



ESG Performance Report for Listed Companies in 2025

RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED Symbol : SCG

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

Policy on Quality, Environment, Safety and Energy Conservation

Policy Compliance

1. To rigorously controls its operations in quality management, environmental management, occupational health and safety, and energy conservation and management, ensuring strict regulatory compliance with all applicable laws and regulations.
2. To prevent, reduce, and avoid pollution, wastewater, waste, and emissions that may impact on the environment as a result of business operations. It continuously improves operational efficiency, reduces energy and water consumption, and promotes the sustainable use of resources throughout the supply chain, while preserving biodiversity and ecosystems, and adapting to climate change.
3. To manage risks for mitigating incidents, accidents, property damage, and work-related injuries or illnesses, thereby preventing losses that may affect employees, contractors, and other stakeholders. It promotes a strong safety culture, effective occupational health and safety management, and maintains a safe and healthy working environment.
4. To promote capacity development and foster awareness among employees, contractors, and stakeholders regarding the importance of quality management, environmental stewardship, occupational health and safety, and energy efficiency in operational practices.
5. To promote effective and safe operational engagement, including stakeholder consultation and responsiveness to the needs and expectations of employees, contractors, and other stakeholders, to support continuous improvement and development.
6. To provide appropriate and sufficient resources to support the implementation of policies and the achievement of objectives and targets related to quality, environmental stewardship, occupational health and safety, and energy conservation. This includes the ongoing promotion of energy efficiency and responsible natural resource use.
7. To ensure the resilience and reliability of utility systems by preparing for emergency events that may disrupt production and service delivery across the supply chain. This includes implementing comprehensive risk management measures and maintaining sufficient contingency resources to support business continuity, thereby reinforcing the long-term sustainability of utility infrastructure.
8. The Company mandates regular reviews of performance and targets related to quality, environmental stewardship, occupational health and safety, and energy conservation. These reviews aim to drive continuous improvement, enhance operational efficiency, and effectively achieve strategic objectives. Additionally, the company commits to transparent disclosure and consistent communication of these actions to all stakeholders.

Management Policy in accordance with Climate Change

The details are as follows.

1. Appoint the companys greenhouse gas management team with responsibility to :
 - 1.1 Assess the risk from climate change that might have an impact on production and business operation
 - 1.2 Propose action plan in monitoring the company direct and indirect greenhouse gas emission
 - 1.3 Propose a response plan to address climate change and prepare a mitigation plan to manage potential impacts and associated risks.
 - 1.4 Propose measures to reduce greenhouse gas emissions.
2. Specify target of greenhouse gas emission from the companys operation process.
3. Communicate with employees at all levels and stakeholders to emphasize on the importance and participation in the reduction of greenhouse gas emission prompting to the change of climate conditions.

Energy Management Guidelines

1. Implement and develop an appropriate energy management system by defining energy conservation and energy management as part of the Companys operations in compliance with applicable laws and other relevant requirements, leading to sustainable development.
2. Improve the organizations energy efficiency earnestly and continuously in alignment with the business, the production technologies used, and internationally accepted best practices.
3. Establish annual conservation plans and targets, and communicate them to all employees to ensure proper understanding and implementation.
4. Monitor and evaluate energy management to review, analyze, and correct deficiencies in energy management at least once a year to ensure compliance with laws and other relevant requirements.
5. Define energy conservation as a primary responsibility of executives and employees at all levels, who must cooperate in complying with prescribed measures
6. support the necessary resources to ensure effective and efficient implementation of energy conservation and energy management, including training to promote energy conservation among employees and fostering employee participation in energy conservation and energy management operations.

Noise Pollution Management

Noise control at the source in the project

1. 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.
2. 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.
3. 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.

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.

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.

Sustainability Policy

Environmental aspect

- **Environmental Management:** conduct environmental management by complying with related laws and regulations, seeking 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 the limited resources
- **Climate Management:** manage greenhouse gas emissions in strict compliance with relevant laws and regulations. This includes seeking 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.

Reference link for environmental policy and guidelines : <https://www.ratchpathana.com/storage/document/policy/qesen-policy-en.pdf>

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

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

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

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

Energy Management

Additional Targets

Ratch Pathana Energy Public Company Limited

1. Reduce thermal energy consumption by 5,000 MMBTU, equivalent to 0.10%, from the 2024 base year (which used 211,078 MMBTU of thermal energy, equivalent to 4%).
2. Reduce electricity consumption by 500 MWh, equivalent to 2.60%, from the 2024 base year (which used 779 MWh of electricity, equivalent to 4.00%).
3. Reduce office electricity consumption by 10 MWh from the office, from the 2024 base year (which used 94.49 MWh of electricity, equivalent to 16.00%).

Sahacogen Green Co., Ltd.

1. Reduce thermal energy consumption by 2,757 MMBTU, equivalent to 0.22%, from the 2024 base year (which used 84,708 MMBTU of thermal energy, equivalent to 5.4%).
2. Reduce electricity consumption by 3.93 MWh, equivalent to 0.04%, from the 2024 base year (electricity consumption of Station Service to Gross Electrical reduced by 67.47 MWh, equivalent to 0.7%).
3. Reduce office electricity consumption by 2.54 MWh, equivalent to 2.00%, from the 2024 base year (which used 8.86 MWh of electricity, equivalent to 6.98%).

Sahagreen Forest Co., Ltd.

1. Reduce thermal energy consumption by 24,748 MMBTU, equivalent to 2.30%, from the 2024 base year (which used 21,510 MMBTU of thermal energy, equivalent to 2.23%).
2. Reduce annual electricity consumption by 146 MWh, equivalent to 2.28%, from the 2024 base year (which used 46.94 MWh for operation, equivalent to 0.80%).
3. Reduce office electricity consumption by 2.12 MWh, equivalent to 2.00%, from the 2024 base year (which used 27.61 MWh of office electricity, equivalent to 26%).

Water Management

Additional Policies

Ratchapattana Energy Public Company Limited

1. Reduce water consumption in production processes through Target **60,000 (4%)** Performance **88,247 (6%)**
2. Reduce water consumption in office buildings Target **70 (2%)** Performance **1,318 (36%)**

Sahacogen Green Co., Ltd.

1. Reduce water consumption in production processes through Target **54,000 (11.44%)** Performance **52,878 (17.04%)**
2. Reduce water consumption in office buildings Target **336 (4%)** Performance **2,971.7 (37.40%)**

Sahagreen Forest Co., Ltd.

1. Reduce water consumption in production processes through Target **20,000 (5.13%)** Performance **23,266 (9%)**

Waste Management

Ratchapattana Energy Public Company Limited

1. Waste and residues from the production process sent for incineration is "Zero" (without energy recovery).
2. Reduce office waste disposed of by landfill is 13.36% through the 3R process.

Sahacogen Green Co., Ltd.

1. Production process waste sent for incineration is zero; hazardous waste sent for landfill is "zero"
2. Reduce office waste disposed of by landfill through the 3R process is 8.67% from total general waste generated in 2025.

Sahagreen Forest Co., Ltd.

1. Production process waste sent for incineration is zero; hazardous waste sent for landfill is "zero"
2. Reduce office waste disposed of by landfill through the 3R process is 7.32%.

Greenhouse Gas Management and Climate Change

Additional Targets

Phase 01 | Short Term (Present 2030)

Target: Increase the proportion of electricity generation from renewable energy to 50% of total installed capacity based on shareholding proportion, and reduce carbon dioxide emissions per unit of electricity generated (Carbon Emission Intensity) by 10%.

Measures

- Develop solar energy generation projects.
- Enhance energy efficiency in the production process.
- Reduce landfill waste from operations.

Phase 02 | Medium Term (2031 2040)

Target: Achieve Carbon Neutrality by 2040.

Measures

- Continuously invest in clean energy generation projects to accelerate the transition toward lowcarbon energy at the organizational level.

Phase 03 | Long Term (2041 2050)

Target: Achieve Net Zero Greenhouse Gas Emissions by 2050.

Measures

- Continuously invest in clean energy generation projects to accelerate the organizations transition toward a low-carbon energy portfolio.

Air Quality Monitoring

Additional Policies

Ratchapattana Energy Public Company Limited

1. Reduce nitrogen oxide emissions are more than 46.13% Metric Tonnes, equivalent to 10%, from standard requirements.
2. Reduce sulfur oxide emissions are more than 94.80% Metric Tonnes, equivalent to 10%, from standard requirements.
3. Reduce total particulate emissions are more than 10% Metric Tonnes, equivalent to 10%, from standard requirements.

Sahacogen Green Co., Ltd.

1. Reduce nitrogen oxide emissions are 33.2% Metric Tonnes, equivalent to 10%, from standard requirements.
2. Reduce sulfur oxide emissions are 98.3% Metric Tonnes, equivalent to 10%, from standard requirements.
3. Reduce total particulate emissions are 74.4% Metric Tonnes, equivalent to 10%, from standard requirements.

Sahagreen Forest Co., Ltd.

1. Reduce nitrogen oxide emissions are 99.7% Metric Tonnes, equivalent to 10%, from standard requirements.
2. Reduce sulfur oxide emissions are 98.2% Metric Tonnes, equivalent to 10%, from standard requirements.
3. Reduce total particulate emissions a 38.3% Metric Tonnes, equivalent to 10%, from standard requirements.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : Other : -

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : -

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO)
principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

-

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management Policy and Guidelines

1. Implement and develop an appropriate energy management system by designating energy conservation and energy management as part of the Company's operations, in compliance with applicable laws and other related requirements, leading to sustainable development.
2. Continuously and seriously improve the organization's energy efficiency in alignment with the business, the production technologies employed, and internationally recognized best practices.
3. Establish annual energy conservation plans and targets, and communicate them to all employees to ensure correct understanding and implementation.
4. Monitor and evaluate energy management to review, analyze, and rectify deficiencies at least once a year, to ensure compliance with applicable laws and other related requirements.
5. Designate energy conservation as a primary responsibility of management and employees at all levels, who must cooperate in implementing the prescribed measures.
6. Provide necessary resources to ensure effective and efficient energy conservation and energy management operations, including training to promote energy conservation among employees and fostering employee participation in energy conservation and energy management activities.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or : Yes
fuel management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	2023 : fuel consumption 8,573,584,000.00 kBTU	2025 : Reduced by 3% or 5,000,000.00 kBTU

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Implement a Steam Trap Maintenance Project in the Steam Distribution System

Project Description: Replace malfunctioning steam trap equipment to reduce steam loss in the steam distribution system.

Performance Results: Energy savings of **THB** 837,688 per year.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	14,975,265.11	14,765,122.34	7,873,714.60
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,600.00	282,152.00	824,825.60
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	14,959,665.11	14,482,970.34	7,048,889.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	77,592.05	71,675.35	38,596.64

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilowatt-hour of product)	9,369.07000000	9,519.17000000	85,342,188.10000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	12,725,116.70	16,067,310.00	18,520,561.89
Percentage of total electricity expense to total expenses (%) ^(**)	0.25	0.42	0.58
Percentage of total electricity expense to total revenues (%) ^(**)	0.23	0.44	0.59
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	65,933.25	77,996.65	90,787.07

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	335,902.53	346,596.80	386,253.79
Gasoline (Litres)	21,288.26	19,545.00	170.84
Fuel oil (Litres)	96,500.00	72,800.00	72,500.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	8,589.59	6,380.64	5,288.01
LPG (Kilograms)	6.00	6.00	75.00

	2023	2024	2025
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00
Biomass (Kilograms)	219,200,768.00	229,837,540.00	231,438,000.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	3,511,766,904.69	2,111,366,688.93	1,618,069,958.25
Percentage of total fuel expense to total expenses (%) ^(**)	67.95	54.87	50.45
Percentage of total fuel expense to total revenues (%) ^(**)	64.78	57.28	51.60

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	32,077,369.53	26,563,982.37	12,116,085.72

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	5.91676171	7.20617797	3.86374731

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

1.Ratch Pathana Energy Power Plant and Saha Biomass Cogeneration Green Power Plant are located in the Saha Group Industrial Park, using water sourced exclusively for industrial factories, with sufficient reserve water for production and without affecting the community's water usage. Water that has undergone the production process is sent to the Neutralization Basin for quality adjustment, and water discharged from the Neutralization Basin is then sent to the wastewater treatment pond of the Saha Group Industrial Park for reuse in watering plants, with the remaining portion discharged to external water sources. In addition, water discharged from the cooling system has a temperature not exceeding 40 degrees Celsius, as required by law.

Moreover, Ratch Pathana Energy Power Plant has implemented **the RO Rejected Water Recycle Project** to reuse water discharged from the production process through the RO Water Recycle system, helping to save water used in the production process and reduce wastewater disposal costs.

2.Lamphun power plant has a long contract for raw water supply with Saha Pathana Inter-Holding PLC. In addition, the company has prepared another raw water source in a reservoir within the Saha Group - Lamphun Industrial Estate, Lamphun Province, with a capacity of 1,100,000 cubic meters.

3.Saha Green Forest Biomass Power Plant operates a sustainable water management project by constructing a 40 rai water storage pond capable of storing up to 370,000 cubic meters of water per year, sufficient for year round electricity generation. The structure consists of a sedimentation receiving pond and a main storage pond to maintain water quality, reduce chemical usage, and reduce wastewater generated from the production process. In addition, the Company has planted perennial trees as a windbreak (Green Belt) around the water storage area to reduce water evaporation and support the reuse of surplus water from the power generation system without affecting the community's water usage. Water that has undergone the production process is treated and retained in a holding pond before being used for watering the green areas of the power plant according to the Zero Discharge approach, with no wastewater discharged externally.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 1,672,756.00 Cubic meters	2025 : Reduced by 20.57% or 134,000.00 Cubic meters
Increase of recycled water for consumption	2024 : Recycled water for consumption 1,672,756.00 Cubic meters	2025 : Increased by 6% or 406.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Results of the RO Rejected Water Recycle Project for 20222024

Amount of water reduced in the production process (cu.m per year)

- **2023:** 89,702.60
- **2024:** 48,350.20
- **2025:** 88,246.70

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	4,321,640.09	4,144,655.10	3,629,071.01
Water withdrawal by third-party water (cubic meters)	1,908,192.09	1,698,676.10	1,425,985.01
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	2,413,448.00	2,445,979.00	2,203,086.00

	2023	2024	2025
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	22,391.92	20,119.68	17,789.56
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.80	1.12	1.16

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	777,960.00	350,225.00	309,463.00
Wastewater discharged to third-party water (cubic meters)	777,960.00	350,225.00	309,463.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	2,413,448.00	2,445,979.00	2,203,086.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	89,702.60	48,350.20	88,246.70

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.44516732	0.66353605	0.70255096
Intensity of total water consumption (Cubic meters / Megawatt-hour of product)	2.50000000	2.85000000	32.04000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	23,329,412.50	19,110,610.50	13,996,212.50
Total water withdrawal expense from third-party water (Baht)	23,329,412.50	19,110,610.50	13,996,212.50
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.45	0.50	0.44
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.43	0.52	0.45
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	120,877.78	92,769.95	68,608.88

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste and Residue Management

Waste and Residue Management Plan

Ratch Pathana Group manages waste in compliance with legal standards and the measures of each power plant, classifying waste into two categories: hazardous waste and non hazardous waste, with management carried out as follows:

Hazardous waste refers to waste that may impact the environment, such as transformer oil, engine oil, chemical containers, etc. Management is carried out by controlling the use of transformer oil that contains no hazardous substances and strictly controlling the disposal of such waste in accordance with legal requirements. Disposal is carried out properly through legally authorized agencies approved by the Department of Industrial Works.

Non hazardous waste refers to waste similar to household waste, such as food scraps, wood, paper, electrical wires, plastic bags, construction materials, etc. Measures are established for waste segregation before disposal in sanitary landfills or for appropriate reuse. A waste bank project has been established to raise awareness and encourage all employees to consider efficient resource utilization.

