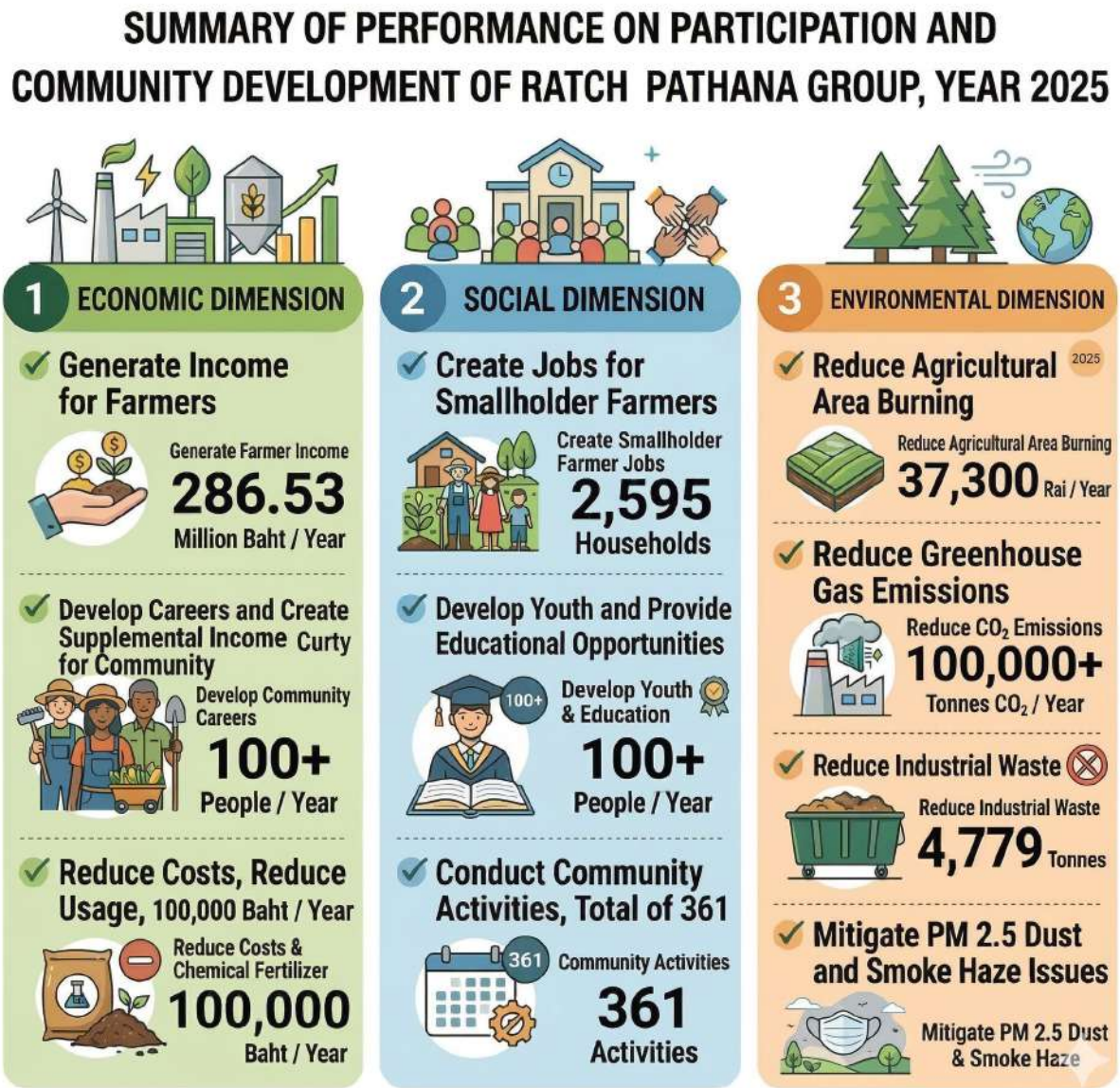
Social Impact

- Created jobs and occupations for more than 2,500 small-scale farming households/year.
- Developed skills and created supplementary occupations for over 100 community members/year.

Environmental Impact

- Reduced open burning of agricultural waste by more than 37,000 Rai/year.
- Mitigated PM 2.5 dust and haze problems.
- Reduced greenhouse gas emissions by more than 100,000 tons CO_2e/year.
- Reduced industrial waste and improved soil quality.

These two circular economy promotion projects reflect Ratchpathana Group's commitment to creating shared value with the community through clean energy innovations. These initiatives solve environmental problems while fostering sustainability across economic, social, and environmental dimensions.



Community Attitude Survey on Company Operations

In 2025, the Company conducted a public opinion survey among residents living in areas surrounding the power plant regarding the Combined Cycle Power Plant Expansion Project Phase 4 (SPP Replacement). The survey was carried out by Eastern Thai Consulting 1992 Co., Ltd., a private analytical laboratory registered and authorized by the Department of Industrial Works.The survey utilized Simple Random Sampling to assess socio economic conditions and community attitudes toward the current environment. This survey is scheduled annually and covers residents within a 5-kilometer radius of the Ratchpathana Energy power plant, encompassing 33 communities with a total of 492 samples. With objectives as follows.

1. To study the level of public attitude toward the power plant's environmental management and powerplant operations.
2. To study the level of public satisfaction with the projects implemented by the power plant.
3. To compare public attitudes toward environmental management and the engagement of community surrounding the power plant.

Survey Results:

The survey results indicate that the majority of the population (86.72%) has confidence in the power plant's environmental protection measures. Over 94.0% of the community believe that the project yields more positive benefits than negative impacts. Regarding community development, 84.6% agreed that the project contributes to the growth of the overall local economy and creates jobs and income for the community through businesses related to the Company's operations. Additionally, 90.30% of the community felt that they received support for various activities from the Company.

However, The Company received suggestions from the community regarding information disclosure. The community suggested that the Company provide more information through various channels, including Company staff, community leaders/government officials, public relations media, social media, and public hearing meetings, respectively. The Company has taken these recommendations into consideration for further improvement.

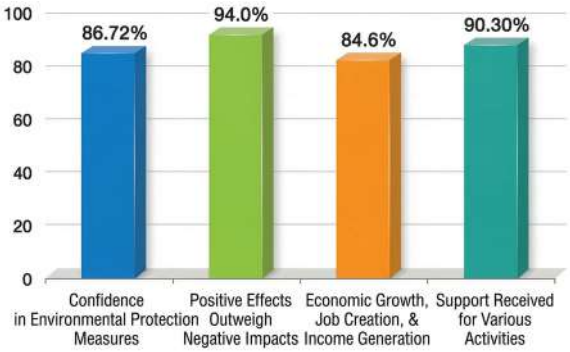
Community Attitude Survey: Sahagreen Forest Biomass Power Plant (Kamphaeng Phet), 2025

1. Staff Performance and Service: 93% of the community agreed that staff are polite, attentive, and provide excellent assistance. The community expressed a high level of trust in the staff's performance and inter organizational coordination.
2. Communication and Public Relations Satisfaction: 94% of the community felt that information disclosure and public relations are comprehensive, clear, and easily accessible. The channels for reporting issues/ complaints are open and highly responsive, reflecting the Company's priority on community engagement.
3. Company Policies and Operations: 93% of the community expressed confidence in the Company's policies, governance, and operations, categorized into three dimensions:

2025 Community Attitude Survey Results

Community Opinion Survey on the Operations of Ratch Pattana Group Power Plants

RATCH PATHANA ENERGY



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Monitoring and Evaluating Community Impacts

Stakeholder Engagement

The Company prioritizes stakeholder engagement by providing opportunities for individuals to express opinions and suggest organizational development guidelines through various channels, as follows:

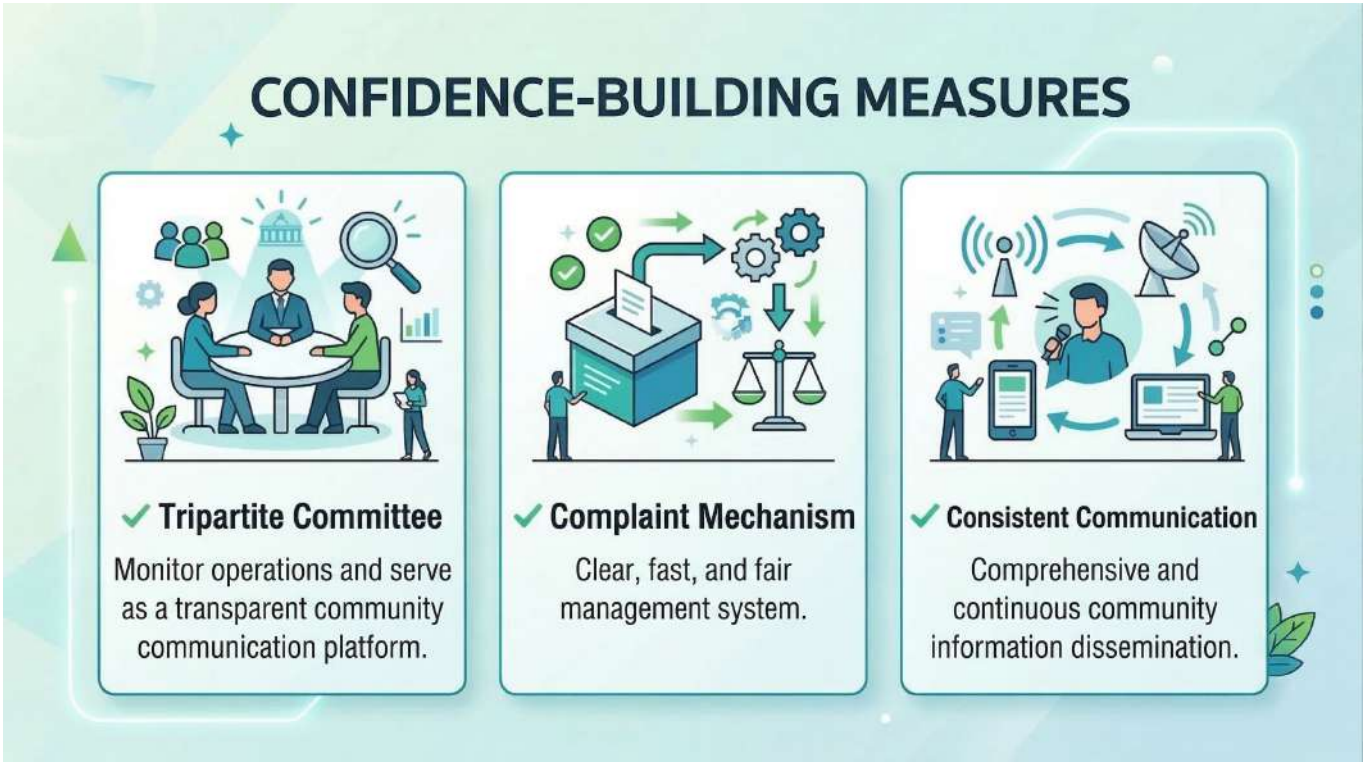
Communication Channels

Channel	Details
Information Disclosure	Distribuilt through the Company's communication channels.
Grievance Mechanism	Contact Community Relations / Sustainability Development officers.
Community Leaders	Communication via community leaders and other corporate channels.

Suggestions received from stakeholders are taken into consideration to improve and develop the Company's operational guidelines, ensuring they align with the needs of the community and society.

Tripartite Committee

The Company has established a Tripartite Committee to serve as a platform for information exchange, monitoring, inspecting, and evaluating the Company's performance. The committee consists of representatives from local communities, government agencies and company representatives. The committee focuses on participatory operations, which enhance transparency and ensure the involvement of all sectors. This collaborative approach leads to the long-term sustainability of both the organization and the community.



Performance Results 2025

Issue	Target	Performance	Status
Environmental Disputes	0	0	Achieved
Human Rights Disputes	0	0	Achieved

The Company has successfully maintained a positive relationship with the community, with zero disputes in 2025. This was achieved through effective engagement mechanisms and transparent communication, reflecting the Company's commitment to conducting business with social and environmental responsibility.

ENVIRONMENTAL OPERATIONS
COMMITMENT TO ENVIRONMENTAL MANAGEMENT

Ratch Pathana and Affiliates set environmental goals with a strong commitment to continuously improving its management systems to meet high-quality standards. The company integrates business operations with environmental stewardship and social responsibility. It has established policies on quality, environmental protection, safety, and energy conservation to ensure the reliable supply of high-quality energy while taking responsibility for environmental protection, pollution prevention, occupational health and safety, energy conservation, and greenhouse gas reduction.

Environmental Policy and Compliance

1. The company strictly adheres to laws and regulations governing quality, environmental protection, occupational health and safety, and energy management.
2. Measures are in place to prevent, reduce, and mitigate pollution, wastewater discharge, waste, and emissions resulting from business activities. Efficiency improvements aim to reduce energy and water consumption while preserving biodiversity and adapting to climate change.
3. Risk management strategies are implemented to minimize incidents, accidents, asset damage, and occupational hazards affecting employees, contractors, and stakeholders.
4. Employees, contractors, and stakeholders are provided with training and awareness programs on environmental management, quality control, and energy conservation.
5. Stakeholder engagement and consultation processes are promoted to enhance operational safety and efficiency.
6. The company allocates adequate resources to achieve environmental and sustainability objectives while ensuring efficient use of natural resources.
7. The company maintains the security of its utilities and infrastructure, ensuring preparedness for emergencies affecting production and supply chain continuity.
8. Environmental performance and sustainability targets are regularly reviewed to drive continuous improvement, with transparent communication of progress to stakeholders.