In addition, the company regularly enforces, monitors, and audit waste management by all power plants, starting from the collection, storage, and transport of waste, including solar panels from its operations, treatment, to disposal, to ensure compliance with the procedures and industrial waste management regulations to minimize environmental impacts. The company have also raised environmental awareness among contractors, partners, and customers to ensure strict compliance with applicable regulations.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 15,294.87 Tonne	2025 : Reduced by 12,231.59 Tonne	<ul style="list-style-type: none"> • Recycle • Landfilling • Incineration without energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Targets: Amount of waste and residues from the production process sent for incineration (nonenergy recovery): Zero

Performance: RPE / SGN / SGF: 0

Targets: Reduce nonhazardous waste disposed of through landfill by 10% through the 3R process

Performance

RPE: Office reduced nonhazardous waste disposed of through landfill by 2.42 tons, equivalent to 8.09% through the 3R process

SGN: 99.67%

SGF: 99.81%

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	17,329,660.00	15,301,610.00	12,233,100.00
Total non-hazardous waste (kilograms)	17,287,400.00	15,269,770.00	12,202,600.00
Non-hazardous waste - Landfilling (Kilograms)	17,287,400.00	15,269,770.00	12,202,600.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	42,260.00	31,840.00	30,500.00
Hazardous waste - Landfilling (Kilograms)	33,570.00	25,100.00	28,990.00
Hazardous waste - Incineration with energy recovery (Kilograms)	8,690.00	6,740.00	1,510.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	3.20	4.15	3.90
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	3.19	4.14	3.89
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.01	0.01

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	328,410.00	217,360.00	243,474.00
Reused/Recycled non-hazardous waste (Kilograms)	316,620.00	206,200.00	239,544.00

	2023	2024	2025
Reused non-hazardous waste (Kilograms)	169,510.00	115,500.00	114,190.00
Recycled non-hazardous waste (Kilograms)	147,110.00	90,700.00	125,354.00
Reused/Recycled hazardous waste (Kilograms)	11,790.00	11,160.00	3,930.00
Reused hazardous waste (Kilograms)	3,100.00	4,420.00	2,420.00
Recycled hazardous waste (Kilograms)	8,690.00	6,740.00	1,510.00
Percentage of total reused/recycled waste to total waste generated (%)	1.90	1.42	1.99
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	1.83	1.35	1.96
Percentage of reused/recycled hazardous waste to hazardous waste (%)	27.90	35.05	12.89

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The 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 develop 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 established 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.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting carbon neutrality targets

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2022 : Greenhouse gas emissions 533,254.00 tCO ₂ e	2025 : Reduced by 44.7% or 673,739.00 tCO ₂ e	• Thailand Greenhouse Gas Management Organization (TGO)

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

In the year 2025, the company was certified a Carbon Footprint for Organization (CFO) from Thailand Greenhouse Gas Management Organization (Public Organization) in accordance with the Certificate Standard TGO Guidance of the Carbon Footprint for Organization, reflecting the company's commitment to environmentally friendly business operations and alignment with the Sustainable Development Goals (SDGs)

Diagram of performance and outcomes in greenhouse gas management



Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	839,557.07	454,122.00	372,287.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	474,331.07	353,952.00	290,009.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	512.00	616.00	728.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	364,714.00	99,554.00	81,550.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.154859	0.123193	0.118720
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	4,350.04	2,204.48	1,824.94

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Kilowatt-hour of product)	0.00037100	0.00036860	0.00028920
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	1.23180000	0.91870000	0.00037030
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	3,154.92750000	2,204.47570000	1,824.93600000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Bureau verification (Thailand) Co., Ltd.

Reference link for the greenhouse-gas verifier entity : <https://sustainability.ratchpathana.com/en/our-pride?page=1>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	22,032.35	37,975.43	177,119.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

	2023	2024	2025
Other projects (Metric tonnes of carbon dioxide equivalent)	22,032.35	37,975.43	177,119.00
Ting To Trash (Metric tonnes of carbon dioxide equivalent)	0.00	22,425.51	0.00
Waste Bank Project for Environment (Metric tonnes of carbon dioxide equivalent)	22,032.35	549.92	29,905.00
Carbon Neutral Event (Metric tonnes of carbon dioxide equivalent)	0.00	15,000.00	147,214.00

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED Symbol : SCG

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Ratchaphatthana Energy Public Company Limited recognizes the importance of respecting human rights as a fundamental basis for conducting business. This serves as a commitment to uphold, support, and promote the respect and protection of the fundamental rights and human dignity of all individuals involved in the company's operations, in accordance with domestic laws, international human rights principles, and good practices, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Principles of the United Nations Global Compact (UNGC), and the International Labour Organization Declaration. The Board of Directors of Ratchaphatthana Energy Public Company Limited, at its 8/2568 meeting on November 21, 2568, resolved to establish the Human Rights Policy for the company and its subsidiaries as follows:

Furthermore, the company encourages its business partners, associates, and stakeholders to be aware of the Human Rights Policy as a guiding principle for consistent implementation, as follows:

1. Conduct business activities without directly or indirectly impacting the human rights of rights holders, including employees, customers, partners, communities, stakeholders, and business associates, in accordance with environmental, social, and governance principles (
2. Treat everyone equally according to human rights principles, without discrimination based on origin, nationality, race, gender identity, sexual orientation, age, religion, disability, vulnerable group status, or any other difference.
3. Conduct comprehensive Human Rights Due Diligence (HRDD) to assess the human rights impacts of activities directly undertaken by the company, as well as activities in which the company may be directly or indirectly involved, adhering to principles of transparency, comprehensiveness, and supporting the participation of all stakeholder groups.
4. Communicate and ensure understanding among all parties involved in the company's and its group's supply chain with management authority, as well as business partners and associates, to drive and support continuous adherence to the policy by all parties, while systematically promoting operations in accordance with ESG principles.
5. The company provides channels for receiving complaints or reports of human rights violations related to the company, operating fairly, transparently, and protecting complainants in accordance with good corporate governance principles. In cases of violations, the company will provide appropriate and fair remedies, implement corrective and preventive measures to avoid recurrence, and report the results to relevant stakeholders.
6. Directors, executives, and employees who fail to comply with this policy shall be subject to disciplinary action in accordance with company regulations, and if such actions constitute a legal offense, they may be subject to penalties under relevant laws.

The company continuously monitors and evaluates its human rights performance, and reviews and updates its policy annually to promote sustainable development, using human rights practices as a framework for operations.

Scope

This policy covers subsidiaries with management authority and encourages business partners, associates, and stakeholders throughout the supply chain to be aware of it as a guiding principle for consistent implementation.

Definitions

Human rights refer to natural rights inherent to every human being, which are inalienable regardless of nationality, race, skin color, gender identity, sexual orientation, age, vulnerable group status, language, religion, education, customs, culture, social status, property, or residential status, political opinions, or any other matter, as bound by law or convention. Everyone has equality, liberty, and the right to protection from slavery and torture, the right to freedom of opinion and expression, as well as the right to work and receive fair and adequate compensation for their livelihood, without discrimination.

Guidelines

The company regularly conducts comprehensive Human Rights Due Diligence (HRDD) in accordance with the UN Guiding Principles on Business and Human Rights (UNGPR), the Declaration on Fundamental Principles and Rights at Work, including the Core Conventions of the International Labour Organization (ILO), the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, the Children's Rights and Business Principles (CRBP), and in alignment with human rights principles.

The company has established guidelines to communicate human rights expectations to employees, customers, business partners, and associates, categorizing human rights issues into various aspects: Labor Rights, Customer Rights, Rights of Business Partners and Associates, and Community and Environmental Rights, as follows:

1. Labor Rights

1.1 Child and Young Worker Labor

- Implement age verification prior to employment to prevent the hiring of child labor below the legal age in each country and international labor standards.
- Employ young workers who meet the legal age requirements in each country where the contract is made, with the following conditions:
 1. Ensure young workers are employed in safe work environments and tasks that are not harmful to their health, development, and mental well-being.
 2. Ensure young workers are employed in tasks that are not contrary to morality.
 3. Ensure young workers are employed in tasks that do not interfere with compulsory education.
 4. Allow young workers to work during hours permitted by the laws of each country.
- Pay wages directly to young workers and do not demand security deposits from young workers.
- Promote the self-development and work performance of young workers.
- Do not employ or support the employment of child labor separated from their parents without consent.

1.2 Forced Labor

- Do not use involuntary labor.
- Do not detain or use as debt bondage labor. There shall be no financial penalties (debt bondage), such as creating debt obligations, non-payment, delayed payment, or late payment of wages to compel employees to work.
- Do not demand or accept security deposits, identification cards, or any personal documents from employees in exchange for work or as a condition of employment, unless such actions are not contrary to law.
- Do not punish, threaten, harass, or commit any form of violence, whether physical, verbal, or psychological.
- Do not restrict freedom of movement or isolate individuals, such as prohibiting employees from leaving their workplace or accommodation, or excluding employees from community and social life.
- Do not use labor derived from human trafficking in any form, nor deprive individuals of their rights and other benefits, or refuse to provide basic necessities for living.

1.3 Female Labor

- Protect female workers from engaging in work that may be harmful to their health and safety.
- Ensure pregnant employees work in an environment safe for pregnancy and not harmful to their health.
- Do not terminate employment, demote, or reduce benefits for female employees due to pregnancy.

- Promote the provision of facilities for pregnant employees or those who are breastfeeding.

1.4 Foreign Labor

- Employ and support the employment of foreign workers with valid work permits in accordance with the law, and treat them equally to domestic workers.
- Provide clear written employment contracts in a language that foreign workers can understand.
- Pay fair compensation and maintain records of all compensation payments.

1.5 Vulnerable and Disadvantaged Workers

- Encourage healthy elderly individuals to work in roles that are not harmful to their health and safety.
- Provide benefits and compensation to elderly workers in accordance with the laws of each country where business is conducted.
- Promote the rights of persons with disabilities and employ disabled workers in suitable positions, providing an environment conducive to their work.
- Ensure the employment of disabled workers complies with the laws of each country where business is conducted.

1.6 Regarding Working Environment and Safety

- Promote and support good safety, occupational health, and working environment practices to enable employees to perform at their full potential without adverse effects on their physical and mental health. This includes establishing a welfare committee within the establishment and a safety, occupational health, and working environment committee responsible for management, as well as compliance with relevant labor laws and regulations.

1.7 Equal Opportunity, Non-Discrimination, or Non-Preferential Treatment

- Respect human rights principles without discrimination based on differences in nationality, race, gender identity, sexual orientation, age, religion, disability, vulnerable group status, skin color, religion, language, education, customs, culture, social status, property, or residential status, including respecting and accepting differences in opinion, such as political views or any other matter bound by law or convention. The company will adhere to human rights principles consistent with its Human Rights Policy.
- Comply with legal regulations regarding equality and the recruitment of skilled and capable workers, respecting individual equality in employment processes. Provide opportunities to job applicants without discrimination based on nationality, race, gender identity, sexual orientation, age, religion, disability, vulnerable group status, skin color, social status, political opinions, and support the employment of disabled or physically impaired individuals with suitable abilities to work with the company in various departments.
- Promote the human dignity of employees and workers, treating them equally. Do not commit and/or participate in abuse, harassment that causes physical, psychological, or verbal harm, sexual harassment, punishment that creates physical and psychological pressure, or any other act that forces labor involuntarily.

2. Regarding Freedom of Peaceful Assembly

- Respect and support the freedom of thought and expression, the right to join associations, and welcome complaints or reports of human rights violations related to the company, including suggestions from employees through all channels, committed to embracing diversity within the organization.
- Respect and support the freedom of association, including the right to collective bargaining for employees and workers. Provide opportunities for employees and workers to communicate and express their opinions to management on issues related to welfare and working conditions appropriately, without intimidation, harassment, or any form of exclusion.

3. Regarding Compensation

- Implement a fair wage and compensation management policy, complying with labor laws regarding remuneration, welfare, and benefits for employees, ensuring they are not less than the legally mandated minimum wage in each area and sufficient for living, with equality between men and women for similar types of work. Additionally, consider compensation exceeding the minimum wage to be appropriate for job

responsibilities and employee capabilities, allowing for comparison with industry standards for similar labor types.

4. **Regarding Working Hours**

- Establish working hours in compliance with labor laws, setting maximum working hours and limiting overtime hours within legal frameworks to prevent unnecessary overtime and promote work-life balance for employees.

5. **Regarding Termination and Severance Pay**

- Comply with labor laws related to termination, including adhering to the criteria for severance pay and other termination-related compensation at rates prescribed by law.

6. **Regarding the Prevention of Violence, Threats, and Harassment**

- Do not commit violence, threats, or harassment against individuals in any form.
- Refraining from exercising unwelcome authority or engaging in sexually suggestive conduct that may cause distress, annoyance, embarrassment, or a feeling of degradation; an unsafe, intimidating, unfriendly, aggressive environment; unreasonable interference with work performance; and impacts on employment, recruitment, appointment, transfer, and compensation considerations.

7. **Customer Rights**

- Respect customers' privacy rights through efficient personal data storage and stringent data leakage prevention systems, adhering to the Information Technology Security Policy as an operational guideline.
- Promote and prioritize customer safety by providing personal protective equipment for customers to wear when entering operational areas.

8. **Rights of Business Partners and Associates**

- The company encourages its partners and subsidiaries' affiliates to respect employee rights and adhere to the company's human rights principles regarding labor rights, ensuring fair, equitable, and legally compliant employment practices and treatment of workers.
- The company encourages its partners and subsidiaries' affiliates to build and maintain engaging relationships with communities to continuously enhance the effectiveness of establishing and strengthening relationships in operational areas.
- The company encourages its partners and subsidiaries' affiliates to adopt practices that minimize the impact of their operations on surrounding communities and the environment, in accordance with environmental laws and various industry standards.
- The company supports its partners and subsidiaries' affiliates in maintaining good safety, occupational health, and working environment practices, promoting knowledge acquisition through safety training for their employees and strict adherence to safety manuals.

9. **Community and Environmental Rights**

- Support the equal and non-discriminatory improvement of quality of life for people in communities and society, promoting access to educational opportunities, internships, vocational training, and suitable job placements to foster sustainable experience and entry into the labor market.
- Focus on conducting business responsibly towards the community and environment, considering potential impacts on the community and environment through quality, environmental, safety, and energy conservation policies, and sustainability policies, along with operational guidelines to minimize the impact of business operations on the community and environment, in accordance with environmental laws, relevant industry standards, and the company's environmental management requirements.
- Respect the rights of the people and legitimate local customs and traditions, as well as promote local customs, intellectual heritage, culture, indigenous rights, and local natural heritage.
- Conduct business without violating community rights to access resources that affect livelihoods, ensuring that resources within the community are shared by all and managed sustainably.

10. **Regarding International Investment**

local customs of indigenous peoples, intellectual and cultural heritage, indigenous rights, and cultural heritage. of indigenous peoples in all areas of operation, and provide channels for receiving complaints from stakeholders, as specified on the company's website, for the company to take further action.

The company is committed to building good relationships with all stakeholder groups, including treating stakeholders fairly and transparently, to appropriately prevent the violation of stakeholder rights.

Reference link for social and human rights policy and guidelines : <https://www.ratchpathana.com/storage/document/policy/human-rights-policy-en.pdf>

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Others : Review and update policies

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Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The company has established a comprehensive human rights due diligence process to serve as a guideline for managing human rights issues, prioritizing human rights risk issues, including approaches to prevent, mitigate, and remedy human rights impacts, in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP), which consists of the following 5 steps:

Announce human rights policy.

1. Declare the Human Rights Policy:

Set the organizations direction and commitment in line with international standards.

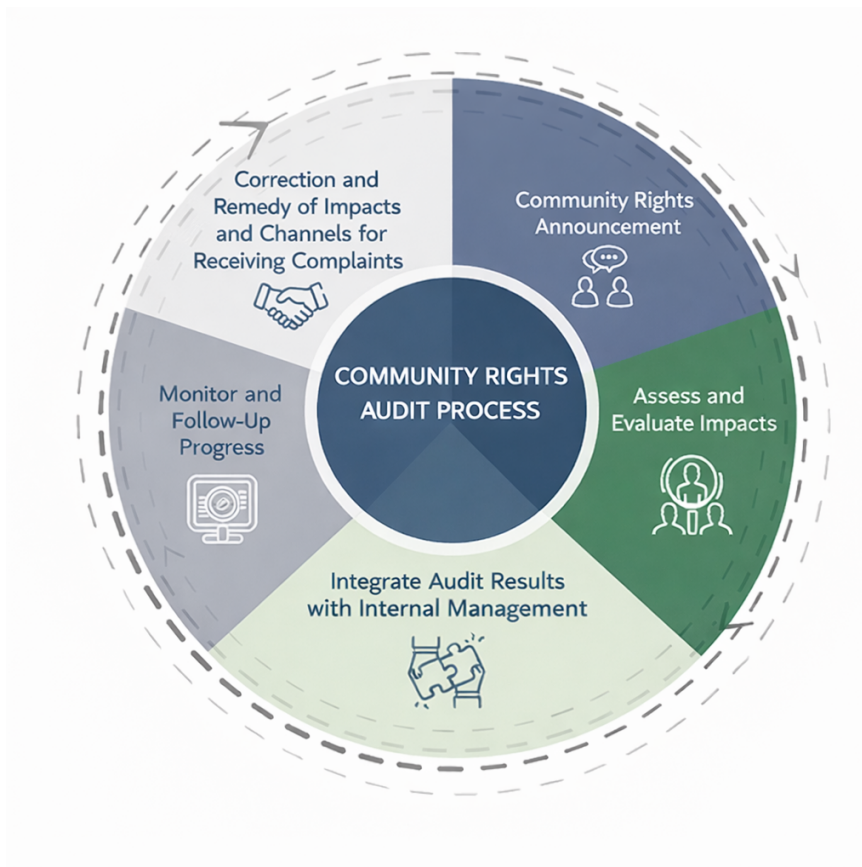
2. Identify and assess human rights risks: Covering internal activities, business partners, subcontractors, and the supply chain.

3. Integrate assessment results into internal management: Integrating assessment results into risk management, procurement, and corporate governance.

4. Monitor and review human rights performance.

5. Remediation and whistleblowers: Providing accessible grievance channels and appropriate remediation.

HRDD process diagram



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

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

Fair Employee Compensation

1. Review and analyze compensation by comparing it with the market and business groups in both related industries and the locations of the establishments

Compensation Policy

1. The company has set the compensation level not lower than the minimum wage required by law or industry standard. The payment must be made with justice and fair treatment regardless of the difference of nationalities, religions, and genders. Similar work will yield the same amount of payment.
2. The company fairly considers the compensation to show the differences in abilities and capabilities. The payment guideline will be associated with the performance appraisal practice and promotion.
3. The company has the reliable and transparent system for recording and reporting.

The knowledge and skills development based

on job position can be divided into 3 levels

- **Management** : adding visionary ideas, planning skills, proactive thinking skills, for running business in the changing circumstance
- **Front Line** : adding management skills to effectively serve the companys goals and direction as well as creating pleasant teamwork environment.
- **Operation** : adding knowledge and skill based on the scope of work. The main purpose is focusing on customers needs. The training will be provided in different methods such as internal training, external training, on the job training, job delegation and coaching.

Employee Relations and Engagement Promotion

Happy Health

1. The Best Healthy Project supports employees in exercising regularly to maintain good health.
2. Internal sports competitions within the group of companies, such as football, badminton, Petanque, and various fun games to promote exercise and strengthen good relationships among employees and business partners.
3. Provide annual health checkups and health welfare benefits for employees and their families.

Happy Heart

1. Provide welfare for visiting sick employees who are recuperating at home or in the hospital.
2. Provide welfare assistance in situations of epidemics or natural disasters for employees, such as during COVID19, floods, storms, fires, to alleviate hardship.
3. Ratchapattana Pan Suk Project to share items with fellow employees and underprivileged individuals outside the organization, such as blood donation, the Sharing for Children Project, and the donation of old desk calendars for use as learning materials for the visually impaired.

Happy Brain

1. Provide continuous personnel development throughout the year through internal training (Inhouse Training) and external training (Public Training).
2. Promote knowledge through annual engagement activities and monthly knowledgesharing activities, such as RPE Talk.

Happy Soul

1. Organize Buddha bathing, waterpouring rituals, and blessings from executives during the Songkran festival to preserve and pass on Thai culture.
2. Organize meritmaking activities at religious sites on important religious occasions throughout the year, such as cleaning temple areas, offering Buddhist Lent candles, and planting trees in temples, to promote kindness, generosity, and giving among employees.

Happy Family

1. Housing hirepurchase welfare program with lowinterest rates in collaboration with the Government Housing Bank to support employees in having housing and building a warm family.
2. Provide provident fund and social security fund for employees as required by law. In addition, financial assistance is provided for other matters for employees and their families, such as marriage, ordination, childbirth, and funerals.
3. Happy Birthday Project because employees are part of the organizations growth, offering small happiness such as colleagues celebrating birthdays during the birth month helps employees feel warm and feel like part of the organizational family.
4. New Year activities to create happiness and strengthen relationships between executives and employees and to express appreciation for the dedication throughout the year.

Happy Society

1. Ratch Pathana United Against Drugs Project to raise employee awareness of the dangers of drugs. The company participates in the Drug Prevention and Solution Standard (DPS).
2. Ratch Pathana Volunteer Spirit Seed of Goodness Project to promote corporate culture by instilling volunteerism for the public good among employees by allowing employees to accumulate annual volunteer hours and rewarding those with the highest volunteer hours who serve as good role models in social contribution.

Happy Money

The Love Saving Project promotes financial literacy for employees to improve their financial wellbeing by focusing on building saving discipline, reducing debt, and managing income and expenses systematically so that they can manage personal finances sustainably and achieve longterm financial stability.

Occupational Safety and Health

1. Develop personnel and provide training on safety, occupational health, and environment so that employees have knowledge in using various equipment and tools safely in operations, such as occupational disease courses, First Aid & CPR courses, crane control courses, basic firefighting courses, emergency response for chemical spills courses, confined space safety courses, workingatheight safety courses, etc.

2. Activities to promote safety awareness among employees and contractors, such as hazardous area reporting projects, daily life safety drawing contests to promote participation in determining safe work practices, alcohol testing before entering work areas, training to inform contractors of operational guidelines before starting work, Safety Smart outstanding employee program, etc.

- Employee health checkups based on risk factors, including preemployment and annual health checkups.
- Emergency drill for fire suppression and evacuation twice a year.
- Emergency drill for chemical and hazardous waste spills, and emergency drill for transformer explosions and boiler explosions once a year.
- Install environmental quality monitoring devices in the workplace and surrounding communities to monitor and evaluate environmental quality and report the results to relevant agencies twice a year.

3. Safety, Occupational Health, and Environmental Projects for 2025

- a. Zero Accident
- b. Project to create safety awareness and the importance of occupational diseases
- c. Safety, Environment, and Energy Conservation Suggestions Project
- d. Hearing Conservation Project
- e. The Best Healthy Project

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	Labor disputes: zero 0.	2024: Labor disputes: is Zero.	2025: Labor disputes: is Zero.
• Employee training and development	Set a training target of not less than 80% of the plan.	2024: Set a training target of not less than 80% of the plan.	2025: Set a training target of not less than 80% of the plan.
• Employee training and development	Employees participating in the Individual Development Plan: not less than 80%	2024: Employees participating in the Individual Development Plan: not less than 80%	2025: Employees participating in the Individual Development Plan: not less than 80%
• Promoting employee relations and participation	Target for The Best Healthy project: 80%.	2024: Target for The Best Healthy project: 80%.	2025: Target for The Best Healthy project: 80%.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	Target for the Internal Group Sports Competition project: 80%.	2024: Target for the Internal Group Sports Competition project: 80%.	2025: Target for the Internal Group Sports Competition project: 80%.
• Promoting employee relations and participation	-	2024: Target for the annual health check-up and provision of health benefits for employees and their families: 100%.	2025: Target for the annual health check-up and provision of health benefits for employees and their families: 100%.
• Promoting employee relations and participation	Target for kindness : 80%.	2024: Target for kindness : 80%.	2025: Target for kindness : 80%.
• Promoting employee relations and participation	Target for knowledge : 80%.	2024: Target for knowledge : 80%.	2025: Target for knowledge : 80%.
• Promoting employee relations and participation	Target for morality: 80%.	2024: Target for morality: 80%.	2025: Target for morality: 80%.
• Promoting employee relations and participation	Target for Happy Family.	2024: Target for Happy Family.	2025: Target for Happy Family.
• Promoting employee relations and participation	Target for the New Year activity: 80%.	2024: Target for the New Year activity: 80%.	2025: Target for the New Year activity: 80%.
• Promoting employee relations and participation	Target for Happy Society: 100%.	2024: Target for Happy Society: 100%.	2025: Target for Happy Society: 100%.
• Safety and occupational health at work	No fatal accidents.	2024: No fatal accidents.	2025: No fatal accidents.
• Safety and occupational health at work	No occupational illnesses.	2024: No occupational illnesses.	2025: No occupational illnesses.
• Safety and occupational health at work	No lost-time injurie	2024: No lost-time injurie	2025: No lost-time injurie
• Child labor	No employment of child labor under 18 years of age.	2024: No employment of child labor under 18 years of age.	2025: No employment of child labor under 18 years of age.
• Non-discrimination	Human rights disputes: zero 0.	2024: Human rights disputes: is Zero.	2025: Human rights disputes: is Zero.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Fair Employee Compensation

labor disputes is Zero.

Employee Training and Development

1. Annual training performance for 2025: 88.24%.
2. Annual individual development for 2025: 100%.

Employee Relations and Engagement Promotion

Happy Health

1. The Best Healthy Project: 98%.
2. Internal sports competitions within the group of companies: 95%.
3. Annual health checkups and provision of health welfare for employees and families: 100%.

Happy Heart

1. Welfare visits for sick employees recuperating at home or in the hospital: 100%.
2. Welfare assistance during epidemic situations: 100%.
3. Ratch Pathana Pan Suk Project: 100%.

Happy Brain

1. Continuous personnel development throughout the year: 88%.
2. Knowledge promotion through annual engagement activities and monthly knowledgesharing activities such as RPE Talk: 100%.

Happy Soul

1. Songkran Buddha bathing, waterpouring rituals, and receiving blessings from executives to preserve and pass on Thai culture: 100%.
2. Meritmaking activities at religious sites on important religious occasions throughout the year: 100%.

Happy Family

1. Lowinterest housing hirepurchase welfare program: 100%.
2. Provision of provident fund and social security fund for employees as required by law: 100%.
3. Happy Birthday Project: 100%.
4. New Year activities: 95%.

Happy Society

1. Ratch Pathana United Against Drugs Project: 100%.
2. Ratch Pathana Volunteer Spirit Seed of Goodness Project: 100%.

Happy Money

Love Saving Project: 100%.

Occupational Safety and Health

1. Personnel development and training on safety, occupational health, and environment: 100%.
2. Activities promoting safety awareness for employees and contractors: 100%.
3. Safety, occupational health, and environmental projects: 100%.

NonDiscrimination

human rights disputes is Zero.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	193	206	204
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	193	206	204
Male employees (persons)	132	136	134
Percentage of male employees (%)	68.39	66.02	65.69
Female employees (persons)	61	70	70
Percentage of female employees (%)	31.61	33.98	34.31
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	35	34	33
Percentage of employees under 30 years old (%)	18.13	16.50	16.18

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	144	154	152
Percentage of employees 30-50 years old (%)	74.61	74.76	74.51
Total number of employees over 50 years old (Persons)	14	18	19
Percentage of employees over 50 years old (%)	7.25	8.74	9.31

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	25	20	19
Percentage of male employees under 30 years old (%)	18.94	14.71	14.18
Total number of male employees 30-50 years old (Persons)	95	102	101
Percentage of male employees 30-50 years old (%)	71.97	75.00	75.37
Total number of male employees over 50 years old (Persons)	12	14	14
Percentage of male employees over 50 years old (%)	9.09	10.29	10.45

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	10	14	14
Percentage of female employees under 30 years old (%)	16.39	20.00	20.00
Total number of female employees 30-50 years old (Persons)	49	52	51

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	80.33	74.29	72.86
Total number of female employees over 50 years old (Persons)	2	4	5
Percentage of female employees over 50 years old (%)	3.28	5.71	7.14

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	131	142	151
Percentage of employees in operational level (%)	67.88	68.93	74.02
Total number of employees in management level (Persons)	53	55	44
Percentage of employees in management level (%)	27.46	26.70	21.57
Total number of employees in executive level (Persons)	9	9	9
Percentage of employees in executive level (%)	4.66	4.37	4.41

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	95	100	102
Percentage of male employees in operational level (%)	71.97	73.53	76.12
Total number of male employees in management level (Persons)	29	28	25
Percentage of male employees in management level (%)	21.97	20.59	18.66

	2023	2024	2025
Total number of male employees in executive level (Persons)	8	8	7
Percentage of male employees in executive level (%)	6.06	5.88	5.22

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	36	42	49
Percentage of female employees in operational level (%)	59.02	60.00	70.00
Total number of female employees in management level (Persons)	24	27	19
Percentage of female employees in management level (%)	39.34	38.57	27.14
Total number of female employees in executive level (Persons)	1	1	2
Percentage of female employees in executive level (%)	1.64	1.43	2.86

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	0	136	134

	2023	2024	2025
Bangkok Metropolitan (Person)	0	10	9
Northern (Person)	0	70	71
Central (Person)	0	34	33
Northeastern (Person)	0	4	3
Southern (Person)	0	0	0
Eastern (Person)	0	18	18

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	0	70	70
Bangkok Metropolitan (Person)	0	11	10
Northern (Person)	0	26	24
Central (Person)	0	9	9
Northeastern (Person)	0	4	6
Southern (Person)	0	1	1
Eastern (Person)	0	19	20

Number of employees working abroad

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

Employment of workers with disabilities

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

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	116,508,264.00	130,063,737.00	132,775,306.75
Total male employee remuneration (baht)	83,545,023.75	90,524,360.95	90,874,375.01
Percentage of remuneration for male employees (%)	71.71	69.60	68.44
Total female employee remuneration (baht)	32,963,240.25	39,539,376.05	41,900,931.74
Percentage of remuneration for female employees (%)	28.29	30.40	31.56

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	603,669.76	631,377.36	650,859.34
Average of remuneration for male employees (Baht/persons)	632,916.84	665,620.29	678,166.98
Average of remuneration for female employees (Baht/persons)	540,380.98	564,848.23	598,584.73
Rate of average of remuneration between female employees and male employees	0.85	0.85	0.88

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

To obtain various benefits in addition to salary and other income, and to cultivate the employees awareness of saving, the Company has established a provident fund so that employees will have accumulated savings upon the termination of their employment with the Company. The participation in the provident fund shall depend on the voluntary decision of permanent employees as to whether they wish to join or not.

Employees who are members of the provident fund shall receive monthly employer contributions at the rate of 5 percent of their wages, and members are required to contribute to the fund at the same rate. The Company allows employees to contribute at a rate higher than the employers contribution, in accordance with the rates specified in the funds regulations, not exceeding 15 percent of wages under the Provident Fund Act. Upon cessation of membership or resignation from the provident fund, employees shall receive the employers contributions along with their proportionate share of the funds net benefits.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	193	206	204
Number of employees joining in PVD (persons)	163	172	177
Number of PVD members / Total employees (%)	84.46	83.50	86.76
Number of PVD members / Total eligible employees (%)	84.46	83.50	86.76

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	3,989,090.00	4,300,257.00	4,207,725.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED	Yes	204	204	177	86.76	86.76

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	46.96	69.89	68.40
Total amount spent on employee training and development (Baht)	1,670,647.40	2,321,051.00	2,627,635.02
Percentage of training and development expenses (*) to total expenses (%)	0.000323	0.000603	0.000819
Percentage of training and development expenses (*) to total revenue (%)	0.000308	0.000630	0.000838

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	447,749.50	432,023.00	1,011,922.00
Total number of hours worked by employees (Hours)	447,749.50	432,023.00	410,185.00
Total number of hours work by non-employee (Hours)	0.00	0.00	601,737.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	8	16	8
Total number of male employee turnover leaving the company voluntarily (persons)	3	11	5
Total number of female employee turnover leaving the company voluntarily (persons)	5	5	3
Proportion of voluntary resignations (%)	4.15	7.77	3.92
Percentage of male employee turnover leaving the Company voluntarily (%)	37.50	68.75	62.50
Percentage of female employee turnover leaving the Company voluntarily (%)	62.50	31.25	37.50

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company organizes activities to foster collaboration between the company and suppliers and to support the capacity development of business partners. In the past year, Ratch Pathana Energy organized two seminars on the topics of Occupational and Environmental Diseases and Contractor Safety Management and provided monthly safety knowledge communications (Safety Talks) to contractors.... Additionally, the company conducts continuous relationship-building activities every year.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Development of customer satisfaction and customer relationship • Protection of customer personal information 	electricity and steam customer satisfaction index for not less than 90%.	2024: satisfaction index for not less than 90%.	2025: satisfaction index for not less than 90%.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In the past year , neither the company nor subsidiaries have been involved in customer disputes or complaints regarding the violation of personal data, human rights, or significant customer complaints. The other complaints were analyzed in order to prevent, monitor and adjust to the organization in order that such defects might not happen again.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 038-481555

Fax : 038-481-551

Email : -

Companys website : www.ratchpathana.com

Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://www.ratchpathana.com/storage/document/policy/sustainability-policy-en.pdf>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

Guidelines for Community and Social Development and Engagement

The Company has established guidelines for community development and engagement in the sustainability policy under the social dimension as follows:

1. 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 cultural traditions of local communities.
2. 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 fairly in accordance with labor laws.
3. 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.
4. Health and Safety Environment : promote regular training and raise awareness of occupational health and safety among employees, while fostering a work environment and positive atmosphere to encourage creativity.
5. 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.