Environmental Compliance and Performance

Ratch Pathana and Affiliates committed to full compliance with environmental regulations and legal requirements applicable to its operations. The company adheres strictly to Environmental Impact Assessment (EIA) frameworks at Ratch Pathana Energy Power Plant, as well as Initial Environmental Examination (IEE) and Code of Practice (CoP) guidelines at Sahacogen Green Biomass Power Plant and Sahagreen Forest Biomass Power Plant. To ensure compliance, environmental quality is continuously monitored, with biannual reports submitted to regulatory authorities.

The Company places strong emphasis on continuous environmental management to ensure alignment with international standards and to reinforce the long-term sustainability of its business operations. During the period from 2005 to 2025, the Company successfully underwent external audits conducted by the Management System Certification Institute (MASCI) and has maintained certification to the ISO 14001:2015 Environmental Management System standard. Currently, companies within the Ratch pathana Group that hold this certification account for 33% of the total group entities.

This demonstrates the company's unwavering commitment to environmentally responsible operations and strict compliance with environmental regulations. It reflects the continuous development and tangible improvement of the company's environmental management system. Moving forward, the company remains dedicated to enhancing and expanding its operations in alignment with international standards, further minimizing environmental impact and creating long-term value for all stakeholders.

From 2023 to 2025, the company has maintained full compliance with environmental regulations, with no recorded complaints, violations, fines, or penalties related to environmental laws. This reflects the company's strong commitment to sustainable business practices and strict adherence to environmental standards

Environmental Incident Statistics (2023-2025)

Incident/Issue	Number of Cases (per year)		
	2023	2024	2025
Complaints and environmental law violations	0	0	0
Fines for legal violations (THB)	0	0	0

Water Management

• Sustainable Water Management Plan

Ratch Pathana and Affiliates is places a strong emphasis on efficient water resource management across all production processes, from water intake to post-production environmental conservation. The company has established strict water management measures in full compliance with legal requirements, ensuring minimal impact on community water resources while mitigating operational risks associated with water scarcity.

Key Water Management Strategies:

- Ratch Pathana Energy and Sahacogen Green Biomass Power Plants are located within the Saha In dustrial Park, utilizing water from designated industrial water sources that provide sufficient reserves for production, without affecting local community water supply.
- Process Water Treatment and Reuse:
  - o Neutralization Basin: Water from production processes undergoes quality adjustments before being transferred to the wastewater treatment system of the Saha Industrial Park.
  - o Water Reuse Initiatives: Treated water is repurposed for landscaping irrigation, with excess water discharged into external water bodies in full compliance with legal discharge standards.
  - o Cooling System Compliance: Water discharged from cooling systems is regulated to not exceed 40°C, in accordance with legal temperature limits for environmental protection.

RO Rejected Water Recycle Project – Ratch Pathana Energy Power Plant

Ratch Pathana Energy has implemented the RO Rejected Water Recycle Project, a water conservation initiative designed to reclaim and reuse process water through a Reverse Osmosis (RO) Water Recycle system. This project has successfully reduced freshwater consumption in production processes while also minimizing wastewater disposal costs.

Project Outcomes (2023-2025):

Year	2023	2024	2025
Water Saved in Production (m^3/year)	89,702.60	48,350.20	88,246.70

Sahagreen Forest Biomass Power Plant has adopted a comprehensive water management strategy by constructing a 40-rai water reservoir with a storage capacity of 370,000 cubic meters per year, ensuring a stable water supply for year-round power generation.

Key Features of the Water Management System:

- Sediment Separation & Main Reservoir: Designed to maintain water quality, reduce the need for chemical treatment, and minimize wastewater discharge.
- Green Belt Initiative: Windbreak trees have been planted around the reservoir to reduce water evaporation and facilitate water reuse in power generation.
- Zero Discharge Approach: All treated water is retained and reused for landscaping irrigation, with no wastewater discharge into external water bodies.

To ensure compliance and minimize environmental impact, the plant strictly monitors water quality and cooling water temperatures as per legal requirements. Additionally, regular ecological assessments are conducted to safeguard the local aquatic ecosystem.

Water Risk Management

The company is committed to responsible water usage and conducts annual assessments of water-related risks in the areas where its business units are located. These assessments utilize the Aqueduct Water Risk Atlas, developed by the World Resources Institute, to identify water-stressed areas and inform strategic planning for water management within production processes.

In addition, the company has developed a comprehensive water data management system to monitor, analyze, and understand water usage across all operational stages. This system serves as a critical foundation for effective and efficient water resource management.

The company recognizes the critical importance of sustainable water management to mitigate water scarcity risks and enhance water-use efficiency in its operations. To ensure a stable water supply for power generation, the company has implemented the following measures:

1. Water Management at Power Plants

- Ratch Pathana Energy Power Plant (Chonburi Province):Sources raw water from a regional water network covering three provinces: Chonburi, Rayong, and Chachoengsao.Secured a 10-year long-term water supply contract with backup reserves for emergency situations.
- Ratch Pathana Energy & Sahacogen Green Biomass Power Plants:Located within the Saha Industrial Park, utilizing dedicated industrial water sources that do not impact local community water supply.
- Sahagreen Forest Biomass Power Plant:Constructed a 40-rai water reservoir with a storage capacity of 370,000 cubic meters per year, ensuring year-round power generation.

2. Water Risk Assessment

- Water stress, flood risks, drought conditions, and water quality concerns.
- Short-term (annual) and long-term (project lifecycle) risk evaluations.
- Utilization of risk assessment results to develop and enhance preventive and mitigation plans.
- Annual risk reviews to refine strategies based on improved forecasting data.

3. Additional Measures for Efficient Water Management

- Installation of water treatment systems before water enters production processes.
- Increased water recirculation cycles in cooling systems to reduce raw water consumption.
- Reuse of treated RO wastewater for applications such as landscaping and green spaces.
- Regular inspections of water pipelines to prevent leaks and minimize water loss.

4. Optimization of Water Usage through the 3Rs Approach (Reduce-Reuse-Recycle)

- Reduce water usage in production by increasing recycling loops within cooling tower systems.
- Reuse treated wastewater as a substitute for raw water, reducing dependence on public water sources.
- Recycle and consistently monitor discharged water to ensure compliance with environmental standards and minimize community impact.

5. Collaborative Water Resource Management

- Engagement with government agencies, such as the Royal Irrigation Department and the Ministry of Natural Resources and Environment, along with local communities, to align water usage with availability.
- Monitoring water forecasts and watershed conditions to anticipate fluctuations in supply.
- Establishing agreements with water suppliers to secure emergency water reserves in case of shortages.

Water Stewardship & Stakeholder Engagement

The Company recognizes water as a fundamental resource essential to its business operations, ecosystems, and community well-being. Accordingly, it upholds a responsible water management policy encompassing conservation, restoration, and efficient water use in line with sustainable development principles.

Community & Local Stakeholder Engagement for Water Conservation

In 2025, Sahacogen Green Co., Ltd. partnered with local authorities under the "Agricultural Technology Service and Transfer Center Promotion and Support Project" led by Wiang Yong Subdistrict Municipality, Mueang District, Lamphun Province. The Company participated in a vetiver grass planting activity along the Rong Ha irrigation canal a concrete initiative supporting watershed-level water stewardship with the following key objectives:

- Flood Prevention: Restoring the public irrigation canal to improve drainage capacity and reduce flood risk during the wet season
- Water Security: Enhancing water retention capacity to support agricultural use during the dry season and strengthen community food security
- Soil & Riparian Ecosystem Conservation: Mitigating riverbank erosion, improving soil moisture retention, and enriching organic matter in agricultural areas to maintain ecological balance across the entire watershed from upstream to downstream

These efforts reflect the Company's commitment as a Water Steward, dedicated to preserving water quality and aquatic ecosystems in collaboration with local communities, authorities, and all water users in the region.

Water Recycling Through Industrial Ecology

The Company applies the principles of Industrial Ecology to maximize resource efficiency by collaborating with Eastern Thai Consulting 1992 Co., Ltd., the wastewater treatment system operator of the Sahapat Industrial Estate, Lamphun. Treated effluent from the estate's system is repurposed for irrigating green areas, holy basil plots, and vegetable gardens within the Company's premises behind the power plant. This initiative reduces reliance on natural water sources, minimizes wastewater discharge to the environment, and aligns with Circular Economy principles contributing to the Company's long-term water impact reduction goals.

Water Consumption Reduction Targets and Performance Results for 2025

Category	SCG		SGN		SGF	
	Target	Performance	Target	Performance	Target	Performance
Reduce water consumption in production processes throug	60,000 (4%)	88,247 (6%)	54,000 (11.44%)	52,878 (17.04%)	20,000 (5.13%)	23,266 (9%)
Reduce water consumption in office buildings	70 (2%)	1,318 (36%)	336 (4%)	2,971.7 (37.40%)	-	-

Water Consumption Statistics

Ratch Pathana Energy Power Plant	2023	2024	2025
Water Consumption (m^3)	1,908,007	1,698,676	1,425,985
Water Intensity (Withdrawal/MWh net)	1.98	2.40	2.31
Treated Wastewater (%)	100	100	100
Water Management Approach	Industrial Park Treatment System / Green Area / RO Rejected Water Recycl		
Sahacogen Green Power Plant	**2023**	**2024**	**2025**
Water Consumption (m^3)	57,221.00	355,857.01	38,1016.82
Water Intensity (Withdrawal/MWh net)	5.36	5.34	5.10
Treated Wastewater (%)	100	100	100
Water Management Approach	Industrial Park Treatment System / Green Area		
Sahagreen Forest Power Plant	**2023**	**2024**	**2025**
Water Consumption (m^3)	448,220.00	391,445.67	396,084.00
Water Intensity (Withdrawal/MWh net)	7.93	4.68	4.18
Treated Wastewater (%)	–	–	–
Water Management Approach	zero discharge		

Wastewater Discharge and Quality (2023-2025)

Ratch Pathana Energy Power Plant

Parameter	2023	2024	2025
Wastewater Discharge Volume (m^3/year)	670,593	239,143	183,193
Water Quality			
• Temperature (°C)	31.8	31.8	32.1
• pH Level	7.7	7.6	7.6
• Biochemical Oxygen Demand (BOD) (mg/L)	2.0	2.5	2.0
• Chemical Oxygen Demand (COD) (mg/L)	50.1	48.9	40.3
• Total Dissolved Solids (mg/L)	863.6	855.4	737.6

Wastewater Discharge and Quality (2023-2025)
Sahacogen Green Power Plant

Parameter	2023	2024	2025
Wastewater Discharge Volume (m^3/year)	48,627	60,000	70,636
Water Quality			
• Temperature (°C)	34	33	32
• pH Level	8.7	8.8	8
• Biochemical Oxygen Demand (BOD) (mg/L)	11.6	9.0	15.5
• Chemical Oxygen Demand (COD) (mg/L)	80	97	100
• Total Dissolved Solids (mg/L)	1,192	1,700	2,004

Wastewater Discharge and Quality (2023-2025)
Sahagreen Forest Power Plant

Parameter	2023	2024	2025
Wastewater Discharge Volume (m^3/year)	58,740.00	51,082.00	55,633.59
Water Quality			
• Temperature (°C)	31	31	33
• pH Level	7.9	8.0	7.9
• Biochemical Oxygen Demand (BOD) (mg/L)	9.3	8.7	8.8
• Chemical Oxygen Demand (COD) (mg/L)	87	75	64
• Total Dissolved Solids (mg/L)	2,327	2,120	2,324

Water Usage Incident Statistics

Incident/Issue	Number of Cases (per year)		
	2023	2024	2025
Conflicts with water users/stakeholders	0	0	0
Environmental violations/legal infractions	0	0	0

Waste Management

Waste Management Plan

Ratch Pathana and Affiliates implements waste management in compliance with legal standards and specific measures for each power plant. The waste is categorized into two types: hazardous waste and non-hazardous waste, and is managed as follows:

1. **Hazardous Waste:** This includes waste that may impact on the environment, such as transformer oil, engine oil, chemical drums, etc. The company controls the usage of transformer oil that does not contain hazardous substances and ensures proper disposal according to legal requirements. The waste is disposed of by licensed agencies authorized by the Department of Industrial Works.
2. **Non-Hazardous Waste:** This refers to waste similar to household waste, such as food scraps, wood, paper, cables, plastic bags, construction materials, etc. Measures are in place to segregate and manage these materials before they are either safely landfilled or repurposed. The company has established a waste bank project to raise awareness and encourage employees to consider resource efficiency and sustainability.

Additionally, the biomass ash generated from the combustion process in the Saha Cogen Green and Saha Green Forest Biomass Power Plants is classified as non-hazardous waste. This ash has been developed for use in agriculture and brick production, which is distributed to local communities through the company's corporate social responsibility programs. This initiative helps maximize the value of non-hazardous waste, ensuring its optimal benefit.

Waste and Hazardous Waste Management Targets for 2025

Category	SCG		SGN		SGF	
	Target	Perfor-mance	Target	Perfor-mance	Target	Perfor-mance
Production waste sent for incineration without energy recovery to be zero "0"	0	0	0	0	0	0
Reduce non hazardous waste disposed of by landfill through the 3R process by 10% of total general waste generated in 2025	10	13.36	10	8.67	10	7.32

Waste Generation Volumes from Business Operations

Company Name	Item	2023	2024	2025
Ratch Pathana Energy Public Company Limited	Non-hazardous waste (tons)	115.50	90.07	114.19*
	Non-hazardous waste (tons)	23.10	18.15	21.99
	Waste Recycle (tons)	4.39	2.42	5.3
	Other recovery oper-ations (tons)	11.31	7.06	11.40
	Non-recyclable waste (tons)	122.9	98.74	119.48
Sahacogen Green Company Limited	Non-hazardous waste (biomass ash) (tons)	12,215.90	12,526.64	10,119.38
	Hazardous waste (tons)	-	0.624	0.81
	Waste and Hazardous Waste Generated (Tonnes)	8.90	4.7	7
Sahagreen Forest Company Limited	Non-hazardous waste (biomass ash) (tons)	4,956.00	2653.06	1,969.03
	Hazardous waste (tons)	-	0.62	0.38
	Waste and Hazardous Waste Generated (Tonnes)	1.57	2.25	0**

Note: * No hazardous waste was transported off-site for disposal, as the accumulated volume was insufficient to meet minimum transportation requirements.