Community and Social Management Plan

1. Employment and Career Skill Development

- 1.1 Promotion of elderly employment

2. Education

- 2.1 Drawing Childhood Dreams for Sustainable Energy Conservation Project 2025

- 2.2 Scholarship Program 2025
- 3. **Religion and Culture**
 - 3.1 Major Buddhist activities
 - 3.2 Local traditions
 - 3.3 Songkran
 - 3.4 Loy Krathong
- 4. **Forestry and Natural Resources**
 - 4.1 Forest and rare plant species conservation project
 - 4.2 Fastgrowing trees for energy project
- 5. **Sports**
 - 5.1 Community sports relations
 - 5.2 Senior football
 - 5.3 Antidrug sports project
 - 5.4 Donation of sports equipment to underprivileged schools
- 6. **Occupational Health, Safety, Health, and Quality of Life**
 - 6.1 Capacity development project for young village health volunteers
 - 6.2 Occupational health and environmental projects supporting community activities
 - 6.3 Biomass ash valueadded project
 - 6.4 Biomass valueadded project Turning Wood Waste into Energy
- 7. **Disadvantaged and Vulnerable Groups**
 - 7.1 Ratch Pathana United in Sharing Warmth and Smiles Project
 - 7.2 Ton Kla Khwam Dee Volunteer Project to foster a culture of sharing and spreading goodness to society
 - 7.3 Community development volunteer project
- 8. **Water Management and Sanitation**
 - 8.1 Water resource and ecosystem restoration
- 9. **Reducing Social Inequality**
 - 9.1 Promotion of employment and support for persons with disabilities

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : There are no significant disputes with the community and society.	Disputes equal is "zero"	2024: There are no significant disputes with the community and society.	2025: There are no significant disputes with the community and society.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

1. Employment and Vocational Skill Development

Promoting Elderly Employment In 2025, the Company placed importance on promoting elderly employment to create sustainable work opportunities and enhance social value. A total of 5 elderly individuals were employed in various positions, including roles within the organizational structure such as Executive Directors and Consultants, through employment contracts tailored to each individual's experience and expertise.

To enhance the quality of life for retirees, the Company initiated the "Value of Retirement" project, which focuses on career creation and promoting continuous income generation through the Company's initiatives. These include the Organic Fertilizer from Biomass Ash Project, the Fast-Growing Trees for Energy Project, and the promotion of the "Sustainable Holy Basil" Community Project for elderly individuals who are healthy and interested in participating. In the past year, the Company provided opportunities for more than 20 elderly individuals to work with the Company.

2. Education

The Youths Dream Drawing and Sustainable Energy Conservation Project for the Year 2025 Under the topic: 29 Years of Sahacogen Advancing Towards a Sustainable Ratch Pathana, held at the Electricity Fund Meeting Room, Thai Kasikorn Songkhro School, Bueng Sub-district, Si Racha District, Chonburi Province. The Company recognizes the importance of educational development as well as promoting the knowledge and capabilities of local youth, which is considered part of its corporate social responsibility. Therefore, activities were organized to promote youth art skill development and encourage the productive use of free time. The coloring and drawing competition has been organized continuously since 2008, with 2025 marking its 17th year.

Scholarship Project This non-obligation scholarship project has been implemented since 2009 to the present to provide educational opportunities for youth with good academic performance and good conduct but who lack financial resources, aiming to alleviate parents' burdens and help build inspiration and pride within the youth themselves, at a rate of 60 scholarships per year.

3. Religion and Culture

- To preserve good traditions and cultures, and promote the Company's participation with the community.
 - To maintain religion, preserve culture, and uphold local traditions, which are essential fundamental factors that help strengthen the community and create a livable society.
1. Key Buddhist activities such as Buddhist Lent Day, Makha Bucha Day, Visakha Bucha Day, Kathin / Pha-Pa ceremonies, etc.
 2. Local traditions such as local traditional events, Songkran festival, traditional rice harvesting (Long Khaek Kiao Khao) in Chonburi Province, bathing Buddha relics (Song Nam Phrathat), Poi Luang merit-making tradition, Phi Khun Nam worship tradition in Lamphun Province, religious merit-making events, and the Nopphra Lenphleng tradition in Kamphaeng Phet Province, etc.
 3. Songkran
 4. Loy Krathong

4. Forestry and Natural Resources

The Forest Plant and Rare Plant Conservation Project Ratch Pathana Power Plant Group places importance on conserving natural resources alongside operating an eco-friendly business, focusing on increasing green spaces and maintaining forest areas to preserve biodiversity and create ecological balance in the project operation areas.

The Forest Plant and Rare Plant Conservation Project began in 2011 with the objectives of collecting and conserving valuable plants, including rare or endangered local plant species, creating a learning resource to provide employees and related parties with knowledge about plant species, serving as a relaxation area and increasing green spaces for

employees and the surrounding environment, and promoting a balanced ecosystem, with experts from the Royal Forest Department serving as project consultants.

Currently, the project has more than 50 species of forest and rare plants, totaling over 1,500 trees, on the Company's premises covering 63 Rai or 100,800 square meters. The majority are trees with a height of approximately 5-10 meters. Examples of significant conserved plant species include Siamese Rosewood, Yang Na, Daeng, Burma Padauk, Yom Hom, Yom Hin, Black Neem, Chan Pha, Kaew Chao Chom, Chik Na, Mee Men, Sri Trang, and Nang Phaya Kalong, etc.

The Planting Trees, Restoring Forests, Creating Careers Project with Biodiversity The Company has placed importance on corporate social and environmental responsibility by aiming to elevate operations in alignment with Surat Thani Province's strategy for forest restoration and conservation through the Planting Trees, Restoring Forests, Creating Careers Project. This activity is a collaboration between the Company, the Forest Resource Management Office No. 3 (Branch) under the Royal Forest Department, Ministry of Natural Resources and Environment, and the residents of Chai Buri District, Surat Thani Province, focusing on restoring watershed forests, resource abundance, and enhancing sustainability. What is the Planting Trees, Restoring Forests, Creating Careers Project? It is a joint project between the public sector and the community to plant 1,000 Rai of forest in the "Tho Kham Degraded Forest Restoration" national reserve to increase local forest areas, maintain the area's biodiversity, and create secondary careers and long-term income from forest products, such as generating income from seed harvesting, wild honey sales, wood processing, and other types of forest products to supplement the income of local people while building awareness in forest and environmental conservation.

Project Results

- **Year 2018:** Provided saplings, organized training, and carried out forest planting in degraded forest areas covering 400 Rai, totaling more than 1,026,667 saplings, to serve as a model for forest restoration using wood.
- **Years 2019-2020:** Distributed over 40,000 saplings worth more than 1,000,000 Baht under the Seed Clinic project to develop careers and new plant species, focusing on distributing plant species to various areas and building community participation in forest maintenance.
- **Years 2021-2023:** Had members participating in the project more than 300 times per year, along with organizing vocational knowledge transfers for youth forest caretakers in conservation areas and extending into local agriculture, serving as an area that helps restore ecosystem balance according to good health principles.
- **Year 2025:** Community members participated in the joint maintenance of trees in the area for over 7 years and were able to gather products such as bamboo shoots and mature wood for household use, as well as for economic production, helping to sustainably elevate community income and economy.

Fast-Growing Trees for Energy Project The "Fast-Growing Trees for Energy" Project focuses on planting various fast-growing tree species such as Acacia mangium, Giant Leucaena, Acacia auriculiformis, Acacia hybrid, Eucalyptus, Mahogany, and Rain Tree (*Samanea saman*). Planting and rotation harvesting are conducted according to the tree age cycle within 2-5 years to be used as a sustainable renewable energy source for renewable energy businesses within the Ratch Pathana Group. It also helps increase green spaces and reduce global warming.

This project began in 2007. Currently, there are fast-growing tree planting areas with ages between 1-5 years, accumulating to a total of 3,219 Rai in Lamphun and Lampang Provinces, with more than 859,473 trees planted. Beyond promoting renewable energy, this project generates economic and social benefits for local communities by creating employment for more than 200 people per year and generating a total income of more than 1,000,000 Baht per year for local farmers. This project is therefore another important approach that helps drive the community economy alongside sustainable environmental conservation.

5. Sports

Supported a total of 34 sports project activities, including:

1. Community Relation Sports
2. Senior Football
3. Sports Against Drugs Project

4. Donation of sports equipment to underprivileged schools

The objectives are to promote physical exercise for health, support the productive use of free time, and build good relationships between the Company and communities/local authorities.

6. Occupational Health, Safety, Health, and Quality of Life

Youth Village Health Volunteer Capacity Development Project Ratch Pathana Energy PLC initiated the Youth Village Health Volunteer or "Little VHV" Capacity Development Project in 2010 with the objectives of promoting community public health learning and cultivating health care awareness and public-mindedness to help society among youth. It is organized once a year by recruiting children and youth aged between 10-18 years who reside in communities around the Ratch Pathana Energy Power Plant and socially underprivileged children to undergo training in courses related to healthcare and public-mindedness for joint community development. Examples include basic first aid, Cardiopulmonary Resuscitation (CPR), helping oneself and others in emergencies, basic firefighting, mangrove forest conservation and restoration, waste separation, and public-minded youth for sustainable development. In 2025, there were 53 members who passed the Little VHV training (Batch 15) and 10 Village Health Volunteer leaders. In total, the Little VHV project has produced 476 public-minded youths ready to volunteer to help people in the community/society. The Company remains committed to developing and continuing the project, wishing to be part of laying the foundation of public-mindedness for Thai children and youth to grow into good people of society. Key Buddhist activities such as Buddhist Lent Day, Makha Bucha Day, Visakha Bucha Day, Kathin / Pha-Pa ceremonies, etc. Local traditions such as local traditional events, Songkran festival, traditional rice harvesting (Long Khaek Kiao Khao) in Chonburi Province, bathing Buddha relics (Song Nam Phrathat), Poi Luang merit-making tradition, Phi Khun Nam worship tradition in Lamphun Province, religious merit-making events, and the Noppbra Lenphleng tradition in Kamphaeng Phet Province, etc.

Occupational Health and Environment Projects Supported 19 community activities/projects, including:

1. Campaign Project to Solve Illegal Waste Dumping in the Community
 2. Waste Separation Project
 3. Environmental Conservation Awareness Project
 4. Green Space Increase Project
 5. Beautiful Canals, Clear Water Project
- Promoting and caring for the environment and supporting the valuable use of natural resources to create participation with communities/local authorities in promoting, conserving, and restoring the environment.
 - Promoting and caring for the environment and supporting the valuable use of natural resources.
 - Creating participation with communities/local authorities in promoting, conserving, and restoring the environment.

Biomass Ash Value-Addition Project Biomass ash is a byproduct of the energy production process of biomass power plants. It is alkaline and contains plant nutrients, making it suitable for agricultural use as a soil improvement material. It has been widely used by farmers to increase agricultural yields, such as bamboo growers, rice farmers, longan orchardists, and sugarcane farmers. In addition, "biomass ash" possesses properties suitable for use as an ingredient in construction materials, such as autoclaved aerated concrete or concrete blocks. The Company has continuously collaborated with local educational institutions to study and develop the utilization of biomass ash from 2013 to the present.

Utilization of Biomass Ash The Company has applied research results to further develop and disseminate knowledge on biomass ash utilization to farmers and interested parties in the forms of community enterprises, training, and field studies in the surrounding areas, such as the Career Promotion Project for Potting Soil Materials and Soil Amendment Materials from Biomass Ash, the Pracharath Ruamjai Project Teaching Youth to Grow Kitchen Vegetables, and the Sustainable Holy Basil Project, etc.

- **Project Results:** In 2025, there were 25 users, accounting for a value of 573,512 Baht in benefits received by the community.

The Biomass Value-Addition Project Turn Wood Waste into Energy Reduce Burning, Reduce Smog Problems In 2025, the Company purchased a total of 286,859 tons of agricultural waste worth 286.53 million Baht from over 2,595 smallholder farmers.

In 2025, the Company utilized alternative biomass fuels for energy production, helping to reduce burning in agricultural areas equivalent to a reduction of corn stubble burning by 22,371 Rai and equivalent to a reduction of sugarcane leaf burning by 14,929 Rai.

7. Underprivileged and Vulnerable Groups

The Ratch Pathana Ruamjai, Delivering Warmth, Creating Smiles Project In 2025, the Company continued projects for society and the underprivileged through 3 main projects: Ratch Pathana Ruamjai, Delivering Warmth, Creating Smiles (11th Year), SGN Pan Rak Hai Thong (8th Year), and SGF Pan Rak Hai Thong (8th Year). Support was provided to the Yenta Home Hill Institute Social Development Center in Nakhon Ratchasima, Baan Somjit in Nakhon Phanom Province, the Elderly Care Institute in Chaiyaphum Province, and several remote schools in Kamphaeng Phet Province. Over 100 items of consumer goods, educational equipment, and developmental media were donated to provide opportunities for the underprivileged, including the disabled, orphans, and over 700 youths, while also providing healthcare services, food, and appropriate career creation for people in rural areas. The project also extended essential knowledge and skills for education, enhanced the quality of life, and built good relationships between the Company and communities, focusing on sustainably helping and upgrading the quality of life for children and youth.

The "Tonkla Kwamdee" (Seedlings of Goodness) Volunteer Project The Company places importance on kindness, sharing, and helping the underprivileged in society, especially vulnerable groups, through the promotion of internal volunteerism under the Tonkla Kwamdee Project. This project aims to cultivate and encourage employees of all levels to recognize the value of giving, empathy for others without expecting returns, enhance social responsibility awareness, and serve as an inspiration to expand volunteerism throughout the organization, with activities as follows:

1. **Tonkla Kwamdee Volunteer Activity** The Company organizes this activity once a year to select employees who stand out in doing good deeds, helping others, and helping the organization to become "Volunteer Models" to serve as examples, inspire colleagues, and stimulate a sharing culture within the organization.
2. **Community Development Volunteer Project** The Company provides opportunities for employees to participate in social activities, such as helping the underprivileged/under-resourced, vulnerable groups, and disaster victims through various activities such as donating items and field visits to help communities.

In 2024, the Company collaborated with a volunteer network to organize the "Sharing Kindness to Flood Victims" activity in northern areas, inviting employees to donate necessary items, while sending a team of volunteers to help flood victims in the southern region, which was an area affected by floods.

The "Tonkla Kwamdee" Project not only promotes doing good deeds within the organization but also serves as a driving force in creating a society of sharing and sustainability. The Company is determined to expand this project to become a corporate culture that helps continuously ignite volunteerism to jointly build a strong and sustainable society in the long term.

8. Water Management and Sanitation

Restoration of Water Resources and Ecosystems In 2025, Sahacogen Green Company Limited collaborated with local authorities under the Promoting and Supporting Agricultural Technology Transfer and Service Center Project by Wiang Yong Sub-district Municipality, Mueang District, Lamphun Province, by participating in vetiver grass planting activities along the Song Sung Creek, which is an activity that tangibly supports water resource care at the community level. The activity consisted of planting vetiver grass in appropriate areas to prevent soil erosion, help increase moisture in the watershed area, and restore the riparian ecosystem along the creek.

Project Benefits:

- **Helping preserve topsoil:** Vetiver grass can bind soil and build soil layer strength, reducing the risk of topsoil erosion from rainwater in various seasons.
- **Increasing moisture in the area:** Promoting a better recovery of the riparian ecosystem along the creek.

- **Reducing soil erosion:** Helping maintain water quality in the watershed area and reducing environmental impacts.

The Company intends to continuously carry out environmental activities in collaboration with the public sector and local authorities to elevate environmental quality and support community participation in sustainably preserving natural resources.

9. Reducing Social Inequality

Promoting Employment and Supporting Disabled Persons In 2025, the Company has not yet employed disabled persons as there were no suitable vacant positions and it did not fall under the criteria of mandatory legal requirements. However, the Company continues to place importance on promoting the rights of disabled persons and underprivileged groups in society continuously through participation in activities and supporting projects focusing on creating opportunities and developing the quality of life for target groups. Throughout the past year, the Company collaborated with CSR networks and partners in supporting and participating in projects to help and promote opportunities for disabled persons and underprivileged groups, totaling 10 projects. Examples of key projects include:

- The Reading Fairy Tales for the Blind Project to support learning and enhance imagination for visually impaired persons.
- Donating items for the underprivileged and disabled persons to help and share resources with those in need.
- Supporting environment modification projects for the residences of disabled persons, elderly persons, acute-stage patients, and persons with dependency in Wang Tabae Sub-district, Phran Kratai District, Kamphaeng Phet Province, totaling 20 cases.
- Supporting volunteer activities to construct toilets for disabled persons and elderly persons in Huai Nam Sai Village, totaling 8 cases, in Moo 3, Wang Tabae Sub-district, Phran Kratai District, Kamphaeng Phet Province.
- The Handing Over Old Desktop Calendars to the School for the Blind Project to be used as teaching materials for visually impaired persons.

In 2025, the Company implemented projects and organized activities for community/social development and assistance according to the social development and community participation plan of Ratch Pathana Energy PLC and its subsidiaries, with operating results totaling 365 projects/activities, with a total value of over 9,468,868 Baht. These include education, sports, quality of life, environment, religion, culture, traditions, public interest, charity, donations, and the community development fund.

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Value of purchasing goods and/or services from the community (Baht)	280,028,272.00	287,998,663.00	286,528,683.58

Non-financial benefits

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

	2023	2024	2025
Hiring local partners or suppliers (Persons)	2,250.00	2,590.00	2,595.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	11,657,434.00	9,732,737.78	9,468,868.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.225567	0.252920	0.295219
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.215025	0.264026	0.301957

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : RATCH PATHANA ENERGY PUBLIC COMPANY LIMITED Symbol : SCG

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The subcommittee has reviewed and updated the corporate governance system and key developments to ensure they are current and aligned with the Company's business policies, subject to the approval of the Board of Directors, as follows:

- The company vision, mission, goals and strategy
- The charter of the Board of Directors and the charter of the sub-committees
- Director nomination and remuneration policy
- Regulations for supervision of subsidiaries and associated companies
- The anti-corruption policy and guideline
- The human rights policy and conduct a human rights manual
- Whistle Blowing Policy
- Insider information management policy
- Financial policy
- The Personal Data Protection policy
- Cyber Security Policy
- Artificial Intelligence Policy: AI Policy
- Management policy in accordance with climate change
- Risk management policy
- Business Continuity Management policy
- Policies and practices for the development and management of innovation

Reference link for the full version of corporate governance policy and guidelines : <https://www.ratchpathana.com/storage/document/policy/corporate-governance-code-en.pdf>

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The company has the Nomination and Remuneration policy, approved by the Board of Directors Meeting resolution No 8/2568 on November 21, 2025

The Nomination and Remuneration Committee considered and defined the combination of specific expertise required for the board and created the Board Skill Matrix as the guideline to select and nominate the candidate by evaluating the diversity of qualifications, education, skills and experiences of the board members in various as follows areas.

1. Expertise in business or industry

- Power or energy business
- State
- owned business or state enterprise
- Other private businesses

2. Education, skills and relating experiences

- Strategic planning or business management
- Human resource management or compensation
- Engineering
- Accounting, finance or economics
- Law or regulations
- Information technology, digital or cyber security
- Risk management, corporate governance or sustainable development

Determination of director remuneration

The Board of Directors established the Director Nomination and Remuneration Policy (approved from the Board of Directors resolution No. 8/2025 on November 21, 2025) to ensure that director remuneration is fairly considered. The Board of directors also appointed and assigned the Nomination and Remuneration Committee to consider criteria, payment method and remuneration limit for the Board of Directors and sub-committee, and then proposed to the Board of Directors to endorse and the shareholders meeting for approval.

Independence of the board of directors from the management

1. Merger or Segregation of the function

The Company prescribes that the Chairman of the Board of Directors shall not be an Executive Director, Managing Director and shall not have any relationship with the entire management. There is a clear separation in the functions with respect to supervisory policies and the management of routine functions. The Company has prepared a Charter of the Board of Directors which clearly prescribes and delineates the powers of all committees and the Managing Director.

The Chairman of the Board of Directors is the leader and controller of Board of Directors meetings in order to ensure independence. All directors are able to fully express opinions or make suggestions. The management of the executives is supported through the grant of powers and responsibilities to the Managing Director. The Board of Directors does not interfere with routine management work. Although the Chairman of the Board of Directors is not an Independent Director, the Company remains confident that the duties have always been undertaken with an understanding of good corporate governance principles. Decisions on significant matters approved by each relevant committee have achieved a balance and reviewed strictly.

Director development

The Board of Directors and the executives have appreciated their roles, duties and responsibilities to the Company. Thus, the Company has attached importance to develop the knowledge, skills, and capabilities of the directors personnel throughout the organization and established the director development in the Director Nomination and Remuneration Policy as well as a development plan of corporate governance for the board of directors, sub-committees, subsidiaries and associated company, approved from the Board of Directors meeting No 8/2025 on November 21, 2025. This is for the leadership and vision of the Directors and the executives to enhance knowledge,

competencies, skills and potentials. The Board of Directors and the executives are encouraged to attend seminars and training courses that are beneficial to the performance of functions as are held internally or externally, including work visits within the country and abroad.

Guidelines to enhance the Corporate Governance for the Directors

Foundation	Committee	Functional
- Director Certification	- Chairman	- Chartered Director
- Director Accreditation	- Audit Committee	- Finance
- CG for Capital Market Intermediaries	- Nomination and Governance Committee	- Strategy Formulation
- CG for Family Business	- Compensation Committee	- Strategy Measurement
	- Risk Management Committee	- Risk Planning
		- DCP Update

Guidelines to enhance the Corporate Governance for the Executives

Foundation	Functional
- CG for Executives	- Board Reporting
- CG for Capital Market Intermediaries	- Risk Management Committee
- CG for Family Business	- Risk Planning
	- Strategy Formulation
	- Strategy Measurement

The company has set the training plan in Director Certification Program and other essential courses for new appointed directors.

Board performance evaluation

The Board of Directors has established the policy of the Board assessment at least once a year. The Nomination and Remuneration Committee is responsible for the annual assessment. The assessment allows each Board member to discuss the past performance, limitations and problems to improve the Boards efficiency.

The Company Secretary delivered the self-assessment of the Board of Directors form which is in accordance with the criteria of the Corporate Governance Center, the Stock Exchange of Thailand to each director. Such an assessment covers the policy of the Boards, the directors structure and the practices of the Boards, and the preparation and implementation of the Meeting in order to be the guidelines on operation improvement. Every director was independent and confidential in taking such evaluation and discussing the assessment result during the Board of Directors meetings. The recommendations given are to improve and enhance operational efficiency of the Board of Directors and sub-committees for the maximized benefits of Corporate Governance.

(1) Self-Assessment of the Board of Directors

The Company carried out the boards performance assessment, divided into 6 aspects as follows:

1. Board structure and qualifications
2. Roles, duties and responsibilities of the Board of Directors
3. The Board of Directors meeting
4. Dynamics of the Board of Directors' Responsibilities
5. Relationship with the management

6. Development of directors

The performance assessment procedures are as follows;

1. The performance assessment of the Board of Directors as in group at least once a year.
2. Corporate Secretary summarizes and reports the result of the performance Board assessment to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration Committee reports the results and other additional guidelines to improve the efficiency of the Board of Directors performance to the Board.

The evaluation result for the year 2025 was in Excellent level with the average score of 94.47 %.

(2) Self-Assessment of the Board of Directors Member

The Company carried out the boards performance assessment, divided into 5 aspects as follows:

1. Personal Qualification
2. Roles, duties and responsibilities
3. Participation in meetings
4. Readiness to perform duties
5. Relationships with the Board of Directors and management

The performance assessment procedures are as follows.

1. The Board of Directors has to do self-assessment at least once a year.
2. Corporate Secretary summarizes and reports the result of the performance assessment of individual directors to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration Committee reports the results and other additional guidelines to improve the efficiency of the Board of Directors performance to the Board.

The evaluation result for the year 2025 was in Excellent level with the average score of 95.69%.

(3) The Self-Assessment of the sub-committees

The Company carried out the boards performance assessment, divided into 4 aspects as follows

1. Board structure and qualifications
2. Roles, duties and responsibilities
3. The Board of Directors meeting
4. The Board of Directors report

The performance assessment procedures are as follows;

1. The performance assessment of the Board Committees as in group at least once a year.
2. Corporate Secretary summarizes and reports the result of the assessment of every Board Committees to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration reports the result and other additional guidelines to improve the efficiency of the Board Committees performance to the Board. The Board of Directors has set the performance assessment for all sub-committees

In the year 2025, the evaluation results can be summarized as below;

Sub-Committees	Evaluation Result	Result
Executive Committee	92.8%	Excellent
Audit Committee	99.78%	Excellent
Nomination and Remuneration Committee	97.52%	Excellent
Corporate Governance and Risk Management	96.16 %	Excellent
Sustainability Committee	94.50 %	Excellent
Managing Director	88.00 %	Good

(4) The annual performance appraisal Self-Assessment of the Managing Director

With regard to the performance appraisal of Managing Director, this would be carried out annually by the Chairman and the Board of Directors based on the company goals and operating performance. The assessment based on the guideline as recommended by the Stock Exchange of Thailand's guidelines as below;

1. Leadership
2. Strategy formulation and implementation
3. Operational performance
4. Relationships with the Board of Directors, Personnel, and Stakeholders

The performance assessment procedures are as follows;

1. The Company Secretary submit the performance assessment form of Managing Director to the Board of Directors at least once a year.
2. The Company Secretary summarizes and reports the result of the assessment of Managing Director to the Nomination and Remuneration Committee in order to consider any guidelines to improve performance efficiently.
3. The Nomination and Remuneration Committee reports the result and other additional guidelines to improve the efficiency of Managing Director performance to the Board.

The evaluation result for the year 2025 was in Good level with the average score of 88.00%.

Corporate governance of subsidiaries and associated companies

Supervising the operations of subsidiaries and associates

The company has a set of regulations for supervision of subsidiaries and associated companies which approved by the Board of Directors meeting No. 5/2024 held on June 26, 2024. The aim is to ensure that the Board of Directors, executives, and related parties involved in overseeing the subsidiaries and associate company, to understand and recognize their roles, responsibilities, and accountabilities in achieving the company and stakeholder objectives and goals.

The Nomination and Remuneration Committee will select the person and present it to the Board of Directors to consider the selected person nominated and appointed to be a director in subsidiaries and associate. The number of individuals that the Company voted to appoint as a director is in accordance with the Company's proportion of shareholding. The person who was appointed as a director in subsidiary or associated companies was entitled to perform the operations for the best interests of their subsidiaries or associate companies, unless it is important policies affecting the Company's business operations. The appointed person is required to submit this matter to the Executive Committee and/or the Board of Directors for consideration before voting, and the management of each subsidiary and/or associated company is under the authority of its own Board of Directors. The Company does not have control beyond its shareholding rights.

The Company has laid down the policy for subsidiaries and associates that is the Company's main business with having proper and adequate internal control systems. Such internal control systems of the company and subsidiaries were monitored annually by Dharmniti Internal Audit Co., Ltd.

Furthermore, the Company has assigned the person who was appointed by the Company to oversee its subsidiaries and associate company to operate and disclose significant information according to the rules in the same way as the Company performed, such as making connected transaction, the acquisition or disposition of assets, or making other important transactions to be complete and correct. The assigned person also has to supervise the information storage and bookkeeping of the subsidiaries and associate company for the Company, so that it can be reviewed and collected for financial statements in due time. The company promoted the certification and recertification of the subsidiaries as members of Thailand's Private Sector Collective Action Against Corruption (CAC) and conducted the activities related to human rights.

In the year 2025, the subsidiaries received the recertification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC)

The Company had no agreements between the Company and other shareholders in the management of subsidiaries. The company is a major shareholder and no other persons holding shares more than 10 percent of the shares with voting rights of subsidiaries. In addition, the Company had no agreements between the Company and other shareholders in sharing returns beyond normal returns according to proportion of their shareholding in subsidiaries. Except Sahagreen Forest Co., Ltd, the subsidiary, the Company has the agreement with other shareholder in accordance with Joint Venture Agreement for Biomass Power Plant Project date August 21, 2010.

In this regard, the management reported the operation results of the subsidiaries and affiliated companies to the Executives Committee and the Board of Directors in sequence at every meeting that occurred. The agenda was proposed for acknowledge the operation results of each company, including significant events and the progress of projects. The Executives Committee and the Board of Directors will provide managerial recommendations to the management to support the development and improvement of operational efficiency, and to ensure that the supervision of subsidiaries and associates is appropriate, transparent, and aligned with the Company's strategies.

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

The Board of Directors performs duties responsibly, prudently, earnestly and honestly in order to generate good returns to shareholders on a continual and sustainable basis. In this regard, the following policies and practice guidelines have been prescribed as follows;

1. The ownership rights of shareholders are equitably and fairly respected.
2. Operations are undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and eventually lead to sustainable growth.
3. The Company's business is continually advanced to ensure proper returns to shareholders.
4. Significant information which affects or potentially affects shareholders interests shall be disclosed, whether reports made pursuant to the accounting period or situation reports, pursuant to the relevant laws and notifications. However, no action shall be taken to restrict shareholders access to Company information.
5. A report of the Board of Directors responsibility for the financial statements in the Annual Report shall be prepared.

6. 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.
7. Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders meeting.
8. 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.
9. 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.
10. Conflicts of interests must be dealt with prudently, rationally and information must be fully disclosed.
11. The Companys 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.

Employee

The Board of Directors regards employees as valuable resources and a key factor to the Companys success. The following policies and guidelines have been prescribed in this regard.

1. Human dignity and fundamental rights of employees are respected at work. Employee data or confidential information is not disclosed or transmitted to third parties or unrelated persons.
2. Employees are treated in accordance with the provisions of law, regulations and articles governing the Companys operations.
3. Employment equality is promoted. There is no discrimination on the grounds of gender, skin color, race, religion, age, disability or other status that is not directly related to the works.
4. Training and knowledge exchange are sponsored and promoted to encourage learning and skill development throughout, strengthen career security and offer opportunities for advancements pursuant to each persons potential.
5. Employee participation in the determination of the Companys direction and development are promoted.
6. Fair compensation is given as suitable for the knowledge, skill, duties, responsibilities and performance.
7. Appropriate welfare and benefits are given to employees, e.g. medical expenses, provident fund and so on.
8. Channels are provided for employees to communicate suggestions and complaints pertaining to work. These suggestions are considered and remedies will be determined in the interest of all parties and in view of the creation of good working relations.
9. Facilities necessary for work operations are provided and working conditions are maintained with due regard to safety and occupational hygiene as a means of promoting and raising the quality of lives of employees.
10. Employees of all levels are encouraged to participate in social responsibility activities.

Customer

The Board of Directors realizes that customer satisfaction and confidence are key factors which contribute to the Companys sustainable success in accordance with Policy of Quality, Environment, Safety and Energy Conservation Policy, Corporate Social Responsibility Policy and Anti-Corruption Policy. The following policies and guidelines have been prescribed as follows;

1. The Company operates the business of distributing electricity and steam which are safe for consumers and environmentally friendly.
2. The Company has operated with commitment to develop and expand its business to value creation on the biomass and agricultural residues, innovating continually to meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts.

3. Businesses are operated in earnest, honest and fair values and no action is taken that would violate the rights of customers. The confidentiality of customer trade secrets is maintained and not exploited for wrongful personal gains or for the gains of others.
4. The Company does not demand, receive or consent to the direct or indirect receipt of properties or other dishonest benefits from customers.
5. The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance in order to jointly find a remedy and prevent loss.

Business competitor

The Board of Directors has operated in accordance with the provisions of law. In this regard, the following policies and guidelines have been prescribed.

1. The Company shall conduct its businesses within the rules of fair competition regarding to business ethics and trade competition laws of various countries in which the Company operates.
2. The Company will not damage the reputation of its trade competitors.

Business partner

The Board of Directors places importance on treated business partners equitably and taken into account mutual interests in accordance with the Corporate Social Responsibility Policy and Anti-Corruption Policy by prescribing the following policies and guidelines.

1. The Company has a system for screening business partners in the value chain who operate businesses in compliance with the law, safety and occupational hygiene standards, and friendliness to the environment. Business partners are treated on the basis of fair competition, equality and mutual respect and acknowledge the risks of business partners in order to establish operational guidelines to adequately prevent and mitigate such risks.
2. Promoting local business partners by providing equal opportunities for local partners to participate in competition, supporting the community economy and fostering good relationships in the area, without discrimination, covering vulnerable groups including children, women, persons with disabilities, the elderly, or other disadvantaged groups.
3. The Company and its business partners must respect human rights, treat workers fairly, provide remedies for those affected, and take action when forced or illegal labor is found, such as issuing warnings or ending business relations.
4. Relationships and good understandings are fostered. Promote knowledge is exchanged. Developments and value adding to goods and services are jointly undertaken to promote mutual growth.
5. The Company adheres to trade agreements and makes proper data. In the event that an agreement cannot be complied with, the Company will expeditiously engage in early negotiations with trading partners in order to reach a mutual remedy and loss prevention solution.
6. The confidentiality or communications or information of business partners is maintained and not exploited for wrongful gains of oneself or of others.
7. The Company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.

Creditor

The Board of Directors is committed to undertaking business operations in a principled and disciplined manner basis of trust to build the good relationship and sustainability of creditors by prescribing the following policies and guidelines.

1. All creditor groups shall be treated equitably and fairly no discrimination, manage relationships with creditors responsibly.
2. Contracts and terms will be strictly adhered to.
3. Manage finance will be administered to ensure the confidence of creditors in the Company's ability to repay debts on time.
4. Financial standings shall be accurately and timely disclosed.
5. 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

Government agencies

The Board of Directors undertakes businesses in compliance with the rules and regulations enacted by the State. In this regard, the following policies and guidelines have been prescribed.

1. Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law.
2. Proper action shall be taken when conducting transactions with an official or agency of the State.
3. Good relations are fostered between the Company and the State sector within suitable bounds.
4. Relevant laws and business traditions are observed in each country or locality.

Community and society

The Board of Directors has operated businesses with due regard for the duties and responsibilities owed to the nation, community and society as well as local traditions in order to maintain a desirable society and participation. In this regard, the following policies and guidelines have been prescribed.