Waste Management Promotion Activities within the Organization

Last year, the company implemented the 3R principles (Reduce, Reuse, Recycle) to manage waste and promote environmental responsibility within the organization. The following approaches were adopted:

1. **Reduce (Reducing Consumption)**
   - o Reduced paper usage by supporting electronic documentation systems (Paperless Office).
   - o Reduced the use of single-use packaging, such as plastic cups and utensils.
   - o Encouraged the use of environmentally friendly materials within the office.
2. **Reuse (Reusing Materials)**
   - o Provided communal containers for reusable items, such as water glasses and lunchboxes.
   - o Encouraged employees to reuse office supplies, such as file folders and document envelopes.
   - o Set up donation points for reusable items, such as clothes, books, and office equipment, to be given to those in need.

In the past year, the company launched a donation project to collect unused items from employees, such as clothes, books, toys, and other good-condition goods, which were sent to the Ban Nok Khamin Foundation and organizations supporting disadvantaged individuals. This initiative helped reduce waste and maximize the value of resources. Additionally, the company collaborated with partners to donate recyclable waste, such as old bras to Wacoal Ltd. Lamphun, and soda can pull tabs for prosthetic leg production. This project is ongoing every year to promote efficient and sustainable resource use.

3.Recycle (Recycling)

- Segregated waste by type, such as paper, plastic, and organic waste, for proper recycling.
- Established e-waste collection points for discarded items like batteries and light bulbs.
- Coordinated with external agencies for the proper disposal of hazardous waste.

The implementation of the 3R principles has helped reduce waste within the organization, increase resource efficiency, and foster an environmentally friendly workplace culture.

- Sahacogen Green Co., Ltd. has participated in the "Lamphun Clean City for Sustainable Development" project for the fourth consecutive year in 2024. The project aims to promote and develop businesses toward a green industry. It drives initiatives such as the Wet Waste-Free Province project, Lamphun Clean City without Foam (Foam-Free), and the "Lamphun People United for the Environment" campaign. The focus is on reducing, refusing, and reusing plastic shopping bags and plastic straws. Additionally, the project enhances waste management practices in Lamphun Province to ensure continuous, tangible progress and long-term sustainability.

- In 2025, Ratch pathana Energy Public Company Limited received a recognition plaque for participating in the "Ting to Trash" project, organized by the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association. The initiative aims to promote proper waste segregation knowledge and awareness among listed companies, while fostering a corporate culture that embraces greenhouse gas reduction efforts by encouraging employees to actively participate in correct waste sorting and disposal practices.

- Waste Bank for the Environment Project The company launched the Waste Bank for the Environment project to raise employee awareness about environmental protection through waste segregation in both offices and factories. The initiative also encourages employees to donate or exchange household waste for goods before selling it to recycling buyers. The goal of the project is to reduce waste and help mitigate global warming caused by greenhouse gases. In 2025, the project segregated five types of waste: paper, plastic, metal, glass, and aluminum, totaling 6,652.40 kilograms, resulting in a reduction of greenhouse gas emissions by 29,905.00 kg CO_2 equivalent.

Summary of Waste and Greenhouse Gas Emission Reduction
from Waste Segregation for Recycling in the Waste Bank
for the Environment Project (2025)

Waste Type	Waste Volume (Kg)	Greenhouse Gas Emission Reduction ($kgCO_2e$)
Paper	5,029.90	28,537.37
Plastic	256.70	264.66
Metal	143.50	262.89
Glass	1,165.50	321.68
Aluminum	56.80	518.41
Total	**6,652.40**	**29,905.00**

Note: The project supports greenhouse gas emission reduction activities through waste segregation for recycling (source: GHG Reduction) by the Greenhouse Gas Management Organization (Public Organization).

Air Quality Management
Air Pollution Prevention & Control

The Company prioritizes investment in technology development and the design and installation of air pollution prevention and control systems to enhance production process efficiency. It has developed operational plans to reduce emissions of Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Total Suspended Particles (TSP), with a strong focus on monitoring and surveillance of air pollutants from both emission sources and surrounding communities in the vicinity of the power plant. All measures are implemented in strict accordance with the Environmental Impact Assessment (EIA) requirements to ensure that air quality remains within legally mandated emission standards through the following management practices:

Design & Installation of Prevention and Control Systems

- Low NOx Burner Technology: The Company has adopted Low NOx Burner technology to minimize nitro gen oxide formation within the combustion chambers of Gas Turbines, effectively reducing NOx emissions at the source.
- Electrostatic Precipitator (ESP): High-efficiency Electrostatic Precipitators with a particulate removal effi ciency exceeding 99.5% have been installed at Sahacogen Green Biomass Power Plant and Saha Green Forest Biomass Power Plant. This technology prevents airborne particulate matter from being discharged into the atmosphere, ensuring that stack emissions meet legally prescribed air quality standards while remaining safe and environmentally sound.

Air Quality Monitoring & Surveillance

- **Continuous Emission Monitoring System (CEMs):** The Company has installed Continuous Emission Monitoring Systems to track emissions from combustion processes and assess ambient air quality in real time. The systems are capable of measuring Total Suspended Particles (TSP), Sulfur Dioxide (SOx as SO_2), and Nitrogen Dioxide (NOx as NO_2), ensuring that emission levels remain consistently within legally prescribed regulatory standards.
- **Community Air Quality Monitoring:** Air quality monitoring instruments have been installed within surrounding communities in the vicinity of the plant. Monitoring results are compiled into environmental quality reports, which are disclosed to local communities and submitted to relevant regulatory authorities on a semi-annual basis, ensuring rigorous oversight and control of air quality impacts in full compliance with applicable legal standards.
- Vegetative Buffer Zones: The Company has established tree buffer zones around the perimeter of its facilities to mitigate the dispersal of air pollutants beyond the plant boundary, serving as a natural barrier to protect surrounding communities and

Air Pollution Management Targets

Air Pollution Emission Reduction Targets from Production Processes, Year 2025

Pollutant	Reduction Target (Unit: Metric Tonnes | % vs. Regulatory Standard)	Performance Outcome (Unit: Metric Tonnes | % vs. Regulatory Standard)
Ratch Pathana Energy Power Plant		
Nitrogen Dioxide (NO_X)	280 (10%)	116.65 (46.13%)
Sulfur Dioxide (SO_2)	65 (10%)	56.55 (94.80%)
Total Suspended Particulates (TSP)	95 (10%)	96.15 (79.44%)
Sahacogen Green Power Plant		
Nitrogen Dioxide (NO_X)	54.3 (10%)	116.18 (33.2%)
Sulfur Dioxide (SO_2)	22.7 (10 %)	143.73 (98.3%)
Total Suspended Particulates (TSP)	17.3 (10%)	82.12 (74.4%)
Sahagreen Forest Power Plant		
Nitrogen Dioxide (NO_X)	21.4 (10%)	194.91 (99.7%)
Sulfur Dioxide (SO_2)	9.0 (10%)	80.19 (98.2%)
Total Suspended Particulates (TSP)	6.8 (10%)	23.90 (38.3%)

Note: Emission reduction targets are set to maintain pollutant discharge levels at least 10% below the applicable regulatory standards, in alignment with the organization's environmental stewardship commitments and ESG performance framework.

Air Quality Monitoring Results for Ratch Pathana and Affiliates, 2023-2025

Natural Gas Power Plant	Average Monitoring Results(Min-Max)			Legal Criteria
	2023	2024	2025	
Ratch Pathana Energy Power Plant				
– Total Suspended Particulates (TSP) (mg/m^3)	0.4–3.52	4.91–13.10	1.30–2.85	≤ 54
– Sulfur Dioxide (SOx as SO_2) (ppm)	0.07–1.3	0.18–0.83	0.01–1.48	≤ 18
– Nitrogen Dioxide (NOx as NO_2) (ppm)	30.5–70.99	17.32–65.7	15.16–82.49	≤ 108
– Fine Particulate Matter (PM 2.5) (µg/m^3)	–	–	–	–
• Ban Nong Kham Community	–	20.2–27.0	8.0–18.0	≤ 37.5
• Ban Huai Lek Community	–	24.6–29.6	<2.0–35.8	≤ 37.5
• Nisarat Kindergarten	–	22.8–29.4	10.5–18.8	≤ 37.5
• Nong Phang Phuai Community	–	17.6–31.3	9.1–33.8	≤ 37.5
Biomass Power Plants				
Sahacogen Green Biomass Power Plant				
– Total Suspended Particulates (TSP) (mg/m^3)	5.4–10	1.6–8.6	20–57	≤ 120
– Sulfur Dioxide (SOx as SO_2) (ppm)	<1.4	3.7–4.3	<1.0	≤ 60
– Nitrogen Dioxide (NOx as NO_2) (ppm)	65.8–77.1	209.4–216.4	124–157	≤ 200
– Fine Particulate Matter (PM 2.5) (µg/m^3)				
Sahagreen Forest Biomass Power Plant				
– Total Suspended Particulates (TSP) (mg/m^3)	39.4–52.8	2.8–11.5	49.2–112.4	≤ 120
– Sulfur Dioxide (SOx as SO_2) (ppm)	<1.4	1.6–3.8	<1.0	≤ 60
– Nitrogen Dioxide (NOx as NO_2) (ppm)	4–72.4	45.1–102.7	0.4–0.9	≤ 200
– Fine Particulate Matter (PM 2.5) (µg/m^3)				
• Ban Huai Nam Sai School	35–37.2	1.3–62.0*	3.1–36.7	≤ 37.5
• Ban Khui Pom Sub-district Health Promotion Hospital	34.3–37.3	3.6–55.0*	1.3–34.4	≤ 37.5

Note: * Although these measurements exceeded the standard threshold in certain periods, a comprehensive environmental assessment, which considered stack emission monitoring results in conjunction with meteorological data such as wind speed and direction, indicated that the dispersion pattern of pollutants did not impact the surrounding communities. Therefore, it can be reasonably concluded that the project activities did not adversely affect air quality in community areas. The measured values more likely reflect the general dispersion characteristics of pollutants in the overall area rather than direct impacts on the communities.

Noise Pollution Management

- Equipment and machinery are designed, installed, and maintained with appropriate inspection schedules to minimize noise generation. Tall, dense trees have been planted to serve as noise barriers and wind breaks, enabling noise levels to be controlled within legally mandated standards.
- Three noise monitoring points have been established: at the noise source within the power plant, in the production control room, and along the power plant perimeter fence. Noise levels are maintained within legal standards, with workplace noise measurements conducted quarterly.
- Hearing protection equipment (earmuffs) is provided to employees who must work in areas where noise levels exceed 80 dBA. Personnel working in such areas are required to wear personal protective equipment to reduce noise exposure. Warning signs have been installed, and this requirement has been established as a mandatory regulation that all employees must strictly follow.

1. Noise Control at Source

- Machinery and equipment are designed and installed with appropriate noise reduction specifications, supported by planned maintenance schedules for noise-generating equipment, ensuring that noise levels are maintained within legally prescribed standards.
- Noise monitoring is conducted at source locations, including machinery within the power plant and along the plant perimeter fence. Monitoring also covers occupational noise levels in employee work areas and ambient noise levels in surrounding communities, to ensure compliance with statutory limits.
- Noise-intensive activities are restricted to daytime hours, with advance notification provided to local communities prior to the commencement of such activities.

2. Noise Control Along Transmission Pathways

- Noise barriers are installed around machinery areas within the facility. In addition, tall, dense-canopy trees are planted as natural noise buffers and windbreaks along the perimeter of the power plant to mitigate noise impacts on neighboring communities.

3. Noise Control at the Receiver

- Personal hearing protection equipment, including ear muffs, is provided to employees who are required to work in areas where noise levels exceed 80 dB(A). The use of personal protective equipment (PPE) in such designated areas is mandatory. Warning signs are posted, and strict compliance with this requirement is enforced for all personnel.

Noise Quality Monitoring Results for Ratch Pathana and Affiliates, 2023-2025

Noise Quality Monitoring Results	2023	2024	2025	Legal Criteria
	Average Measurement Results (Min–Max)			
Ratch Pathana Energy Power Plant				
General Noise Level (Leq 24 hr) (dBA)				
Northern Project Fence Perimeter	–	64.4–67.5	63.7–65.1	70
Eastern Project Fence Perimeter	–	60.1–63.5	60.3–65.9	70
Southern Project Fence Perimeter	–	64.9–67.4	65.0–68.9	70
Western Project Fence Perimeter	61.8–64.0	65.9–68.3	63.1–65.3	70
Ban Rai Nueng Area	63.4–64.0	58.7–68.3	56.0–57.1	70
Workplace Noise Level – Personal Noise Dosimetry (Leq 12 hr) (dBA)	78.1–79.9	73.1–77.6	75.7–80.1	83
Sahacogen Green Biomass Power Plan				
General Noise Level (Leq 24 hr)				
Nong Pla Kho Temple Area	46.6–60.7	48.9–60.4	48.5–51.7	70 dBA
San Luang Temple Area	45.8–63.3	46.8–52.6	51.8–56.5	70 dBA
Project Fence Perimeter	54.8–65.2	64.5–66.6	59.3–65.3	70 dBA
Workplace Noise Level – Personal Noise Dosimetry (Leq 12 hr)	81–82.1	76.1–78.6	75.3–81.3	83 dBA
Sahacogen Green Biomass Power Plan				
General Noise Level (Leq 24 hr)				
Nong Pla Kho Temple Area	47.6–56.7	48.5–67.3	49.2–60.9	70 dBA
San Luang Temple Area	65.0–67.5	47.8–65.5	48.9–69.2	70 dBA
Project Fence Perimeter	51.3–58.5	64.6–67.4	65.3–66.1	70 dBA
Workplace Noise Level – Personal Noise Dosimetry (Leq 12 hr)	78.6–80.3	79.6–82.0	70.3–80.2	83 dBA

Incident/Issue	Number of Occurrences (Times)		
	2023	2024	2025
Chemical Leakage	0	0	0

ENERGY MANAGEMENT

Ratchpathana Group recognizes the importance of efficient energy management alongside socially and environmentally responsible business practices. We are committed to promoting and supporting sustainable energy use to reduce greenhouse gas emissions, a key driver of global warming and climate change. To achieve this, the Company has established an Energy Conservation Policy as an operational framework and formed an Energy Management Working Group to regularly review, develop, and monitor performance.

Furthermore, we continuously implement internal energy conservation projects, such as energy reporting, site visits, energy-saving campaigns, and "Energy Day" activities. The Company emphasizes a "Participatory Energy Conservation" approach, believing that collaboration from employees and all sectors will ensure efficient energy utilization, minimize environmental impact, and lead the organization toward its true sustainability goals.

Energy Management Policy and Guidelines

- Implement and develop an appropriate energy management system, integrating energy conservation and management into the Company's operations in compliance with relevant laws and regulations to achieve sustainable development.
- Improve energy efficiency actively and continuously, ensuring alignment with business operations, utilized production technologies, and internationally recognized best practices.
- Establish annual energy conservation plans and targets, communicating them to all employees to ensure correct understanding and implementation.
- Monitor and evaluate energy management through reviews, analysis, and corrective actions at least once a year to ensure compliance with laws and other relevant requirements.
- Designate energy conservation as a core responsibility for executives and employees at all levels, requiring full cooperation with established measures.
- Provide necessary resources to ensure the efficiency and effectiveness of energy conservation and management, including training and fostering employee participation in energy-related initiatives.

Resource Efficiency

The primary raw materials used in electricity generation consist of Natural Gas as the Primary Fuel, and Diesel Oil as the Secondary Fuel. This also includes Biomass Fuels, such as woodchips, rice husks, sugarcane leaves, and corn cobs. These resources play a critical role in the production process as follows:

1) Natural Gas

Ratchpathana Energy Power Plant utilizes natural gas as the fuel for electricity and steam generation. The Company has entered into a 25-year long-term Gas Purchase Agreement with PTT Public Company Limited, which will expire in April 2049. This agreement supports the new power plant construction project under a long term Power Purchase Agreement (PPA) with EGAT, replacing the previous contract that expired in April 2024.

Since the commencement of operations, the Company has never encountered issues regarding the quality or insufficient quantity of natural gas. This reflects the stability of our fuel sources and the Company's effective energy management capabilities.

2) Biomass Fuel

• Sahacogen Green Power Plant: As a biomass power plant, it utilizes biomass as its primary fuel. The management strategy involves securing land for fast-growing tree plantations across various regions and establishing the Fast-Growing Tree Energy Research Center in Mueang District, Lamphun Province. This center focuses on breed improvement, sourcing high-quality parent trees, and propagation, ensuring continuous and sustainable business growth. Additionally, the Company operates biomass purchasing centers to source materials from local farmers and implements strict management measures by planning production and procurement with monthly monitoring. Sufficient fuel reserves are also maintained to ensure uninterrupted electricity and steam generation.

• Sahagreen Forest Power Plant: This biomass power plant manages its fuel supply through a long-term purchase agreement with Siam Forestry Co., Ltd., a joint venture in which the Company holds a 25% stake. Monthly planning and performance monitoring meetings are held with the joint venture partner. Furthermore, the Company sources alternative biomass fuels to reduce costs and maintains strategic fuel reserves for continuous power generation.

Since the commencement of operations, the Company has never encountered any biomass fuel shortages that led to a production halt.

3) Diesel Oil

Diesel oil serves as the secondary fuel for electricity and steam generation in the event of natural gas interruption. The Company maintains sufficient diesel reserves to support continuous full-capacity operations for delivery to its customers. The diesel fuel is transported to the Company's site via fuel tanker trucks

Energy Management Goals and Performance 2025

Category	SCG		SGN		SGF	
	Target	Performance	Target	Performance	Target	Performance
Thermal Energy In production process Unit: MMBTU)	5,000 **Reduce 0.10%**	211,078 ↑Increased 4%	2,757 **Reduce 0.22%**	+84,708 ↑Increased 6.76%	24,748 **Reduce 2.30%**	+21,510 ↑Increased 2.23%
Electricity In production process (Unit: MWh)	500 **Reduce 2.60%**	779 ↑Increased 4.00%	3.93 **Reduce 0.04%**	+6,747 ↑Increased 0.7%	146 **Reduce 2.28%**	−46.94 ↓Reduced 0.80%
Electricity In office buildings (Unit: MWh)	10 **Reduce 2.00%**	94.49 ↓Reduced 16.00%	2.54 **Reduce 2.00%**	−8.86 ↓Reduced 6.98%	2.12 **Reduce 2.00%**	−27.61 ↓Reduced 26.05%

Legend: Target Achieved (Reduction attained) Target Not Met (Consumption increased)

Note: Energy consumption reduction targets are benchmarked against the 2024 baseline year, reflecting the Group's commitment to continual improvement in energy efficiency and resource stewardship across all operational sites, consistent with its ESG performance objectives.

Operational Continuity and Energy Stability

Since the commencement of electricity and steam generation, the Company has maintained continuous operations without any disruptions from natural gas delivery or biomass shortages. This energy security reflects the efficiency of our value chain management system and the Company's robust energy risk management capabilities.

The Company prioritizes the procurement of stable and sustainable energy sources to consistently meet the needs of customers and stakeholders while maintaining confidence in our operational potential. Furthermore, we remain committed to developing and strengthening energy security to support long-term sustainable growth.

Installed Capacity, Generation Volume, and Utilization Rate of Sahacogen Group (2023–2025)

Electricity Generation	Unit	2023	2024	2025
Sriracha Power Plant				
Installed Capacity	MW	215.58	154.20	154.20
Maximum Generating Capacity	MWh/Year	1,888,481	1,350,792	1,350,792
Actual Net Generation	MWh/Year	953,824	697,075	595,327
Utilization Rate	%	50.51	51.60	44.10
Lamphun Power Plant				
Installed Capacity	MW	9.6	9.6	9.6
Maximum Generating Capacity	MWh/Year	84,096	84,096	84,096
Actual Net Generation	MWh/Year	66,609	66,621	67,190
Utilization Rate	%	79.21	79.22	79.90
Kamphaeng Phet Power Plant				
Installed Capacity	MW	7.5	7.5	7.5
Maximum Generating Capacity	MWh/Year	65,700	65,700	65,700
Actual Net Generation	MWh/Year	53,660	56,258	57,755
Utilization Rate	%	81.67	85.63	89.79

Energy Consumption: Ratch Pathana Energy PCL and Subsidiaries (2023–2025)

(KPIs)	Unit	SCG			SGN			SGF		
		2023	2024	2025	2023	2024	2025	2023	2024	2025
Natural Gas Consumption	Million Cubic Feet (MMcf)	8,589.59	6,380,64	5,288.00	-	-	-	-	-	-
Fuel Oil Consumption	Liters	-	-	-	96,500	72,800.00	72,500	-	-	-
Diesel Oil Consumption	Liters	3,140.53	5,698.80	37,622.79	173,808	174,228	171,591	158,954	166,670	177,040
Biomass Consumption	Tons	-	-	-	127,222	132,208.54	129,134	91,940	97,629	102,304
Net Electricity Generation	MWh	997,492.03	732,772.15	618,037.74	66,609	9,184	67,190	6,386	6,472	6,566
Energy Intensity	MMBTU/ kWh	0.01	0.01	0.01	0.024	0.02	0.023	0.02	0.02	0.02
Energy Consumption	GJ	9,056,251.27	6,724,454.39	5,520,323.37	1,571,666	1,681,886	1,617,013	1,003,520	1,066,498	1,066,498

Energy Conservation 2025

The Company prioritizes energy management in accordance with the ministerial regulations regarding the criteria and procedures for energy management in designated factories and buildings (B.E. 2552). We have implemented a formal Energy Management System and prepare annual Energy Management Reports to ensure full compliance with government energy standards and regulatory requirements.

Internal Energy Management Framework

1. **Appointment of Energy Management Personnel** The Company has appointed a Senior Responsible Person for Energy at the plant level. This individual is formally registered and has completed mandatory certification programs conducted by the Department of Alternative Energy Development and Efficiency, Ministry of Energy. This ensures the expertise required to professionally manage and optimize energy efficiency.
2. **Establishment of the Energy Management Working Group** An Energy Management Working Group has been established to supervise, implement, coordinate, and report on the organization's energy management performance. The group is also responsible for monitoring and reviewing operations to ensure strict alignment with the Company's Energy Conservation Policy.
3. **Implementation of Energy Conservation Projects** The Company is committed to developing Energy Conservation Projects aimed at continuously enhancing energy efficiency and reducing consumption. We integrate advanced technologies and modern energy-saving measures into our core operational processes.
4. **Energy Management System Audit and Certification** The Energy Management System undergoes an annual audit and certification process conducted by licensed external third-party auditors as required by law. The finalized energy management and audit reports are submitted to the Department of Alternative Energy Development and Efficiency, Ministry of Energy, on an annual basis.

In 2025, the Company implemented energy efficiency enhancement activities across all operational areas. By fostering participation from employees at all levels, we achieved significant reductions in operating costs, with key projects as follows:

Ratchpathana Energy Public Company Limited

- **Project Name:** Steam Trap Maintenance Project in the Steam Distribution System
- **Project Nature:** Replacement of malfunctioning steam traps to minimize steam loss within the power plant and distribution network.
- **Project Location:** Steam Distribution Lines within the Saha Group Industrial Park.

KPI / Metrics	Target	Actual	Unit
1. Quantitative Thermal Energy Savings	5,305,165	5,305,165	MJ
2. Quantitative Cost Savings	947,860	947,860	THB/Year
3. Investment Amount	363,300	363,300	THB
4. Payback Period	0.38	0.38	Years

Sahacogen Green Co., Ltd.

- **Project Name:** Air Conditioning Upgrade to Inverter System (2025)
- **Project Nature:** Replacement of 5 fixed-speed air conditioning units with high-efficiency Inverter units.
- **Project Location:** Electrical Control Room, Sahacogen Green Co., Ltd.

Details	Energy Consumption (kWh/Year)	Cost (THB/Year)
Energy Consumption Before Implementation	104,223	331,506
Energy Consumption After Implementation	48,349	153,787
Total Energy Savings	55,873	177,718
Total Investment	282,000	THB
Payback Period	1.58	Year

- **Project Name:** Reduction of Heat Loss from Flue Gas via Stoker Grate Overhaul
- **Project Nature:** A comprehensive overhaul of the furnace stoker grate was conducted. The previous air seal was damaged, causing FD fan air to bypass its intended combustion purpose and short-circuit through various points of the reciprocating air compressor system. The overhaul ensures air is utilized according to combustion requirements and load demands, resulting in significant energy reduction.
- **Project Location:** 65-ton Boiler, Sahacogen Green Co., Ltd.

Details	Energy Consumption (kWh/Year)	Cost (THB/Year)
Energy Consumption Before Implementation	121,829,160	17,405,807
Energy Consumption After Implementation	116,412,025	16,631,858
Total Energy Savings	5,417,135	773,949
Total Investment	5,554,648	THB
Payback Period	7.18	Year

Sahagreen Forest Co., Ltd.

- **Project Name:** Installation of Inverters for Raw Water Pumps A & B
- **Project Nature:** Installation of Inverter drives (VFD) to reduce electricity consumption of the Raw Water Pumps.
- **Project Location:** Water Treatment Plant

Details	Energy Consumption (kWh/Year)	Cost (THB/Year)
Energy Consumption Before Implementation	47,748	203,883
Energy Consumption After Implementation	34,082	145,530
Total Energy Savings	13,666	58,353
Total Investment	14,560	THB
Payback Period	0.24	Year

- **Project Name:** Improvement of Fuel Baffles for Intake Screws A & B
- **Project Nature:** Modification of the fuel baffles for Intake Screws A & B to be adjustable. This allows for an increased volume of fuel onto the conveyor belt, thereby reducing the fuel refilling time in the com bustion hopper.
- **Project Location:** Fuel Handling/Conveyor System

Details	Energy Consumption (kWh/Year)	Cost (THB/Year)
Energy Consumption Before Implementation	117,156	500,156
Energy Consumption After Implementation	82,666	352,978
Total Energy Savings	34,490	147,178
Total Investment	35,000	THB
Payback Period	0.24	Year

Energy Conservation Awareness and Promotion Activities

The Company recognizes the importance of fostering a corporate culture centered on energy efficiency, alongside our commitment to legal compliance and international energy management standards. To support our goals of reducing energy consumption and achieving long-term sustainability, we have implemented various energy conservation campaigns and promotional initiatives as follows:

Activity Category	Details	Goals	Expected Outcomes
1. Internal Energy Awareness Campaign	• "Switch Off – Adjust – Unplug" campaign • Posting stickers and warning signs • Communication via digital screens and internal Intranet	To raise awareness and influence behavioral changes in energy usage among employees.	Continuous reduction in electricity consumption in office and factory areas.
2. Energy Training and Knowledge Sharing	• Training sessions for all levels of employees • Knowledge transfer by the Senior Responsible Person for Energy (Senior PRE) •Equipment efficiency workshops	To enhance understanding and technical knowledge regarding efficient energy utilization.	Employees can apply knowledge to their work and contribute to reducing energy loss.
3. Energy Innovation Challenge	• Open call for energy-saving proposals from all departments • Selection of outstanding ideas for practical pilot implementation	To encourage employee participation and foster internal innovation.	Practical new measures or projects that tangibly reduce energy consumption.
4. Energy Walk & Check	• Compressed air leak audits • Identifying unnecessary electricity usage • Equipment efficiency inspections • Monitoring and publishing energy/water saving results via internal media	To identify points of energy loss and implement corrective actions.	Reduced energy waste and increased efficiency in production processes.
5. Energy Day Activity	• Energy exhibitions and educational activities • Energy conservation contests	To stimulate employee engagement in energy and environmental issues.	Higher level of energy and environmental awareness across the organization.
6. Establishing a Culture of Responsible Energy Use	• Integrating energy conservation into Departmental KPIs • Energy consumption alert systems	To build a sustainable corporate culture driven by energy conservation.	Collaboration at all levels, leading to long-term energy management efficiency.