1. A business which could lead to a deterioration of society shall not be undertaken and the rights of others in the community and society shall not be violated.
2. 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.
3. Measures shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company's operations.
4. The preservation of local culture and traditions shall be promoted.
5. Cooperation shall be entered into with various agencies for the development of communities.
6. Public benefit activities shall be sponsored.
7. Incomes shall be generated and the community economy shall be promoted through employment of community members and use of community products.
8. Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness.

Environment

The Board of Directors undertakes businesses with due regard for responsibilities to the environment. In this regard, the following policies and guidelines have been prescribed.

1. Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard for the impact on natural resources and the environment and regular revisions and assessments of performance results shall be undertaken.
2. 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.
3. Knowledge promotion and environmental training should be extended to employees.
4. Environmental management system should be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.
5. There is a system for selecting trade partners in the value chain who undertake businesses in an environmentally friendly manner.
6. Environmentally friendly technology are developed and published.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The company realizes the importance of good Corporate Governance. The company supports fair treatment and responsibility to stakeholders and to act in accordance with laws and CG principles. Therefore, the company has established business ethical, and the Code of Conduct for Directors, Executive, Officers, and Employees was approved by the Board of Directors meeting No. 7/2021 on December 11, 2021, for the company's directors, executives, and employees to ensure that everyone is aware of and adheres to the same principles as follow.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Board of Directors has a policy for dealing with conflict of interest. The following guidelines have been prescribed.

1. The administration of conflict of interest or connected transactions is undertaken prudently, fairly and rationally. There is a transparent system for approving transactions which primarily takes into account the Company's interests. Interested Company Directors do not have the right to vote and must make a full disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Company's interests shall be upheld subject to legality. No action shall be taken that would be a conflict with the Company's interests, and no benefits or privileges will be given to any person.
3. Company Directors and Executives must disclose personal interests and the interests of related persons in accordance with the prescribed rules.
4. Company Directors, Executives and employees who acquire inside information are prohibited from trading in Company shares in the 1-month period prior to public disclosure of financial statements.
5. Company Directors, Executives as well as their spouses and children who have not yet attained legal age shall have the duty to report Company securities holdings and changes in such holdings to the Board of Directors in the subsequent Board Meeting.
6. Company information or secrecy acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.
7. Disclosure shall be made by authorized Company employees. Classes of secrecy may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. The company requires Board members, top executives to report the stock trading transaction to the Chairman 1 day prior to the execution date.

In the past year, the company did not receive any compliant on conflict of interest.

Anti-corruption

The Board of Directors has a policy of compliance with the law on combating Dishonest Acts Corruption and Anti-Corruption Policy. In this regard, the following guidelines have been prescribed.

1. A consciousness, value and attitude to comply with laws and regulations honestly and in good faith shall be instilled in employees.

2. An internal control system which is efficient and effective shall be in place. There shall be suitable check and balance of powers to prevent employee abuses or involvements in combating Dishonest Acts Corruption.
3. Company Directors, Executives and employees are prohibited from performing any act which amounts to a demand or acceptance of properties or other benefits for oneself or for others as an inducement to wrongfully perform or refrain from performing a duty or which could result in a loss of the Company's legitimate benefits.
4. Company Directors, Executives and employees are prohibited from giving or offering to give properties or any other benefits to third parties to induce such person to unlawfully or wrongfully perform or refrain from an act.
5. Provide a financial reporting system which is transparent and accurate.
6. Provide a channel for employees is provided to enable employees and stakeholders to report suspected wrongdoing through the whistleblowing channel, with measures to protect whistleblowers, and an investigation conducted for every case received.

Whistleblowing and Protection of Whistleblowers

The Company provides employees and stakeholders an opportunity to report misconduct, illegal activities, corruption, or unethical behavior by the company's employees, as well as actions that could pose problems or cause harm to the company. Additionally, it includes the submission of complaints in cases where employees or stakeholders experience violations of rights or unfair treatment through the channels and processes established by the company as disclosed on the Company's website, www.ratchpathana.com

The Company will hear and process all complaints impartially, transparently and fairly. Systematic and just measures for the protection of complainants are provided. Information provided by the complainant is kept confidential in the Company according to the Anti-Corruption Policy.

Measures for the Protection of Complainants

1. A complainant may choose to remain anonymous if he/she deems that disclosure could lead to harmful consequences.

2. The Company will keep relevant information secret and take into account the safety of the complainant. Measures have been prescribed for the protection of complainants who are employees, including those who cooperate in the investigation of facts. These persons will be protected from unfair treatment as a consequence of the complaint, e.g. disturbances during work, reassignment or termination of employment. In the past year, there was no information or complaint of law violation, dishonest and wrongful act from employees or stakeholders

Prevention of Misuse of Inside Information

The company has the Insider Information Management Policy approved by the Board of Directors meeting No. 5/2024 held on June 26, 2024 required all personnel to perform their duties with integrity, responsibility, discipline, and a strong sense of ethical consciousness toward the organization and themselves, and must not use their positions to seek improper benefits for themselves and/or others. All relevant employees must protect the Company's interests and assets as well as must not use the Company's information or assets for personal benefit or engage in any actions that support individuals or entities in competition with the Company and prohibits any actions that support others in conducting business in competition with the Company. The Company monitors the use of inside information in accordance with good corporate governance principles. This policy is documented in writing and disclosed on the Company's intranet system and website, under the topic of the reporting of holding and changes in the holding of securities and derivatives, as follows:

(1) The Company will provide knowledge to the board of directors and executives of the company including persons holding an executive position in accounting or finance at a divisional manager or equivalent level regarding their duties on preparing, disclosing and submitting the reports on their holding and changing of holding of securities and derivatives, and their spouse or cohabiting couple and minor children to the Office of the Securities and Exchange Commission (Office of SEC) according to Securities Act, Notification of the Securities and Exchange Commission and applicable notifications of Capital Market Supervisory Board including punishment according to relevant laws.

(2) The board of directors and executives of the Company including persons holding an executive position in accounting or finance at a divisional manager or equivalent level of the Company must prepare, disclose and submit the reports on holding and changing of holding of their securities and derivatives and/or their related person to the company secretary before every submitting to the Office of SEC in a form and within the following periods:

2.1 within 3 working days from the date of purchase, sale, transfer or acceptance of transfer of securities or derivatives in the case where the person with the duty to report is a director or an executive of the company, and in accordance with all of the following regulations:

(a) the Company shall report the names of the directors and executives through the Directors and Executives Information System according to the method specified by the Office of SEC in the Notification of the Office of SEC concerning Forms and Methods for Reporting or Changing the Information of Company Directors and Executives;

(b) the persons with the reporting duty report shall report purchase, sale, transfer or acceptance of transfer of securities or derivatives before having their names listed in the Directors and Executives Information System under (a).

2.2 within 7 working days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives in any case other than 2.1. And notify to the companys secretary to record the change and balance of individual securities holding to report in the next board of directors meeting.

The company appointed Dharmniti Internal Audit Co., Ltd. Ltd., the internal auditor, to review the 'Cyber (ITGC)'. The audited result with the score of 4.70 (Four point three two out of Five).

In the past year, there were no share trading transactions during prohibited periods by the Companys directors, executives, and related persons. There were no violations or breaches of the Companys insideinformation policy, and no warning letters or accusations regarding securitiestrading offences by the Companys directors and executives or the use of inside information was received from the Securities and Exchange Commission (SEC).

During the past 10 years the Company has had no cases of unfair practices or exploitation of investors through the use of inside information by the Companys directors or executives reflects a commitment to good governance principles.

Gift giving or receiving, entertainment, or business hospitality

The Board of Directors aims for the Companys business operations to be conducted in a manner that ensures fair competition. However, hosting or accepting entertainment, and giving or receiving gifts in accordance with customary practices to maintain good relationships is considered appropriate when conducted suitably, with the following guidelines prescribed:

1. Do not accept or give gifts, gratuities, or entertainment that may influence any decision-making. If it is necessary to accept or give gifts, gratuities, or entertainment according to tradition with a value exceeding normal circumstances, such matters must be reported to supervisors in the chain of command.

2. In cases where employees are assigned or authorized by their supervisors to assist external organizations, they may accept money, items, or gifts according to the criteria or external standards generally applicable, such as receiving gifts, gratuities, or participating in prize drawings.

3. In cases where agents, contractors, partners, or any other parties wish to give gifts, gratuities, or entertainment on behalf of the Company, prior approval from the Company is required.

4. All related expenses should remain within an appropriate budget.

In the past year, no complaints were received regarding the solicitation or giving of gifts or rewards that may influence business decision-making.

Information and assets usage and protection

Company directors, executives and employees are under a duty and responsibility to efficiently maintain Company assets and assets under the care of the Company. In this regard, the following guidelines have been prescribed.

1. Assets shall be used for business operations and not used for personal gains or for the gains or third parties.

2. Interests shall be protected and assets shall be cared to prevent loss, damage or wrongful use pursuant to the standards of a reasonable man caring for ones property. Direct or indirect wrongful exploitation of benefits shall be eliminated.

3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to harass, infringe, spy, corrupt other persons personal data or fabricate evidence which could lead to data theft shall be prohibited. An information security system consistent with international standards shall be installed.
5. E-mails and internet access provided shall be used for business purposes. They shall be used cautiously and not prejudice the Companys reputation.
6. Passwords for access to the Companys data shall be kept secret and shall not be disclosed to unauthorized persons.
7. The Companys intellectual property works shall not be reproduced, adapted or used for personal benefit or for the benefit of others without authorization from the Company.
8. The supervisor shall be reported of any finding of rights infringement or acts which could lead to a rights infringement or any act which could potentially lead to a dispute relating to the Companys intellectual property.
9. The safekeeping of important documents of the Company shall be overseen to ensure full compliance with the relevant laws and regulations. Upon the lapse of the safekeeping period, the relevant employee must oversee that the documents are destroyed by appropriate means.

Human rights

The Board of Directors respects human rights. In this regard, the following policies and guidelines have been prescribed.

1. There shall be no activities or support of activities which violate human rights.
2. Employees are provided with knowledge and understanding of human rights which are applied to work operations.
3. There are no limitations to independence or differences in ideology, gender, race, religion, politics or other matters. The expression of opinions which could cause conflicts or divisions should be avoided.
4. Channels shall be provided for employees or persons who believe that their personal rights have been violated or that they have been treated unfairly to file a complaint with the Company. Such complaints shall be given attention and processed fairly.

Safety and occupational health at work

The Board of Directors attaches importance to safety and occupational hygiene. In this regard, the following guidelines have been prescribed;

1. Business undertakings shall comply with laws, regulations and policies on safety, occupational hygiene and working environment with due regard to the safety of life and properties as well as to the impact on the health of employees, trading partners and stakeholders. Regular monitors and safety assessments must be conducted.
2. Occupational safety shall be promoted. Work regulations, procedures and standards are prescribed to ensure working safety consistent with risks. Working environment and safe work procedures are improved. Tools and equipment for safety protection are also provided to employees.
3. Preparations are made for emergency events. An emergency plan has been devised and regular drills and improvements are carried out. This is to prevent and minimize any loss to life or properties of the Company, employees, trading partners and related persons.
4. A safe working culture has been built for the entire organization to ensure sustainably safe work operations.

Non-infringement of Intellectual Property

The Board of Directors pursues a policy of non-infringement of intellectual property by prescribing the following guidelines.

1. Business undertakings shall be consistent with laws, regulations and contractual obligations governing intellectual property rights.
2. Intellectual property works of the Company shall be maintained. Such intellectual properties shall not be used or allowed to be used by others without authorization.
3. The intellectual property rights of others shall be respected. The works of others shall not be infringed or applied to personal use except where a license has been obtained or a fee paid to the owner of the work.

4. Intellectual property of creative works produced by employees shall be vest in the Company. Upon termination of employment, such intellectual property works must be returned to the Company regardless of the form which it is stored.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Board of Directors has a policy to encourage collaboration between the company and its stakeholders to enhance the companys performance. This includes promoting cooperation and taking care of stakeholders rights under relevant laws, including shareholders, customers, suppliers, competitors, creditors, employees, communities, the environment, and government.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : CAC_New.pdf

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

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

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

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

In the past year, The Board of Directors reviewed the corporate governance system. The operating process was developed and revised to be timely and in line with the current policy.

- The company vision, mission, goals and strategy
- The charter of the Board of Directors and the charter of the sub-committees
- Director nomination and remuneration policy
- Regulations for supervision of subsidiaries and associated companies

- The anti-corruption policy and guideline
- The human rights policy and conduct a human rights manual
- Whistle Blowing Policy
- Insider information management policy
- Financial policy
- The Personal Data Protection policy
- Cyber Security Policy
- Artificial Intelligence Policy: AI Policy
- Management policy in accordance with climate change
- Risk management policy
- Business Continuity Management policy
- Policies and practices for the development and management of innovation

Implementation of the CG Code for listed companies

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

1. The Chairman of the Board of Directors is an independent director.

The company does not specify that Chairman of the Board must be an independent director. The company's business needs experienced and capable human resources. The company considers non-dependent chairperson acts independently without overruling the Board without the prior notice of the directors. The act of the chair will be ruled with regulations and the company's article of associates. The members of the Board of Directors are free to participate in the discussion and share their opinions.

2. Chairman of the Nomination Committee and/or Chairman of the Remuneration Committee are independent.

The Nomination and Remuneration Committee composed of the majority of independent directors of all independent directors.

The company does not specify in the policy that the chair of the Nomination and Remuneration Committee must be independent. However, the members of the committee act with responsibility, honesty and do not cast their vote in the agenda with potential conflict of interest. The Chairman of the Board of Director is the chair of the Nomination and Remuneration Committee. The company considered he has qualifications in making decision and ensuring check and balance among members.




3. The Company should not have a pyramid shareholding structure or crossshareholding within the group of companies.

The company allows the structure for cross-shareholding, nevertheless, such cross-shareholding is neither conflicting nor contradictory to the announcement by The Capital Market Supervisory Board no14. Thor Chor 28/2008 regarding the permission request and the permission to offer newly issued shares

Other corporate governance performance and outcomes

The Board of Directors, management and employees complied with the principles of good corporate governance and also care for all stakeholders. The aims are to build up the business's economic growth as well as balancing with social development and environment care. The company evaluation results can be shown as follow.

The evaluation from a Corporate Governance Report of Thai Listed Companies (CGR CHECKLIST)

Categories	2023 (%)	2024 (%)	2025 (%)
1. Rights of Shareholders and Equitable Treatment of Shareholders	88	95	92
2. Role of Stakeholders and sustainable business development	97	102	107
3. Disclosure and Transparency	88	99	100
4. Board Responsibilities	90	94	93
Average Score	98	105	105
SCG Score			

Corporate Governance Structure

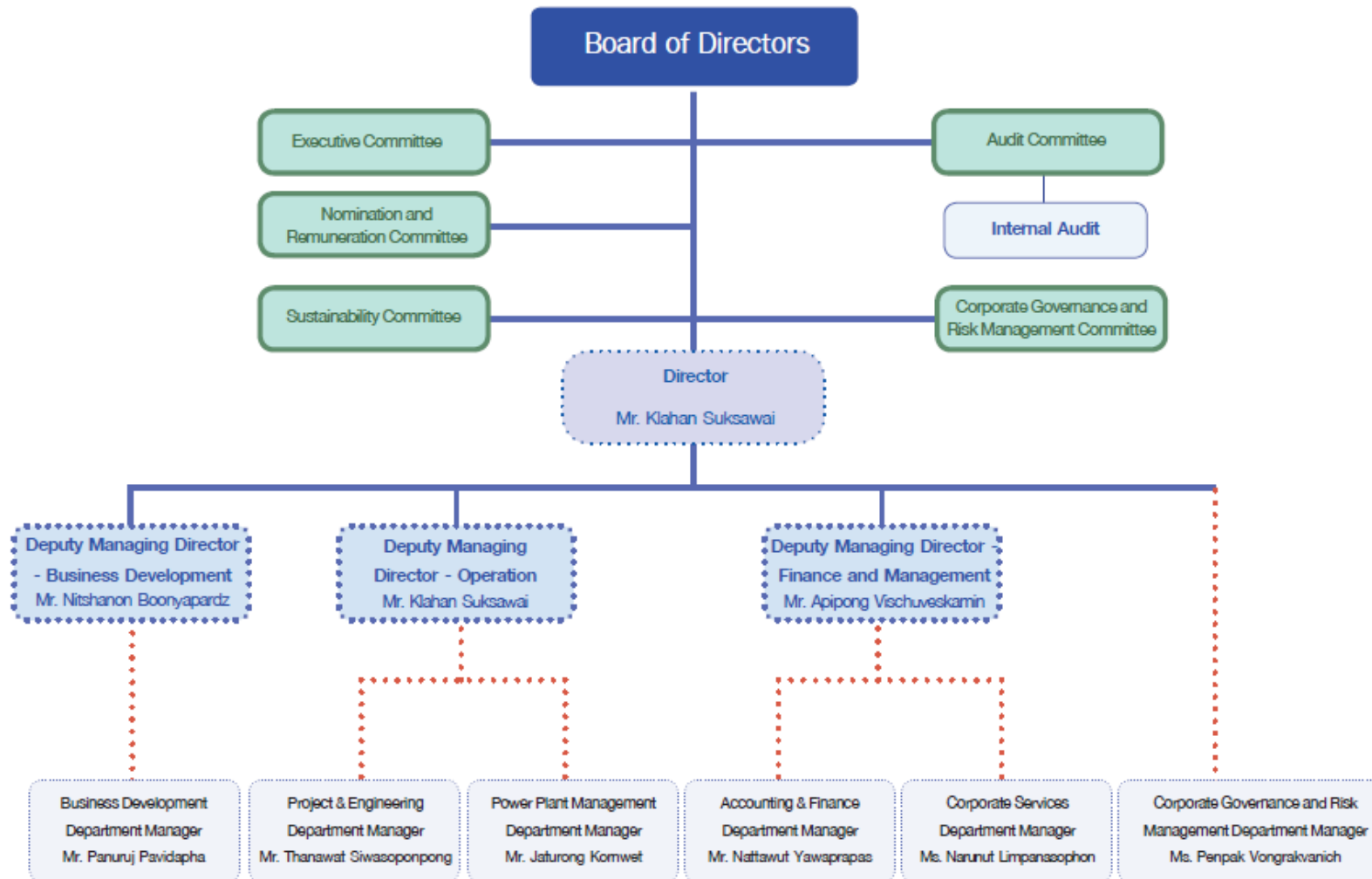
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jan 2026