CLIMATE CHANGE MANAGEMENT

Climate change has emerged as an escalating global crisis, driven by the cumulative accumulation of greenhouse gas (GHG) emissions resulting from human activities including the use of fossil fuels across the energy, transportation, and industrial sectors. These factors have accelerated global warming, generating severe consequences for the environment, ecosystems, and the quality of life of people worldwide. It is therefore imperative that all sectors collaborate with urgency and determination to mitigate these impacts and establish a strong foundation for long-term sustainability.

Ratch pathana Energy Public Company Limited recognizes the profound significance of this challenge and has integrated greenhouse gas management as a core component of its sustainable business mission. The Company places strong emphasis on expanding the proportion of electricity generation from renewable energy sources, with the aim of reducing dependence on fossil fuels and supporting the global commitment to limiting the rise in average global temperature to no more than 1.5–2.0 degrees Celsius, in accordance with the Paris Agreement framework.

In pursuit of this vision, the Company has established clear and ambitious climate targets: achieving Carbon Neutrality by 2040 and Net Zero Emissions by 2050. These commitments reflect the Company's resolute determination to play a meaningful and tangible role in addressing climate change, while creating enduring value for society, the environment, and all stakeholders over the long term.

To achieve these objectives, the Board of Directors has appointed a Sustainability Committee to oversee and establish policies and strategies for greenhouse gas management. The company has formed a Greenhouse Gas Management Working Group to monitor and track operations in alignment with strategic goals and to establish practical greenhouse gas management guidelines that can be implemented at all levels of the organization. Additionally, the company focuses on promoting efficient greenhouse gas management, considering the impacts on the organization, society, and environment to maximize benefits and lead to genuine sustainability.

Greenhouse Gas Management Working Group

1.	Mrs. Uthumporn Sinprajaksapol	Chairperson
2.	Mr. Panuruj Pavidapa	Committee
3.	Mr. Tosaporn Wimooktakorn	Committee
4.	Mr. Sakdawut Jenakkarakul	Committee
5.	Ms. Naichan Jongkolwanich	Committee
6.	Ms. Nichannat Jansuksomboon	Committee
7.	Ms. Kunanya Panyalar	Committee and Secretary

Responsibilities of the Working Group

1. Assess risks arising from climate change that affect production and business operations.
2. Propose an integrated plan for monitoring the organization's greenhouse gas emissions, both direct and indirect.
3. Propose a response plan to climate change, including developing mitigation plans for potential impacts to address these risks.
4. Propose targets and measures to reduce greenhouse gas emissions from the organization's business processes.
5. Monitor and coordinate with relevant departments in greenhouse gas management according to plans and measures to reduce greenhouse gas emissions in line with climate change management policies, as well as quality, environmental, safety, and energy conservation policies.
6. Communicate to employees at all levels, as well as stakeholders, the importance of and participation in measures to reduce greenhouse gas emissions to address climate change.
7. Report the results of greenhouse gas management operations to the Sustainability Committee.

Climate Change Management Policy

The company has established a climate change management policy to provide guidelines for conducting business operations that enable stable and sustainable growth, as follows:

1. Appointment of an organizational greenhouse gas management committee responsible for:
   - 1.1 Assessing risks arising from climate change that may impact production and business operations
   - 1.2 Proposing an integrated plan for monitoring both direct and indirect greenhouse gas emissions
   - 1.3 Proposing a climate change response plan, including developing mitigation measures to address potential impacts and manage these risks
   - 1.4 Recommending greenhouse gas emission reduction measures
2. Establishing greenhouse gas emission targets for the organization's business processes
3. Communicating to employees at all levels, as well as stakeholders, the importance of and encouraging participation in greenhouse gas emission reduction measures to address climate change

Opportunities and Challenges

Climate change presents both challenges and opportunities for the energy industry. Government policies promoting a low-carbon economy have encouraged many organizations to shift toward clean energy with increasing trends in renewable energy utilization, such as solar, wind, biomass, etc. This creates opportunities for companies to develop new technologies and generate added value through green energy project development.

Furthermore, developing robust strategies to mitigate climate change impacts helps build stakeholder confidence. If companies can adapt and implement clean energy policies effectively, they can create competitive advantages and strengthen long-term investor and consumer confidence.

Risks Arising from Climate Change

Key risk factors from climate change affecting energy production include increasingly stringent environmental laws, regulations, and requirements, including greenhouse gas reduction and adaptation to laws promoting greenhouse gas reduction and carbon credits, which may require high operational investments and budgets. Additionally, extreme climate change results in more severe and frequent natural disasters, potentially impacting production operations and energy system security.

Climate change is significantly impacting energy production, exposing fossil fuel-dependent energy businesses to multiple risks. These include investment shifts that may cause businesses with fossil fuel infrastructure investments to face challenges such as investments and electricity usage transition toward green energy. Additional challenges include initially high costs for developing new technologies, increased competition in the clean energy market that may reduce fossil fuel energy's market share, and operational disruptions from natural disasters, flooding, or severe drought.

Changes in government policies and upcoming legislation may introduce carbon taxes as a climate change management tool, resulting in higher fossil fuel energy prices. This creates pressure for businesses to invest in clean energy to adapt and reduce tax-related costs. These impacts affect energy sector businesses as carbon dioxide emission taxes increase production costs. Companies that fail to invest in clean technologies or reduce emissions may face increasing taxes and operational restrictions.

Moreover, climate volatility affects agricultural seasons and yields, potentially impacting crop production, cultivation, and harvesting. This may affect fuel costs or supply adequacy for biomass power plants that use agricultural waste materials.

Based on risk assessments and implementation of established risk management measures, monitoring operational impacts in 2025 has shown no disasters or climate change effects impacting the Ratch Development Group.

Risk Management

1. **Investing in Floating Solar Power Systems** The Company has co-invested in a Floating Solar Power Generation System integrated with a Micro Smart Grid within the Sahapat Industrial Estate, Sri Racha, advancing the deployment of smart renewable energy infrastructure.
2. **Setting Long-Term Climate Targets** The Company is committed to achieving Carbon Neutrality by 2040 and Net Zero Emissions by 2050, in alignment with the Paris Agreement and Thailand's national climate policy.
3. **Expanding Renewable Energy** Capacity The Company targets an increase in renewable energy generation to 15% of total installed capacity based on equity interest by 2030, driving a decisive shift toward a clean energy portfolio.
4. **Implementing GHG Reduction Policies and Measures** Clear GHG reduction policies, targets, and operational measures have been established and implemented across all business units to systemati cally reduce the organization's carbon footprint.
5. **Developing a Renewable Energy-Focused Strategy** The Company pursues a strategic plan centered on renewable energy and clean technology development, incorporating assessments of shifting consumer behavior to build long-term business resilience and sustainability.
6. **Continuous Monitoring and Assessment** The Company conducts regular monitoring and situational assessments of climate-related developments and emerging trends to support timely, informed, and effective decision-making.

Greenhouse Gas Management Plan

The Company has established a comprehensive and action-oriented GHG management plan, structured around the following key initiatives:

1. **Expanding the Proportion of Renewable Energy**
   The Company is actively driving the transition toward clean energy by scaling up the utilization of renewable energy sources including solar, wind, and biomass to progressively reduce dependence on fossil fuels and lower GHG emissions across its production processes. This transition is central to the Company's decarbonization pathway and long-term energy strategy.
2. **Enhancing Energy Efficiency**
   The Company applies advanced technologies across its production and operational processes to maximize energy efficiency and minimize energy losses at every stage of its business operations. These efforts reflect the Company's commitment to resource stewardship and operational excellence in line with sustainable development principles.
3. **Developing GHG Emission Reduction Projects**
   The Company supports tangible and impactful GHG emission reduction initiatives, including reforestation projects, waste-to-resource programs, and the development of clean production technologies. Further more, the Company has entered into a strategic collaboration with the National Metal and Materials Technology Center (MTEC), National Science and Technology Development Agency (NSTDA), to de velop technology assessment and investment frameworks supporting Thailand's industrial sector in decision-making related to Bio-energy with Carbon Capture and Storage (BECCS) technologies.

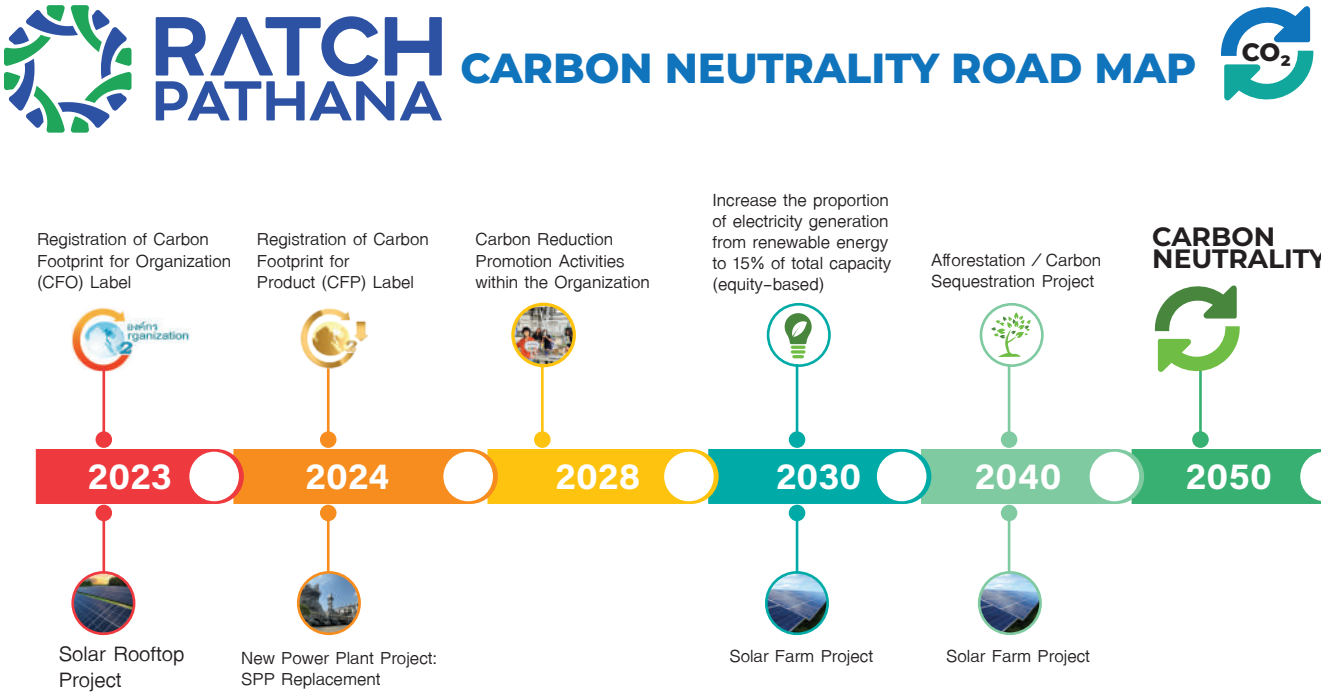
   In parallel, the Company continuously monitors and evaluates advancements in emerging green energy technologies to ensure readiness for the future energy transition, including:Small Modular Reactors (SMRs),Green Hydrogen Technology,Carbon Capture and Storage (CCS),Battery Energy Storage Systems (BESS)
4. **Establishing Clear Policies and Governance Measures**
   The Company has systematically formulated GHG management guidelines and policies, and has es tablished a dedicated GHG Management Working Committee to provide oversight, foster organizational climate awareness, and promote meaningful employee participation in addressing climate change effectively across all business units.
5. **Pursuing Carbon Neutrality and Net Zero Emissions Targets**
   The Company has set ambitious long-term climate targets, committing to achieve Carbon Neutrality by 2040 (B.E. 2583) and Net Zero Emissions by 2050 (B.E. 2593), in alignment with Thailand's national climate policy and the Paris Agreement framework. These targets underscore the Company's resolve to contribute meaningfully to global climate action and the transition to a low-carbon economy.

6. Ensuring Transparent Monitoring and Performance Reporting
   The Company implements a systematic and independently verifiable GHG monitoring and measurement process. This includes the preparation of the Carbon Footprint for Organization (CFO) report to track GHG emissions and removals arising from business activities, covering Scope 1, 2, and 3 emissions of Ratch pathana Energy Public Company Limited and its subsidiaries, continuously since 2022 to the present.

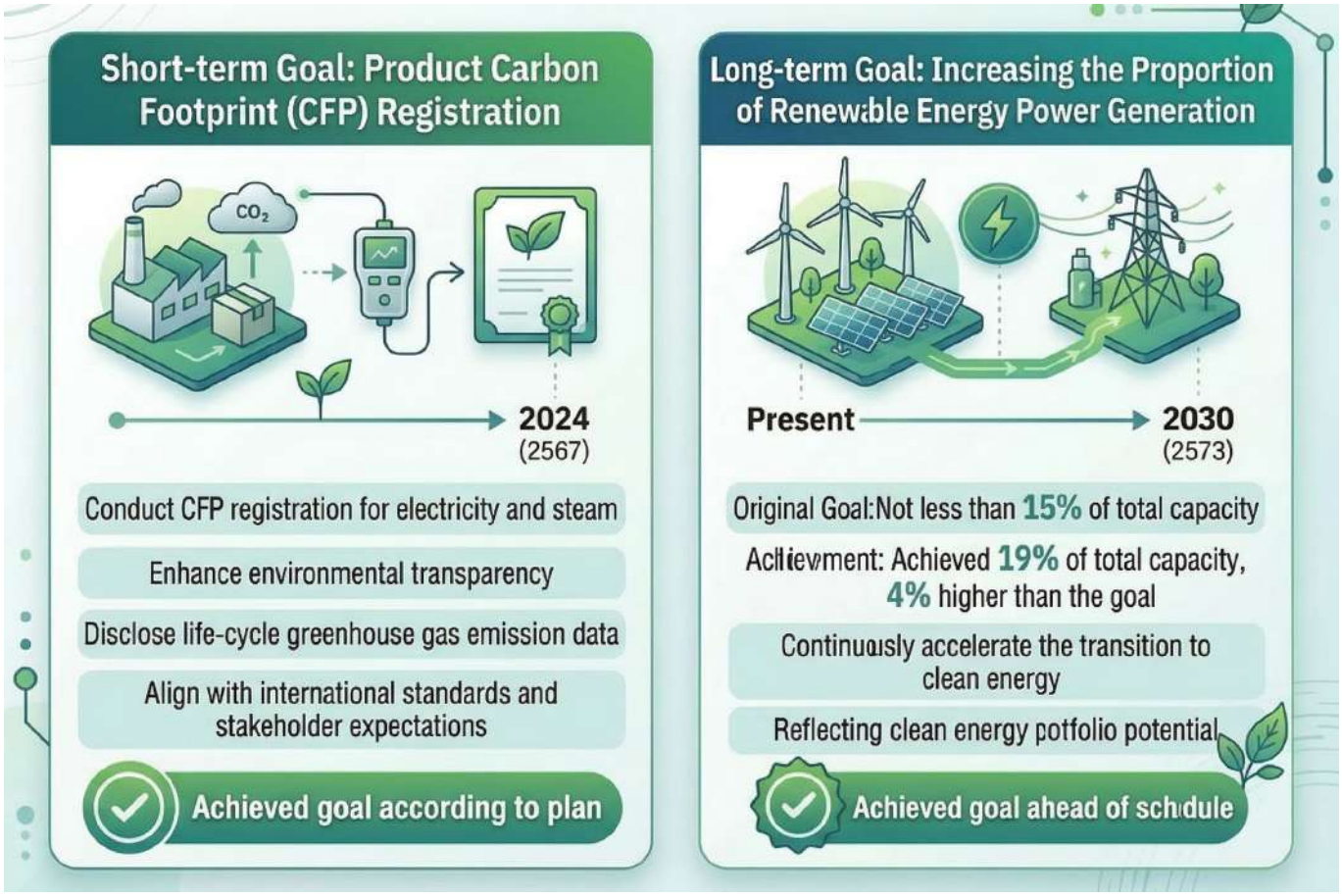
In addition, the Company has prepared and submitted applications for Carbon Footprint of Product (CFP) certification for its electricity and steam products demonstrating its unwavering commitment to conducting business with full consideration of environmental impacts across every dimension of its operations.

Progress Against Climate Change Management Targets

The Company has established clear and measurable climate change management targets, committing to achieve Carbon Neutrality by 2050 (B.E. 2593). These targets were formally endorsed by the Board of Directors at the Board Meeting No. 4/2023, held on 21 June 2023, demonstrating the Board's and management's commitment to sound corporate governance alongside environmentally and socially responsible business conduct over the long term.



In 2025, management continued to drive the implementation of its climate action plan with tangible and measurable progress, successfully achieving the following key targets:



Board-Level Governance on Climate Change

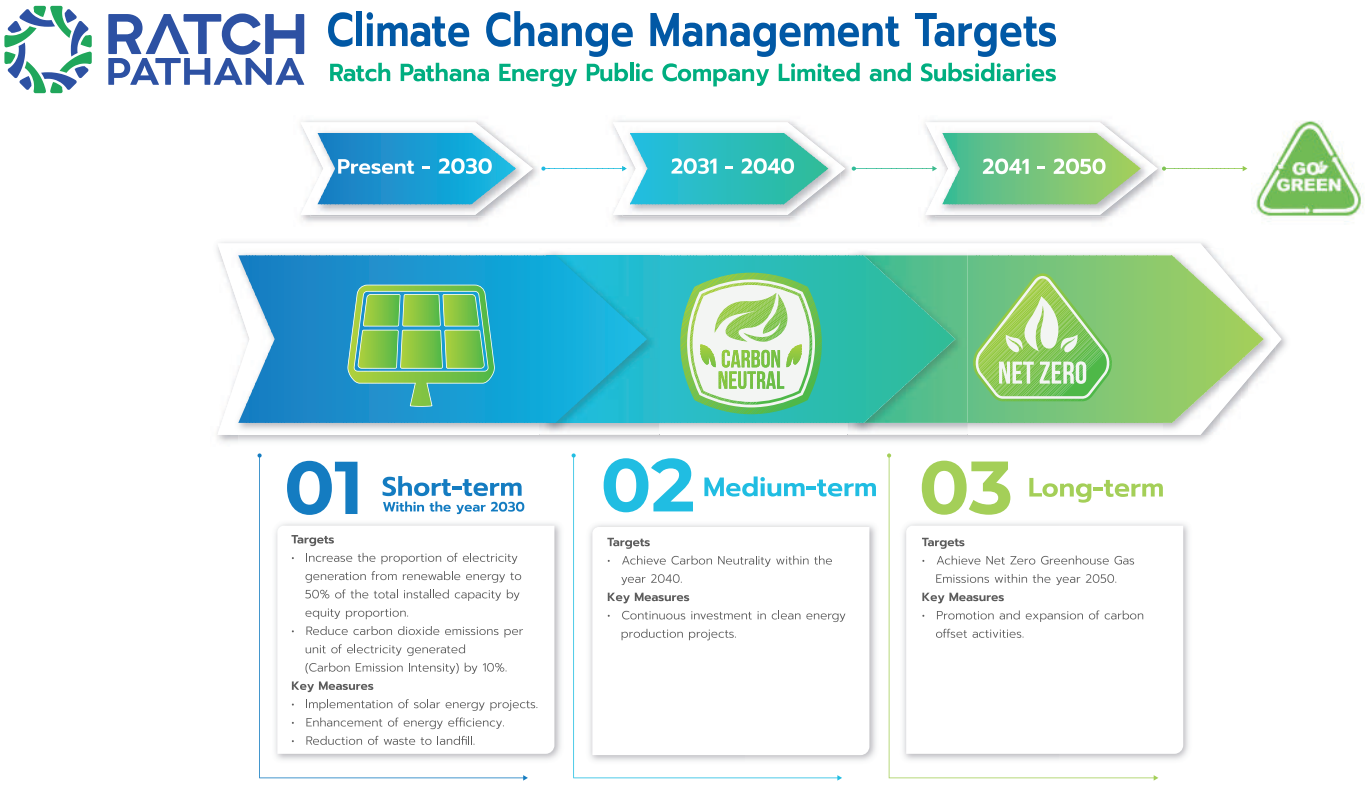
The Company's track record in successfully meeting its climate change targets validates the effectiveness of its climate management strategy and reaffirms its readiness to emerge as a regional leader in clean energy. The Company continuously monitors, reviews, and elevates its targets to remain aligned with evolving international sustainability standards, placing the highest priority on GHG management as a core strategic imperative fully integrated into its corporate governance framework at the highest level.

At the Board of Directors' Meeting No. 1/2026, the Board formally approved the Company's updated Climate Change Management Targets reflecting sound corporate governance in the environmental dimension and affirming the organization's accountability to society and all stakeholder groups in a comprehensive manner.

GHG management therefore constitutes an integral part of the Company's sustainable business mission, reflecting its unwavering commitment to minimizing environmental impacts and systematically addressing climate change — in full alignment with Thailand's national climate objectives and the country's commitment to achieving **Net Zero Emissions by 2050** under the **Paris Agreement framework.**

Climate Change Management Targets Ratch pathana Energy Public Company Limited and Subsidiaries

The Company has established a structured Climate Change Management Roadmap, outlining a systematic three-phase approach to drive meaningful and sustainable progress toward its Net Zero goal.



Phase 01 | Short-Term (Present – 2030)

Targets

- Increase the proportion of electricity generation from renewable energy sources to 50% of total installed capacity based on equity interest
- Reduce Carbon Emission Intensity by 10% per unit of electricity generated

Key Measures

- Develop and expand solar power generation projects
- Enhance energy efficiency across all production and operational processes
- Reduce waste generation from business operations in support of circular economy principles

Phase 02 | Medium-Term (2031 – 2040)

Target Achieve **Carbon Neutrality by 2040 (B.E. 2583)**

Key Measures

- Continuously invest in clean energy generation projects to accelerate the organization's transition toward a low-carbon energy portfolio

Phase 03 | Long-Term (2041 – 2050)

Target Achieve **Net Zero Emissions by 2050 (B.E. 2593)**

Key Measures

- Promote and support certified Carbon Offset initiatives through internationally recognized programs to fully neutralize all residual greenhouse gas emissions from business operations

Greenhouse Gas Emissions of Ratch Pathana Energy Public Company Limited and Subsidiaries for the Year 2025 (Unit: tCO_2eq)

Operational Scope	Unit	SCG	SGN	SGF	Total
Scope 1	TonCO2e	283,440.11	4,341.90	2,226.57	290,009.00
Scope 2	TonCO2e	315.12	379.73	32.68	728.00
Scope 3	TonCO2e	81,325.88	162.07	61.40	81,550.00
Scope 1 +2	TonCO2e	283,755.23	4,721.63	2,259.25	290,737.00
Scope 1 +2+3	TonCO2e	365,081.11	4,883.70	2,320.65	372,287.00

Greenhouse Gas Emissions of Ratch Pathana Energy Public Company Limited and Subsidiaries from 2022 to 2025

Scope	Greenhouse Gas Emissions				Unit
	2022 (Base Year)	2023	2024	2025	
Direct Greenhouse Gas Emissions (Scope 1)	533,254.00	474,332.00	353,952.00	290,009.00	$TonCO_2e$
Indirect Greenhouse Gas Emissions from Energy Consumption (Scope 2)	463.00	512.00	616.00	728.00	$TonCO_2e$
Indirect Greenhouse Gas Emissions from Other Activities (Scope 3)	140,022.00	134,057.00	99,554.00	81,550.00	$TonCO_2e$
Total Scope 1 & 2	533,717.00	474,844.00	354,568.00	290,737.00	$TonCO_2e$
Total Scope 1 & 2 & 3	673,739.00	608,901.00	454,122.00	372,287.00	$TonCO_2e$
Electricity and Steam Production	1,513,930.87	1,639,337.24	1,232,096.19	64,856.25	MWh
Carbon intensity (Scope 1+2)	0.3525	0.2897	0.2878	0.2892	$kgCO_2/kWh$
Carbon intensity (Scope 1+2+3)	0.4450	0.3714	0.3686	0.3703	$kgCO_2/kWh$

Greenhouse Gas Emissions Summary in 2025

In 2025, the Ratch Pathana and Affiliates total greenhouse gas emissions, including both direct and indirect emissions (Scope 1 and Scope 2), amounted to 290,737.00 tonCO_2e. and total greenhouse gas emissions (Scope 1+2+3) at 372,287 tCO_2e, representing a significant reduction from the base year (2022) figure of 673,739 tCO_2e a cumulative decrease of 44.7% over the four-year period.

Breaking down by scope, Scope 1 emissions continued their downward trajectory to 290,009 tCO_2e, while Scope 2 emissions declined substantially to 728 tCO_2e. Scope 3 emissions were also reduced to 81,550 tCO_2e. Combined Scope 1+2 emissions reached 290,737 tCO_2e, reflecting a reduction of over 45.6% against the base year.

The consistent year-on-year downward trend across all emission scopes over the four-year period demonstrates the effectiveness of the Company's sustained greenhouse gas reduction measures. This continued downward trend in greenhouse gas emissions reflects the tangible results of the Company's climate aligned actions and demonstrates strong alignment with its long term commitments to Carbon Neutrality and Net Zero Emissions.

Carbon Intensity per unit of production

The company prioritizes reducing its environmental impact by systematically managing greenhouse gas emissions. This focus has enabled a significant reduction in carbon intensity, measured as greenhouse gas emissions per unit of production, when compared to the baseline year (2022).

In 2025, the Ratch Pathana and Affiliates carbon intensity for Scope 1 and Scope 2 was 0.2892 tonCO2e/ MWh . The overall carbon intensity, including Scope 1, Scope 2, and Scope 3, was 0.3703 tonCO2e/ MWh

Compared to the base year (2022), the Company's carbon intensity has declined from 0.3525 tCO_2/kWh and 0.4450 tCO_2/MWh respectively. Furthermore, the Company's carbon intensity remains significantly below the Thai power industry average of 0.499 tCO_2/MWh (Scope 1+2) and 0.5986 tCO_2/MWh (Scope 1+2+3) respectively, demonstrating the continuously improving efficiency of the Company's environmentally responsible energy generation processes.