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	12		12		12	
	10	2	10	2	11	1
Executive directors	1		1		1	
	1	0	0	1	1	0
Non-executive directors	11		11		11	
	9	2	10	1	10	1
Independent directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors who have no position in independent directors	7		7		7	
	5	2	6	1	6	1

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

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	56		59		60	
	56	55	62	47	61	51

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SUJARIT PATCHIMNAN Gender: Male Age : 80 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	10 May 2016	Law, Energy & Utilities, Public Administration, Human Resource Management, Governance/ Compliance
<p>2. Mr. NITUS VORAPHONPIPUT Gender: Male Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	14 May 2024	Energy & Utilities, Engineering, Public Administration, Governance/ Compliance, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	6 Mar 2003	<p>Energy & Utilities, Engineering, Governance/ Compliance, Strategic Management, Human Resource Management</p>
<p>4. Mr. VORAYOS THONGTAN</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 2021	<p>Energy & Utilities, Finance, Engineering, Governance/ Compliance, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHINAPAT VISUTTIPAT Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	14 Dec 2021	Law, Governance/ Compliance, Strategic Management, Audit, Risk Management
<p>6. Mrs. WADEERAT CHEROENCOOP Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	14 Dec 2021	Finance, Accounting, Governance/ Compliance, Energy & Utilities, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. SAKARIN TANGKAVACHIRANON</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	14 Dec 2021	<p>Energy & Utilities, Engineering, Governance/ Compliance, Strategic Management, Human Resource Management</p>
<p>8. Mr. CHAISAK YONGBANJERD</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	5 Jan 2022	<p>Governance/ Compliance, Energy & Utilities, Economics, Strategic Management, Engineering</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Apr 2024	Public Administration, Governance/ Compliance, Law, Strategic Management, Risk Management
<p>10. Mr. AMPHOL WATTANAWORAPHONG</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Nov 2024	Property Development, Governance/ Compliance, Strategic Management, Engineering, Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. KLAHAN SUKSAWAI Gender: Male Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director</p>	20 Feb 2025	Energy & Utilities, Engineering, Risk Management, Governance/ Compliance, Public Administration
<p>12. Mr. DEJSIRI SANGSINGKEO Gender: Male Age : 53 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director</p>	24 Apr 2025	Accounting, Finance, Marketing, Governance/ Compliance, Risk Management

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Ms. Suvimol Prataknukul Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes</p>	<p>20 May 2025</p>	<p>Mr. KLAHAN SUKSAWAI Appointment date of replacement director : 20 Feb 2025</p>
<p>2. Mr. VEERA SRICHANACHAICHOK Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No</p>	<p>25 Apr 2025</p>	<p>Mr. DEJSIRI SANGSINGKEO Appointment date of replacement director : 24 Apr 2025</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. SUJARIT PATCHIMNAN	Chairman of the board of directors		✓		✓	
2. Mr. NITUS VORAPHONPIPUT	Vice-chairman of the board of directors		✓		✓	✓
3. Mr. THIRASAK VIKITSET	Director		✓		✓	✓
4. Mr. VORAYOS THONGTAN	Director		✓		✓	✓
5. Mr. CHINAPAT VISUTTIPAT	Director		✓	✓		
6. Mrs. WADEERAT CHEROENCOOP	Director		✓		✓	✓
7. Mr. SAKARIN TANGKAVACHIRANON	Director		✓		✓	✓
8. Mr. CHAISAK YONGBANJERD	Director		✓	✓		
9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA	Director		✓	✓		
Total (persons)		1	11	4	7	7

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
10. Mr. AMPHOL WATTANAWORAPHONG	Director		✓		✓	✓
11. Mr. KLAHAN SUKSAWAI	Director	✓				✓
12. Mr. DEJSIRI SANGSINGKEO	Director		✓	✓		
Total (persons)		1	11	4	7	7

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	8.33
2. Property Development	1	8.33
3. Energy & Utilities	8	66.67
4. Law	4	33.33
5. Marketing	1	8.33
6. Accounting	2	16.67
7. Finance	3	25.00
8. Human Resource Management	3	25.00
9. Engineering	7	58.33
10. Strategic Management	9	75.00

Skills and expertise	Number (persons)	Percent (%)
11. Risk Management	4	33.33
12. Audit	1	8.33
13. Governance/ Compliance	12	100.00
14. Public Administration	4	33.33

Information about the other directors ^{(*)(**)}

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of : Others : Merger or Segregation of the function
directors and Management

1. Merger or Segregation of the function

The Company prescribes that the Chairman of the Board of Directors shall not be an Executive Director, Managing Director and shall not have any relationship with the entire management. There is a clear separation in the functions with respect to supervisory policies and the management of routine functions. The Company has prepared a Charter of the Board of Directors which clearly prescribes and delineates the powers of all committees and the Managing Director.

The Chairman of the Board of Directors is the leader and controller of Board of Directors meetings in order to ensure independence. All directors are able to fully express opinions or make suggestions. The management of the executives is supported through the grant of powers and responsibilities to the Managing Director. The Board of Directors does not interfere with routine management work. Although the Chairman of the Board of Directors is not an Independent Director, the Company remains confident that the duties have always been undertaken with an understanding of good corporate governance principles. Decisions on significant matters approved by each relevant committee have achieved a balance and reviewed strictly.

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Information on the roles and duties of the board of directors

Board charter : Have

1. Authorities

1.1 To consider and appoint the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Risk Management Committee, the Sustainability Committee, or any other committees as deemed appropriate, and to determine and assign their scopes of authority and responsibilities accordingly.

1.2 To appoint or remove advisors to the Board of Directors, members of sub-committees, or any other persons, and to delegate authority and duties to them as deemed appropriate.

1.3 To appoint and remove a Company Secretary.

1.4 To determine vision, missions, business directions, strategies, policies, Business Plan and annual budgets of the Company.

1.4.1 To approve the Company's vision, mission, strategic direction, strategies, and key policies, as well as key goals and performance indicators.

1.4.2 To approve the Company's business plan, capital budget, and annual budget.

1.4.3 To approve the budget for emergency or urgent cases that may significantly impact the business, including incidents or natural disasters, within the amount exceeding the authority of the Executive Committee.

1.5 Human resource management

1.5.1 To approve the establishment or restructuring of the organization at the departmental level and above, including the determination or modification of the organization's manpower framework.

1.5.2 Selection, appoint, remove, and transfer of employees at the Managing Director Level and Above.

1.5.3 Approve the compensation structure and benefits for employees.

1.5.4 Approve the bonus budget and annual salary for employees.

1.6 Transactions and Financial Matters

1.6.1 To approve the organizational structure at the departmental level and above, including setting or revising the organizational manpower framework.

1.6.2 To approve the provision of credit facility guarantees to companies having business relationships with the Company as a shareholder or companies conducting commercial transactions with one another or other companies, including the provision of guarantees for obligations, mortgages, pledges on any assets, or the authorization to impose any encumbrances on shares or equity interests.

1.6.3 To approve the obtaining or cancellation of credit lines, borrowings, or any other debt obligations. or the granting, extension, or provision of any other credit facilities to any third party. the granting of claims or pledges over any assets, or the authorization of claims over shares or shareholder interests.

1.6.4 To approve key financial policies, including the management of interest rates and foreign exchange rates.

1.6.5 To approve investment and/or selling investments in common stocks.

1.6.6 To grant approval to those transactions, not a financial transaction, of the amount greater than the authority of The Executive Board.

1.6.7 To approve sourcing and investment in fixed assets of the amount greater than the authority of the Executive Board.

1.6.8 To approve the procurement, sale, transfer, and investment in fixed assets exceeding the authority of the Executive Board.

1.6.9 To approve the adjustment, disposal, write-off, or destruction of fixed assets and intangible assets that are no longer in use, damaged, lost, destroyed, deteriorated, or obsolete and have book value, within the amount exceeding the authority of the Executive Board. In the urgent case, the Board of Director may authorize the Executive Board to make decision in such case and later on proceed to the Board of Director for acknowledgement in the next meeting.

1.6.10 To approve the price adjustment and destruction of materials, spare parts, equipment, and/or obsolete or deteriorated inventory, which may result in a reduction of their book value to reflect their actual value, in an amount exceeding the authority of the Executive Board.

1.6.11 To initiate civil or criminal litigation, to submit disputes to arbitration, to file complaints with the police investigator, to accuse offenders against the Company for criminal prosecution, and to appoint a proxy to act on behalf of the Company in such matters, including the authority to withdraw such complaints and to settle disputes by compromise and receive compensation on behalf of the Company, to appoint legal counsel to file lawsuits or submit pleadings to all courts to conduct legal proceedings. On behalf of the Company until the case is finally resolved, for matters that are unusual in the course of business and/or matters that are ordinary in the course of business.

1.6.12 In urgent cases where immediate action is required, authorize the Executive Committee to approve such matters and to report to the Board of Directors at the next meeting.

1.6.13 To consider and proceed with transactions related to the acquisition or disposal of assets and connected transactions in accordance with the announcements of the Securities and Exchange Commission.

1.6.14 To propose to shareholders an increase or decrease of capital, a change in the share value, and amendments to the memorandum of association, the articles of association, and/or the objectives of the Company.

1.6.15 To approve the incorporation, merger, or dissolution of subsidiaries.

1.6.16 Authorize the management, company executives, or any other persons to act on behalf of the company.

1.6.17 The authority to invite management, executives, and relevant employees of the company to provide explanations, give opinions during meetings, or submit documents as deemed necessary and relevant.

1.6.18 Consult experts or the companys advisors (if any), or hire external consultants or experts when necessary, at the companys expense.

The scope of authorities and responsibilities

2.1 To ensure the company operates in full accordance and compliance with laws and regulations set forth by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as the company's established objectives, Articles of Association. And all resolutions passed at shareholders' meetings.

2.2 To establish the direction, goals, and policies and to oversee the implementation of effective systems that support anti-corruption, anti-bribery, and human rights. This is to ensure that management recognizes the importance of combating corruption and human rights violations, fostering these principles until they become an integral part of the organizational culture.

2.3 To approve the annual budgetary and operation plans, including monitoring the Company's management contributed under application laws, policy and operational plans efficiently and effectively.

2.4 To endorse the corporate governance policy, Code of Conduct as the guidelines for the management, executives and employees to implement, including monitoring and ensuring all conducted closely.

2.5 To establish an internal control system to ensure that all relevant transactions are approved by authorized persons, that accounts and records are kept accurately, and that the relevant systems to prevent improper use of the Company's assets are operating.

2.6 To supervise intensively and definitely on any conflict of interests in compliance with the procedures and regulations, in which the stakeholders have no right to make a decision on those conflict of interest, and disclose the information of the conflict of interests concisely for benefits of the shareholders.

2.7 To approve the financial statements that have been audited and/or reviewed by the certified auditor and subsequently approved by the Audit Committee.

2.8 To act responsibly and consistently on behalf of the shareowners.

2.9 To manage the company to safeguard shareholders' interests.

- Ensure accurate, complete, standardized, and reliable disclosure of information.
- Accurate, complete, and timely performance reports.
- To allocate appropriate and worthwhile returns to shareowners.
- To acknowledge the management reports from the Executive Board.

2.10 To schedule the shareholders meeting, define the date, time, location, and agenda of the meeting, including the dividend payment (if have) with the comments of the Board of Directors to propose to the shareholders. Such activities shall be done within 21 days prior the meeting date. The Company shall record share transfer in a shareholders registry book by notifying the shareholders at the head office and branch not less than 14 days before recording share transfer or setting the record date for the shareholder record prior to the meeting date for 2 months. Then the Company sets the closing date of a shareholders registry book for a day after the record date to counting a shareholder the rights of shareholders to attend the meeting and rights on dividend.

2.11 To prepare the report on the Board of Directors responsibility on financial statements and disclose it on the annual report (Form 56-2) and the annual information form (Form 56-1);

2.12 To monitor and ensure that any relevant documents are concisely recorded as same as shown on a registration books or other reports concerned and submitted to related governance departments.

2.13 To approve the charter for the Board of Directors and/or other committee.

2.14 To review, revise and amend the Charter of the Board of Directors at least once a year.

2.15 To execute or consider any management that the Executive Committee has no authorized as appropriately.

Reference link for the board charter : <https://www.ratchpathana.com/storage/document/policy/charter-of-the-bod-en.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

Authority

1 To establish a consistent understanding and alignment of objectives among the external auditor, the Board of Directors, and the internal auditor.

2 To summon executives, management, or relevant employees to clarify matters, provide opinions, attend meetings, or submit necessary documents. Furthermore, the Audit Committee shall have unrestricted access to pertinent information throughout all levels of the organization.

3 To have the authority to examine individuals and matters relevant to their scope of duties and responsibilities of the Audit Committee.

4 To consult with internal specialists, including the Companys appointed advisors (if any), or to engage external advisors or experts as deemed necessary, with all related expenses borne by the Company.

Duties and Responsibilities

1 To review the accuracy and adequacy of the Companys financial reporting, including the review of key accounting policies and the disclosure of information in compliance with applicable financial reporting standards.

2 To review that the Companys internal control system and internal audit system are sufficient and effective.

3 To review the Companys compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other applicable laws relevant to the Companys business operations.

4 To review and monitor compliance with the Companys anti-corruption policy, risk management policy, good corporate governance policy, business ethic, code of conduct for directors, executives, and employees, sustainability policy, and other relevant policies.

5 To assess the independence qualifications, experience, and competencies needed from internal auditor Including recognizing the impact on the independence of the internal audit function and establishing appropriate safeguards when responsibilities exceed the defined scope of internal audit work or when there is interference or restrictions as well as review and approve the appointment, transfer, and dismissal of heads of Internal Audit or any other unit responsible for internal audit activities and external assurance providers engaged by the organization.

6 To review and provide opinions on the internal audit plan and the performance of the internal audit functions Including discussing with the chief audit executive on any matters of disagreement with top management and providing the necessary support for performing responsibilities, as well as participating in meetings with the internal audit function to address significant matters, without management present, at least once a year.

7 To consider, select, and propose the appointment of independent individuals to serve as the Companys external auditors, including proposing the dismissal of the current auditors and determining their remuneration, for submission to the Board of Directors and subsequent approval by the shareholders meeting. The Audit Committee shall also meet with the external auditors at least once (1) a year without the presence of the Companys management.

8 To review related party transactions or transactions that may involve conflicts of interest to ensure compliance with applicable laws, regulations of the Stock Exchange of Thailand, and notifications issued by the Capital Market Supervisory Board, and to ensure that such transactions are reasonable and in the best interests of the Company.