(Reference*https://thaicarbonlabel.tgo.or.th/tools/files.php?mod=Y0hKdlpIVmpkSE5mWlcxcGMzTnBiMjQ9&type=WDBaSl-RFVIQ&files=Tnc9PQ)

To ensure the accuracy, reliability, and transparency of its greenhouse gas (GHG) emissions data, the Company has engaged Bureau Veritas Certification (Thailand) Limited an internationally accredited and recognized third-party verification body to conduct an independent verification of its GHG inventory. In addition, the Company is currently in the process of obtaining the Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), further demonstrating its commitment to rigorous and transparent GHG emissions reporting in accordance with established national standards.

The verification process was conducted in accordance with internationally recognized standards, applying the corporate carbon footprint calculation methodology prescribed by TGO and aligned with national reporting requirements. The verification was carried out at the Limited Assurance level, and the verification body confirmed that no material misstatements were identified in the reported GHG emissions data.

Greenhouse gas management forms an integral part of the Company's sustainable business mission and reflects its unwavering commitment to minimizing environmental impact and addressing climate change. This is consistent with the Paris Agreement framework and the Company's long-term targets to achieve Carbon Neutrality by 2040 and Net Zero Emissions by 2050.

Greenhouse Gas Emission Reduction Promotion Program

• Carbon Footprint for Organization (CFO) Certification

On 25 June 2025, Ratch pathana Energy Public Company Limited received the Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) marking the fourth consecutive year of achieving this internationally recognized accreditation.

• Solar Rooftop Power Generation Project

In 2024, the company sold electricity generated from its Solar Rooftop systems to factories within the Sahapattanapak Industrial Estate, with a total installed capacity of 5.15 MW. This initiative is expected to reduce greenhouse gas emissions by over 5,337 tons of Co_2 equivalent per year.

• Floating Solar

The first floating solar system at the Saha Group Industrial Park in Si Racha, Thailand, serves as a pioneering model for utilizing water reservoirs for energy generation. This innovative installation, with a capacity of 478.8 kilowatts, generates 649,367 kWh of electricity annually, reducing Co_2 emissions by 367 metric tons equivalent per year. The project aims to set a standard for enhancing the quality of life within Thai industrial parks by leveraging renewable energy.

Renewable Energy Certification (REC)

The company has registered for the International Renewable Energy Certificate (I-REC) to offer I-REC rights to organizations seeking to demonstrate their commitment to using electricity generated from renewable energy. This initiative plays a crucial role in combating global warming by reducing greenhouse gas emissions. The project contributes to the development of renewable energy production and consumption within the country, aligning with the growing green energy market and the transition towards a low-carbon society. It also encourages the use of environmentally friendly, renewable energy sources, reaffirming the company's dedication to transitioning to a clean and sustainable energy system for the future

In 2025, the Ratch Pathana and Affiliates delivered Renewable Energy Certificates (RECs), a key initiative in the mission to reduce greenhouse gas emissions. This was achieved through the implementation of projects that resulted in a total reduction of 58,957 metric tons of carbon dioxide equivalent (tCO_2eq)

Producer	Installed Capacity (MW)	REC Delivered (Units)	Greenhouse Gas Reduction (tCO2 eq)
Sahacogen Green Power Plant	67,190	59,094	35,373
Sahagreen Forest Power Plant	57,755	39,400	23,584
Total		**81,325.88**	**162.07**

Electric Vehicle Adoption for Sustainable Operations

In 2025, the Company deployed Battery Electric Vehicles (BEVs) across its operations and subsidiaries to reduce GHG emissions and support the clean energy transition covering internal transportation, employee travel, and field operations.

The initiative achieved a carbon dioxide reduction of 36,781.73 $kgCO_2eq$ compared to conventional fuel-powered vehicles, delivering measurable low-carbon impact at the operational level.

The Company also installed EV charging stations at its offices and plant facilities to support employee adoption and promote a clean energy culture, while actively exploring opportunities to further expand BEV deployment in alignment with its Net Zero Emissions target.

Waste Bank Project for Environmental Sustainability

The Company have initiated the Waste Bank Project for Environmental Sustainability to raise employee awareness about environmental care through waste segregation at both offices and factories. The project also encourages employees to donate or exchange household waste for goods, which is then sold to recyclers. The goal is to involve employees in reducing waste and mitigating global warming by lowering greenhouse gas emissions. In 2025, the project contributed to a reduction of 29,905.00 $kgCO_2$ eq in greenhouse gas emissions.

Forest and Endangered Species Conservation Project

The trees planted on the company's property as part of the Forest and Endangered Species Conservation Project cover a total area of 63 rais, or 100,800 square meters, aimed at preserving forest and rare plant species while enhancing the greenery of the area. Over 50 different species of trees have been planted in this initiative. In 2024, the company organized activities to plant an additional 300 trees in the designated area, bringing the total number of trees to over 1,500. These trees are approximately 5-10 meters tall and include species such as Pah-Yung, Yang-Na, Daeng, Padu-Ban, Yom-Hom, Yom-Hin, Black Neem, Chan-Pa, Kaew-Jao-Chom, Jik-Na, Bear-Civet, Si-Trang, Nang-Phaya-Ka-Hlong, Eucalyptus, and Katin-Tep-Narong, among others. According to the 2024 survey, the trees in this project have absorbed a total of 147,214 $kgCO_2eq$ or 147.214 metric tons of CO_2 eq.

BIODIVERSITY AND CORPORATE SUSTAINABILITY

Biodiversity is a critical factor in creating ecological balance, which directly impacts an organization's long-term business operations. The abundance of living organisms in ecosystems supports the natural resources that businesses depend on and plays a vital role in reducing environmental risks such as climate change, natural disasters, and raw material shortages.

Ratch Pathana Energy Public Company Limited and its subsidiaries, including other operational sites such as biomass purchasing and processing centers and fast-growing tree plantations for energy, are in the Saha GroupIndustrial Park and areas designated for factory operations and agricultural activities according to ministerial regulations for provincial planning. The factory areas have been specifically developed for industrial purposes. Based on environmental impact assessment studies and site surveys, there are no forest resources, wildlife, terrestrial animals, or aquatic animals in these areas. Therefore, the construction and operation of the company's projects have minimal impact on both terrestrial and aquatic biological resources.

Nevertheless, the company recognizes and prioritizes the care of natural resources and the environment in surrounding areas, focusing on community engagement and stakeholder participation to enhance knowledge and understanding of natural resource conservation, biodiversity, and sustainable ecological balance

Biodiversity Policy

The company recognizes the importance of biodiversity and the impact of its operations on ecosystems. The company has established guidelines for biodiversity management under its environmental sustainability policy as follows:

1. **Implement Environmental Management** by complying with relevant legal requirements and regulations, seeking approaches to enhance environmental management efficiency and quality control, and preserving ecosystems and biodiversity by encouraging all stakeholder groups to recognize its importance, benefiting society and humanity sustainably.
2. **Use Resources Efficiently** by promoting the optimal use of all types of resources and seeking approaches and methods to reduce the use of limited resources for maximum efficiency.
3. **Implement Climate Management** by strictly managing greenhouse gases in accordance with relevant laws and regulations, as well as seeking measures to reduce greenhouse gas emissions and methods to respond to climate change to prevent and reduce potential impacts on business operations.

Biodiversity Risk Assessment

The Ratch Pathana Group is committed to conducting risk assessments related to biodiversity in various projects, considering potential impacts both within and near the company's project areas, including areas where the company conducts biodiversity restoration or protection that may be affected by projects.

The company uses the Environmental Impact Assessment (EIA) process to assess biodiversity risks, which considers and designs projects to reduce potential impacts on ecosystems, particularly in terms of green area restoration, water and waste management, and air pollution reduction. Additionally, there is collaboration with communities and environmental organizations to create positive impacts on biodiversity.

This biological impact assessment process also includes developing a Biodiversity Action Plan (BAP) for all key company sites to control and manage potential biological risks in the future.

The biodiversity impact assessment through the Environmental Impact Assessment (EIA) process is under the supervision of government agencies, namely the Ministry of Natural Resources and Environment, in accordance with Section 48 of the National Environmental Quality Promotion and Conservation Act (No. 2) B.E. 2561 (2018). The company discloses the assessment results in the Environmental Impact Assessment (EIA) report as required by law.

Reference: https://eia.onep.go.th/eia/detail?id=12336

Biodiversity Operations

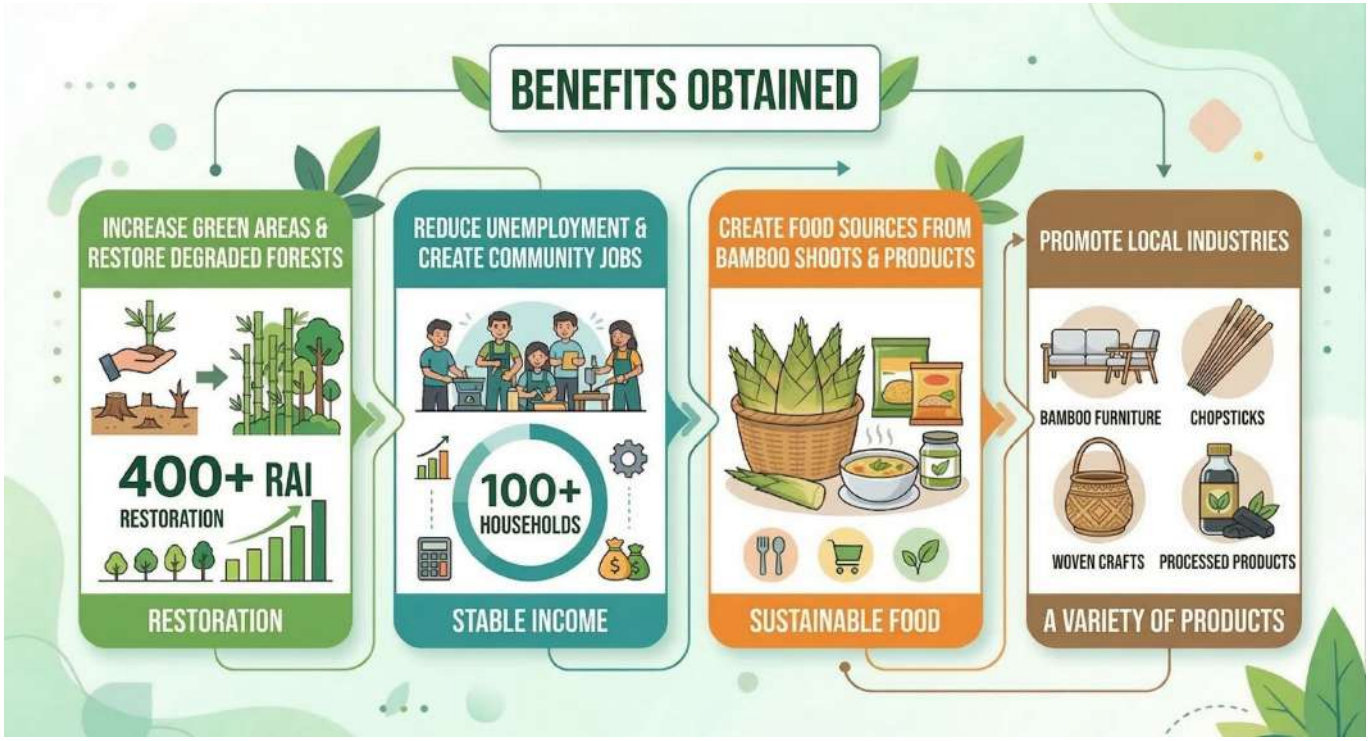
"Planting Bamboo, Restoring Forests, Creating Livelihoods" Project and Biodiversity

The company has emphasized social and environmental responsibility by integrating operations with the government's "Pracharath" (Civil State) strategy for forest restoration and conservation through the "Planting Bamboo, Restoring Forests, Creating Livelihoods" project. This is a collaboration between the company, the Forest Resource Management Office 3 (Lampang), agencies under the Royal Forest Department, Ministry of Natural Resources and Environment, and local residents in Thung Phueng Subdistrict, Chae Hom District, Lampang Province. The project focuses on restoring watershed forests while sustainably promoting occupations for communities.

The "Planting Bamboo, Restoring Forests, Creating Livelihoods" project is a pilot project covering over 1,000 rai (approximately 160 hectares) under the policy of "Restoring Forests for Sustainable Development." The government has allocated areas in reforestation plots for people to make a living, while the company provides budget support for procuring bamboo seedlings for community planting, as well as training on bamboo planting, maintenance, and propagation to ensure efficient use of natural resources.

Project Results

- 2018: Donated bamboo seedlings, provided training, and implemented bamboo planting in 400 rai (64 hectares) of degraded forest land, valued at 1,026,667 baht to serve as a model for forest restoration using bamboo.
- 2019–2020: Distributed over 40,000 bamboo seedlings valued at over 1,000,000 baht under the project "Returning Bamboo to Forests for Occupational Development and Watershed Restoration", focusing on distributing bamboo species to various areas and creating community participation in forest care.
- 2021–2023: With over 300 households participating in the project, and continued bamboo propagation and additional planting in Chae Hom and Wang Nuea Districts, which are areas requiring ecosystem restoration for greater abundance.
- 2025: The company continuously monitors the growth of bamboo planted in the area, including analysis of increased ecosystem fertility. The first batch of planted bamboo, now 7 years old, can be harvested for products such as bamboo shoots and bamboo timber for household use, including generating income for households and further developing the community-level economy



Benefits

- Increased green areas, restoring over 400 rai (64 hectares) of degraded forest
- Reduced unemployment, creating jobs for over 100 households
- Created food sources from bamboo shoots and bamboo products
- Promoted local industries such as furniture production, chopsticks, wickerwork, and bamboo product processing

Future Goals and Approaches

1. Expand bamboo planting areas in degraded forest zones for greater coverage, while developing bamboo species suitable for local environmental conditions.
2. Develop community networks capable of managing bamboo resources efficiently and sustainably.
3. Create added value for bamboo products such as processed bamboo timber, processed bamboo shoots, and other industries to generate stable income for communities.
4. Monitor and evaluate ecosystems continuously to ensure that bamboo planting helps restore forests and positively affects biodiversity.

Connection to Biodiversity

- Ecosystem Restoration: Bamboo planting helps prevent soil erosion, maintains moisture, and creates habitats for wildlife.
- Increasing Green Areas: Reduces the impact of deforestation and helps increase the rate of carbon dioxide absorption.
- Promoting Sustainable Resource Use: Bamboo is an economic crop that can be used for various purposes without impacting the environment.

Supporting Sustainable Development Goals (SDGs)

This project helps achieve several United Nations Sustainable Development Goals, including:

- Goal 1: End poverty through sustainable job creation
- Goal 2: Food security, by promoting food crop cultivation
- Goal 6: Sustainable water management, by helping preserve watershed sources
- Goal 15: Restoration of terrestrial ecosystems and increased biodiversity

The "Planting Bamboo, Restoring Forests, Creating Livelihoods" project not only helps restore degraded forest areas and increase biodiversity but also promotes sustainable community economies, helping people secure stable occupations and income while developing society and the environment in balanced growth.

Forest Species and Rare Plant Conservation Project

Ratch Pathana Group power plants prioritize natural resource conservation alongside environmentally friendly business operations, focusing on increasing green areas and maintaining forest areas to preserve biodiversity and create ecological balance in project operation areas.

The Forest Species and Rare Plant Conservation Project began in 2554 (2011) with the objective of collecting and conserving valuable plant species, including rare or endangered local species, creating learning resources for employees and related parties to gain knowledge about plant species, providing recreation areas, and increasing green spaces for employees and the surrounding environment, promoting a balanced ecosystem. Experts from the Royal Forest Department serve as consultants for the project implementation.

Currently, the project features over 50 species of forest and rare plants, totaling more than 1,500 trees, in the company's 63-rai (10.08 hectares) area or 100,800 square meters. Most are trees with heights of approximately 5-10 meters. Examples of important conserved plant species include Siamese Rosewood, Yang Na, Chingchan Daeng, Pradu Ban, Yom Hom, Yom Hin, Black Neem, Chan Pha, Kaeo Chao Chom, Chik Na, Mi Men, Sri Trang, and Nang Phaya Kalong.

From the operations, small wildlife such as birds, squirrels, and red ants have come to inhabit the area. Various mushroom species and natural seedlings have also been increasing every year, indicating ecosystem abundance. Additionally, dead trees are continuously replaced to maintain a healthy forest condition.

In 2025, a survey of greenhouse gases sequestered by trees in the project found that these plant species help absorb greenhouse gases up to 147,214 kgCO_2e, which is an important factor in reducing the impact of global warming and enhancing the organization's environmental sustainability.

Environment Performance					
Performance	Unit	Quantity			Target
		2023	2024	2025	
EMS: Environmental Policy and Management Systems					
EMS Certification / Verification					
Total	%	33.3	33.3	33.3	
Third-party verification (By MACSI)	%	33.3	33.3	33.3	
ISO14001 certification (By MACSI)	%	33.3	33.3	33.3	
Resource Use					
Raw Material Used					
Natural Gas	m^3	242951211.6	161665598.3		
Raw Water	m^3	1908007	1698676	1425985	
The Reduction of Water Consumption in Process					
RO rejected water recycle	m^3	89702.6	48350.2	88246.7	40000
Water reduction by water recycle	%	4.7	2.85	6	4
Water Withdrawal by Source					
Surface water from rivers, lakes, natural ponds	m^3	0	0	0	
Groundwater from wells, boreholes	m^3	0	0	0	
Used quarry water collected in the quarry	m^3	0	0	0	
Third-party water / Municipal potable water	m^3	1908007	1698676	1425985	
External wastewater	m^3	0	0	0	
Harvested rainwater	m^3	0	0	0	
Sea water / water extracted from the sea or the ocean	m^3	0	0	0	
Total Water Withdrawal	m^3	1908007	1698676	1698676	
Facilities' Water Withdrawal (not disclosing)					
Total facilities' water withdrawal	m^3	0	0	0	
Power Generation Water Withdrawal / Consumption Intensity					
Power generation water withdrawal / consumption intensity	MWh/m^3	1.98	2.4	2.31	
Waste and Pollutants					
Water Discharge Data by Destination					
Ocean total discharge	m^3	0	0	0	
Surface Water total discharge	m^3	0	0	0	
Subsurface / well total discharge	m^3	0	0	0	
Off-site water treatment total discharge	m^3	670593.02	239143.65	183193	
Beneficial / other use total discharge	m^3	0	0	0	
Total Water Discharge	m^3	670593.02	239143.65	183193	
Treated Wastewater	%	100	100	100	
Facilities' water discharge total	m^3	0	0	0	

Water (Effluent) Discharge - Quality					
pH	-	7.0 - 8.0	7.2 - 8.0	7.2 - 8.0	5.5 - 9.0
TDS	mg/l	638 - 1,344	392 - 1168		< 3,000
SS	mg/l	< 5 - 9	< 5 - 19	< 5 - 19	< 200
Grease & Oil	mg/l	< 3.0	< 3.0	< 3.0	< 10.0
BOD	mg/l	< 2.0 - 2.8	< 2.0 - 5.8	< 2.0 - 2.3	< 120
COD	mg/l	< 40 - 73	< 40 - 44	< 40 - 44	< 500
Temperature	°C	29 - 34	28 - 34	28 - 34	< 45
GHG Emissions					
Direct GHG Emissions (Scope 1)	ton CO2e	474,332.00	353,952.00	290,009.00	
Indirect GHG Emissions (Scope 2)	ton CO2e	512	616	728	
Other Indirect GHG Emissions (Scope 3)	ton CO2e	134,057.00	99,554.00	81,550.00	
Total GHG emissions (Scope 1 + 2)	ton CO2e	474,844.00	354,568.00	290,737.00	
Total GHG emissions (Scope 1 + 2+3)	ton CO2e	608,901.00	545,122.00	372,287.00	
Carbon intensity (Scope 1 + 2)	kgCo2/kWh	0.2897	0.2878	0.2892	
Carbon intensity (Scope 1 + 2+3)	kgCo2/kWh	0.3714	0.3686	0.3703	
Air Emission - NOx					
NOx concentration	ppm	30.5 - 70.99	17.62 - 65.7		< 108
NOx total	tonnes	525	218.12		
NOx intensity	tonnes/MWh	$3x10^{4}$	$2x10^{4}$		
SOx concentration	ppm	0.07 - 1.30	0.018 - 0.083		< 18
SOx total	tonnes	8.31	2.71		
SOx intensity	tonnes/MWh	$5x10^{6}$	$2x10^{6}$		
TSP concentration	mg/m^3	0.4 - 3.52	7.66 - 13.10		< 54
TSP total	tonnes	11.42	22.45		
TSP intensity	tonnes/MWh	$7x10^{6}$	$2x10^{5}$		
VOC total	kg	0	0	0	
VOC tonnes	tonnes	0	0	0	
VOC intensity	tonnes/MWh	0	0	0	
Waste Generation					
Hazardous waste	tonnes	23.1	18.15		
Hazardous waste reduction	%	19.62	21.43		
Hazardous waste Incineration (with energy recovery)	tonnes	0	0	0	0
Non hazardous waste	tonnes	115.5	90.07	114.19	
Non hazardous waste reduction	%	31.54	22.02		10
Non recycled waste	tonnes	122.9	98.74	119.49	
Waste recycled	tonnes	4.39	2.35	5.3	
Other recovery operations	tonnes	11.31	7.06	11.4	

Occupational Health and Safety Performance Summary					
Performance	Unit	Quantity			Target
		2023	2024	2025	
OHSMS: Policy and Management Systems					
OHSMS: Certification / Verification					
Total (% of power projects in Thailand)	%	100	100	100	100
Third-party verification (By MACSI / T-OSH)	%	100	100	100	100
ISO45001 certification (By MACSI)	%	33.3	33.3	33.3	33.3
Occupational Health and Safety					
Number of Work-Related: Employees	Person	61	72	-	-
Number of Work-Related: Contractors	Person	369	277	-	-
Fatalities					
Fatalities - Employees	Cases	0	0	0	0
Fatalities - Contractor	Cases	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR)					
LTIFR - Employees	Cases/200,000 Hrs.	0	0	0	0
LTIFR - Contractors	Cases/200,000 Hrs.	0	0	0	0
Occupational Illness Frequency Rate (OIFR)					
OIFR - Employees	Cases/200,000 Hrs.	0	0	0	0
OIFR - Contractors	Cases/200,000 Hrs.	0	0	0	0
Fatalities					
Total Number of Employees	Persons	193	206	204	-
Permanent Employees	Persons	0	0	0	-
Temporary Employees	Persons	0	0	0	-
Male Employees	Persons	132	139	134	-
Female Employees	Persons	61	67	70	-
Operational Level	Persons	131	142	151	-
Management Level	Persons	53	55	44	-
Senior Executive Level	Persons	9	9	9	-
Number of Disabled and/or Elderly Employees	Persons	1	5	3	-
Employee Turnover Rate	%	4.15	15	3.91	-
Employee Engagement Survey Results	%	-	90	-	-
Number of Work-Related Injuries	Persons	0	0	0	-
Number of Work-Related Illnesses	Persons	0	0	0	-
Number of Work-Related Fatalities	Persons	0	0	0	-
Average Training Hours per Employee per Year	Hours	49.96	69.89	68.4	-
Number of Human Rights Violation Incidents	Persons	0	0	0	-
Number of Community Complaints/Disputes	Cases	0	0	0	-
Customer Satisfaction Survey Results	%	91.4	93.13	95.66	-

Governance and Economic					
Topics of Data Disclosure	Unit	Quantity			Target
		2023	2024	2025	
Sales Revenue	Million THB	5048.07	3590.84	3105.77	-
Operating Profit	Million THB	94.04	-237.32	-167.18	-
Dividends Paid to Shareholders	Million THB	58.18	58.19	58.19	-
Number of Business Ethics Violations	Cases	0	0	0	-
Number of Corruption Complaints	Cases	0	0	0	-
Percentage of New Suppliers Screened Using Sustainability Criteria	%	100	100	100	-
Percentage of Key Suppliers Who Signed the Business Code of Conduct	%	100	100	100	-
Number of Cyber Security Attack Incidents	Cases	0	0	0	-
Number of Personal Data Breach Incidents	Cases	0	0	0	-

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Sustainability Report Feedback Survey — Fiscal Year 2025

Ratch Pathana Energy Public Company Limited

We would greatly appreciate your participation in this survey. Your feedback will help us improve our sustainability report and better align it with stakeholder expectations."

1. Please indicate your stakeholder group:

- ❑ Shareholder / Investor
- ❑ Customer / Service User
- ❑ Business Partner / Supplier
- ❑ Group Company Employee
- ❑ Regulatory Authority
- ❑ Academic / Independent Organization
- ❑ Community Adjacent to Power Plant
- ❑ Media

Other (please specify): .....

2. How did you access this Sustainability Report?

- ❑ Printed Report (Hardcopy)
- ❑ Company Website (www.ratchpathana.com)

Other (please specify): .....

3. What is your purpose for reading this report? (Select all that apply)

- ❑ Investment Decision-Making
- ❑ Understanding Company Business
- ❑ Research and Academic Study
- ❑ ESG Risk Assessment
- ❑ Monitoring Sustainability Performance

Other (please specify): .....

4. Please rate your satisfaction with the Sustainability Report — Fiscal Year 2025

Evaluation Criteria	Excellent (5)	Good (4)	Satisfactory (3)	Needs Improvement (2)	Unsatisfactory (1)
• Topics cover your areas of interest	❑	❑	❑	❑	❑
• Adequacy and completeness of information	❑	❑	❑	❑	❑
• Credibility and transparency of data	❑	❑	❑	❑	❑
• Presentation and layout quality	❑	❑	❑	❑	❑
• Clarity and readability of language	❑	❑	❑	❑	❑
• Visual appeal and design of the report	❑	❑	❑	❑	❑
• Alignment with GRI / ESG standards	❑	❑	❑	❑	❑
• Overall satisfaction	❑	❑	❑	❑	❑

5. Do you believe the business practices described in this report will enable the company to achieve sustainable growth?

❑ Yes Reason / Rationale: .....

❑ No Reason / Rationale: .....

❑ Unsure Reason / Rationale: .....

6. Which dimensions would you like to see more information on in future reports? (Select all that apply)

❑ Economic and Corporate Governance Specify topic / issue: .....

❑ Environment Specify topic / issue: .....

❑ The current information is sufficient and appropriate Specify topic / issue: .....

7. In which areas should the company prioritize and continuously improve its operations?

Dimension	Issues to Develop	Rationale / Recommendations
Economic and Corporate Governance		
Environment		
Social and Human Rights		

8. Additional suggestions for improving the Sustainability Report:

❑ Content and Key Messages Details: .....

❑ Language Accessibility and Clarity Details: .....

❑ Presentation Format and Design Details: .....

❑ Other (please specify): .....

Thank you for taking the time to complete this survey

Your valuable feedback will be used to further improve our Sustainability Report