9 To prepare the Audit Committee reports for disclosure in the Companys annual report and consider the requirements for reporting to the Board of Directors, including the frequency, type, and level of detail of the information. Such reports must be signed by the Chairman of the Audit Committee and shall include, at a

minimum, information as described below:

- (a) An opinion on the accuracy, completeness, and reliability of the Company's financial statements.
 - (b) An opinion on the adequacy of the Company's internal control system.
 - (c) An opinion on the Company's compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other applicable laws relevant to the Company's business operations.
 - (d) An opinion on the appropriateness and qualifications of the external auditor.
 - (e) An opinion on transactions that may give rise to conflicts of interest.
 - (f) The number of meetings held by the Audit Committee and the attendance record of each Audit Committee member.
 - (g) The opinions or observations of the Audit Committee resulting from the performance of its duties under the Charter of the Audit Committee.
 - (h) The other matters deemed appropriate for disclosure to shareholders and investors, within the scope of duties and responsibilities assigned by the Board of Directors.
- 10 In performing its duties, if the Audit Committee discovers or suspects any of the following transactions or actions that may have a material impact on the Company's financial position or operating results, the Audit Committee shall report such findings to the Board of Directors for corrective action within a reasonable period as determined by the Audit Committee.
- (a) A transaction involving a potential conflict of interest
 - (b) Fraud, corruption, any irregularity, or a material weakness in the internal control system
 - (c) Any violation of the Securities and Exchange Act, the rules and regulations of the Stock Exchange of Thailand, or any other relevant laws applicable to the Company's business operations.
- 11 To review, revise, and amend the Audit Committee Charter at least once annually, and submit the revised charter to the Board of Directors for consideration and approval.
- 12 Review and approve the internal audit charter and assess its appropriateness at least once a year, as well as review and define the scope of the internal audit activity in coordination with external assurance providers engaged by the organization (if applicable).
- 13 Review the results of internal quality assessments at least once a year and the results of external quality assessments conducted through annual self-assessment and an independent external reviewer at least every five years.
- 14 To perform other functions assigned by the Board of Directors under the approval of the Audit Committee by virtue of its authority stated in the Articles of Incorporation of the Company and other related laws.

Reference link for the charter

<https://www.ratchpathana.com/storage/document/policy/charter-of-the-audit-committee-en.pdf>

Executive Committee

Role

- Others
- purpose of executing corporate business management as assigned by the Company's Board of Directors.

Scope of authorities, role, and duties

Authority

1 Directions, Strategy, Policy, Business plan and Budgeting.

1.1 To consider and propose the company's key directions, strategies, and policies, along with strategic objectives and key performance indicators (KPIs), to the Board of Directors;

1.2 To consider and propose the business plan, investment budget, and annual operating budget to the Board of Directors for consideration and to approve any increases, decreases, or changes only for items within the same

category of investment or accounting expense, provided that such changes do not exceed the approved budget.

1.3 To approve emergency budgets for critical situations that may have a material impact on business operations, including accidents or natural disasters, provided that the amount for each instance does not exceed THB 30 (thirty) million.

2 Human Resources Management

2.1 To approve the establishment or restructuring of the organizational structure at the departmental level, including considering and proposal of any change to the organizational manpower framework.

2.2 To recruit, appoint, remove, and transfer employees at the level of Deputy Managing Director.

2.3 To determine the remuneration and benefits for employees at the level of Deputy Managing Director and above, in accordance with the compensation structure and benefits schemes approved by the Board of Directors, with the authority delegated to the Chairman of the Executive Committee to execute such matters.

2.4 To approve the criteria for allocation of bonuses and the adjustment of annual compensation for employees, within the budget approved by the Board of Directors.

2.5 To appoint and remove any other working committees as deemed necessary for the conduct of the Company's management activities.

2.6 To issue regulations and announcements pertaining to operations, and to delegate authority to the Executive Director and/or employees in managerial positions to authorize the disbursement of company assets.

3 Transactions and Finance

3.1 To consider and propose guidelines for managing investments in other types of securities, and to approve such investments in accordance with the guidelines approved by the Board of Directors.

3.2 To approve the execution of non-financial juristic transactions, provided that the value of each transaction does not exceed THB 30 million.

3.3 To approve acquisition and investment in fixed assets, provided that the amount does not exceed the limit of THB 30 million per transaction.

3.4 To approve for the adjustment, disposal or write-off of fixed assets and intangible assets that are no longer in use, damaged, loss, destruction, deterioration, or obsolescence, provided that the total book value does not exceed the limit of THB 5 million per occurrence.

3.5 To approve for the revaluation, or disposal of raw materials and/or inventory that have deteriorated or become obsolete, resulting in a reduction of book value in accordance with the actual loss incurred, provided that the total book value does not exceed the limit of THB 5 million per occurrence.

4 To review and assess related parties transactions, and to summarize the findings for submission to the Audit Committee and the Board of Directors for approval, in accordance with the regulations and announcements of the Securities and Exchange Commission.

5 To delegate authority the management of the Company or other designated individuals to act on behalf of the Executive Committee.

6 To summon relevant company personnel to attend meetings, provide clarifications, express opinions, or submit necessary documents as deemed appropriate.

7 To consult with internal specialists or the Company's appointed advisors (if any) or to engage external consultants or experts as deemed necessary, with all related expenses borne by the Company.

8 To issue or prescribe additional operational regulations as deemed appropriate.

9 To act within the scope of authority delegated by the Board of Directors.

Duties and Responsibilities

1 To propose the Company's strategic goal, policies, annual business plans, and budget to the Board of Directors.

2 To be responsible for managing the company's operations in alignment with its strategic direction, business objectives, and corporate policies.

3 To ensure that the company's operations are conducted in full compliance with applicable laws, the company's objectives, articles of association, resolutions of the Board of Directors and shareholders meetings, as well as all

relevant internal and external regulations.

4 To enhance the company's competitiveness and fostering continuous innovation.

5 To oversee the preparation of financial reports for review and/or audit by the external auditor, prior to submission to the Audit Committee and subsequently to the Board of Directors for consideration and approval.

6 To review and evaluate matters prior submission to the Board of Directors for consideration, endorsement, or approval.

7 Each executive director may be assigned specific responsibilities and shall report on the progress and performance of the matters under their supervision to the Executive Committee.

8 To prepare the Executive Committee reports for disclosure in the Company's annual report.

9 To review, revise and amend the Charter of the Executive Committee and propose to the Board of Directors for approval.

10 To perform any other duties assigned by the Board of Directors.

Reference link for the charter

<https://www.ratchpathana.com/storage/document/policy/charter-of-the-executive-committee-en.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Authorities

1 To summon executives, management, or relevant employees of the Company to provide clarifications, express opinions, attend meetings, or submit relevant documents as deemed necessary.

2 To consult internal specialists or the Company's appointed advisors (if any), or to engage external advisors or experts as deemed necessary, with all related expenses borne by the Company.

Duties and Responsibilities

1 Nomination

1.1 To consider and nominate qualified individuals for appointment as directors of the Company, members of sub-committees, and representative directors in subsidiaries and/or affiliated companies.

1.2 To verify the background and relevant information of the nominated individuals, taking into consideration their knowledge, capabilities, experience, and expertise across various professional fields, and ensuring that they possess the appropriate qualifications in accordance with the Company's regulations and applicable laws.

1.3 To prepare opinions and recommendations to support the decision-making process of the Board of Directors.

1.4 To formally nominate the selected individuals to the Board of Directors for consideration.

1.5 To review, revise, and update the Charter of the Nomination and Remuneration Committee, and submit it to the Board of Directors for consideration and approval.

1.6 To perform any other duties as may be assigned by the Board of Directors.

2 Remuneration

2.1 To conduct regular annual appraisals of the performance of the Board of

Directors.

2.2 To consider and determine the remuneration budget for the Company's directors, taking into account the Company's performance, the remuneration budget previously approved by the shareholders meeting, and the amount of remuneration paid in the preceding year. The proposed budget shall be submitted to the Board of Directors for consideration and subsequently to the shareholders meeting for approval.

2.3 To consider the allocation of remuneration to the Company's directors, taking into account their performance, authority, and level of responsibility, within the remuneration budget approved by the shareholders, and to propose the allocation to the Board of Directors for approval.

2.4 To consider the allocation of remuneration to members of the Nomination and Remuneration Committee who do not hold directorship positions, based on their performance, authority, and level of responsibility, and to propose the allocation to the Board of Directors for approval.

2.5 To review, revise, and amend the charter of the Nomination and Remuneration Committee, and submit it to the Board of Directors for consideration and approval.

2.6 To perform any other duties as assigned by the Board of Directors.

Reference link for the charter

<https://www.ratchpathana.com/storage/document/policy/charter-of-nomination-and-remuneration-en.pdf>

Corporate Governance and Risk Management Committee

Role

- Risk management
- Corporate governance

Scope of authorities, role, and duties

Authorities

1 To summon executives, management, or relevant employees of the Company to provide clarifications, express opinions, attend meetings, or submit relevant documents as deemed necessary.

2 To consult internal specialists or the Company's appointed advisors (if any), or to engage external advisors or experts as deemed necessary, with all related expenses borne by the Company.

3 To have the authority to appoint the working groups to implement corporate governance and risk management initiatives across the organization.

Duties and Responsibilities

1 Corporate Governance

1.1 To establish, review, and update the corporate governance policy, governance principles, business ethics, the code of conduct for directors, executives, and employees, the anti-corruption policy, and relevant operational procedures to ensure alignment with ongoing changes in business practices, regulations, announcements, rules, and applicable laws.

1.2 To establish guidelines for compliance with corporate governance principles, employee code of conduct, and the anti-corruption policy, as well as to monitor, supervise, and evaluate the implementation of such practices.

1.3 To promote and support directors, executives, and employees in adhering to corporate governance principles and the anti-corruption policy.

1.4 To review, revise, and amend the Charter of the Corporate Governance and Risk Management Committee, and submit it to the Board of Directors for consideration and approval.

1.5 To perform any other duties as assigned by the Board of Directors.

2 Risk Management

2.1 To establish the Companys risk management policies, objectives, plans, and assessment framework to ensure clarity, continuity, and adequacy of the internal control system in managing significant risks, and to report the results to the Board of Directors.

2.2 To support and promote collaboration in risk management across all levels of the organization.

2.3 To oversee and monitor that the Company maintains an appropriate and effective risk management system, including the management of fraud and corruption risks, with particular emphasis on early warning indicators and any irregularities.

2.4 To oversee and monitor that the Company and its departments comply with all applicable laws, regulations, and requirements related to the Companys business operations.

2.5 To evaluate and approve the risk management plan proposed by the Risk Management Working Group.

2.6 To oversee, monitor, and assess the performance of the Risk Management Working Group to ensure that risk management is conducted appropriately and effectively.

2.7 To review, revise, and amend the Charter of the Corporate Governance and Risk Management Committee and submit it to the Board of Directors for consideration and approval at least once a year.

2.8 To perform any other duties as assigned by the Board of Directors.

Reference link for the charter

<https://www.ratchpathana.com/storage/document/policy/charter-of-the-risk-management-en.pdf>

Sustainability Committee

Role

- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Authorities

1 To summon executives, management, or relevant employees of the Company to attend meeting, provide clarifications, consult, clarify, express opinions, respond to inquiries, or submit documents as deemed necessary in matters related to the duties and responsibilities of the Sustainability Committee.

2 To consult internal specialists or the Companys appointed advisors (if any), or to engage external advisors or experts as deemed necessary, with all related expenses borne by the Company.

3 To have the authority to appoint working groups to support tasks or activities related to the Companys sustainability.

Duties and Responsibilities

1 To establish and review the Companys sustainability policies, strategies, goals, and operational plans across the economic, social, and environmental dimensions, for submission to the Board of Directors for consideration and approval.

2 To review sustainability-related plans, projects, activities, and budgets to ensure alignment with and achievement of the Companys sustainability policies and goals.

3 To oversee, monitor, and evaluate the Companys sustainability performance to ensure its appropriateness to the business context and its alignment with the Companys policies, regulations, rules, and the guidelines prescribed by relevant regulatory authorities. This is to support the continuous improvement and elevation of the Companys operational standards. The progress of such implementation shall

be reported to the Board of Directors on a periodic basis.

4 To promote the participation of the Board of Directors, management, and employees at all levels in the Company's sustainability activities.

5 To oversee the disclosure of the Company's sustainability information to stakeholders through the Annual Report and the Sustainability Report.

6 To propose recommendations on the Company's corporate governance and business ethics policies, including the Employee Code of Conduct, in relation to the Company's sustainability.

7 To review the Company's sustainability policies, goals, and/or implementation plans to ensure alignment with applicable laws, regulations, rules, and guidelines issued by relevant regulatory authorities, as well as in accordance with national and international standards, and up to date.

8 To review, revise, and amend the Sustainability Committee Charter at least once annually, and submit the revised charter to the Board of Directors for consideration and approval.

6.9 To perform any other duties specifically related to the Company's sustainability matters as assigned by the Board of Directors.

Reference link for the charter

<https://www.ratchpathana.com/storage/document/policy/charter-of-the-sustainability-committee-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. CHINAPAT VISUTTIPAT Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	14 Dec 2021	Law, Governance/ Compliance, Strategic Management, Audit, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Apr 2024	Public Administration, Governance/ Compliance, Law, Strategic Management, Risk Management
<p>3. Mr. DEJSIRI SANGSINGKEO^(*)</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	24 Apr 2025	Accounting, Finance, Marketing, Governance/ Compliance, Risk Management

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. VEERA SRICHANACHAICHOK ^(*) Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)	24 Apr 2025	Mr. DEJSIRI SANGSINGKEO Appointment date of replacement committee member : 24 Apr 2025

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. SAKARIN TANGKAVACHIRANON Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	14 Dec 2021
2. Mr. VIROJ THEERAVATVATEE Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Mar 2007

List of committee members	Position	Appointment date of executive committee member
<p>3. Mr. KLAHAN SUKSAWAI</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	20 Feb 2025
<p>4. Mr. VORAYOS THONGTAN</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	1 Jan 2021
<p>5. Mr. SONTAYA TABKHAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	13 May 2013

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
1. Ms. Suvimol Prataknukul Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	20 Feb 2025	Mr. KLAHAN SUKSAWAI Appointment date of replacement committee member : 20 Feb 2025

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. SUJARIT PATCHIMNAN	The chairman of the subcommittee
	Mr. SAKARIN TANGKAVACHIRANON	Member of the subcommittee
	Mr. VICHAI KULSOMPJOB	Member of the subcommittee
Corporate Governance and Risk Management Committee	Mr. CHINAPAT VISUTTIPAT	The chairman of the subcommittee (Independent director)
	Mr. CHAISAK YONGBANJERD	Member of the subcommittee (Independent director)
	Ms. Apipong Vischuveskamin	Member of the subcommittee
	Mr. KLAHAN SUKSAWAI	Member of the subcommittee
Sustainability Committee	Ms. Apipong Vischuveskamin	Member of the subcommittee
	Mr. Jaturong Kornwet	Member of the subcommittee
	Mr. Nattawut Yawaprapas	Member of the subcommittee

Subcommittee name	Name list	Position
	Mrs. Uthoomporn Sinprajackpol	Member of the subcommittee
	Mr. KLAHAN SUKSAWAI	The chairman of the subcommittee

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Corporate Governance and Risk Management Committee	Ms. Suvimol Prataknukul	Member of the subcommittee	1 Jan 2024	Mr. KLAHAN SUKSAWAI Appointment date of replacement committee member : 20 Feb 2025
Sustainability Committee	Ms. Suvimol Prataknukul	The chairman of the subcommittee	1 Jan 2024	Mr. KLAHAN SUKSAWAI Appointment date of replacement committee member : 20 Feb 2025

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. Apipong Vischuveskamin^(***) Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Managing Director - Finance and Management</p>	<p>6 May 2014</p>	<p>Economics, Energy & Utilities, Engineering, Strategic Management, Governance/ Compliance</p>
<p>2. Mr. Nattawut Yawapras^{(*)(***)} Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Accounting & Finance Department Manager</p>	<p>1 Mar 2019</p>	<p>Accounting, Finance, Strategic Management, Governance/ Compliance, Energy & Utilities</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Jaturong Kornwet (***)</p> <p>Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Power Plant Management Department Manager</p>	<p>1 Jan 2026</p>	<p>Energy & Utilities, Strategic Management, Human Resource Management, Engineering, Governance/ Compliance</p>
<p>4. Mr. Penpak Vongrakvanich^(***)</p> <p>Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Corporate Governance and Risk Management Department Manager</p>	<p>29 Jul 2019</p>	<p>Energy & Utilities, Accounting, Finance, Strategic Management, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. Thanawat Siwasoponpong^(***) Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Project & Engineering Department Manager</p>	<p>1 Jan 2026</p>	<p>Economics, Engineering, Energy & Utilities, Governance/ Compliance, Strategic Management</p>
<p>6. Mr. Nitshanon Boonyapardz^(***) Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Managing Director Business Development</p>	<p>1 Mar 2022</p>	<p>Energy & Utilities, Information & Communication Technology, IT Management, Strategic Management, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
<p>7. Mr. Wittaya Tachati^(**) (***)</p> <p>Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes</p>	Accounting Division Manager	4 Oct 2025	Accounting, Energy & Utilities, Finance, Strategic Management, Governance/ Compliance
<p>8. Mr. KLAHAN SUKSAWAI (***)</p> <p>Gender: Male Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Managing Director (The highest-ranking executive)	20 Feb 2025	Energy & Utilities, Engineering, Risk Management, Governance/ Compliance, Public Administration

List of executives	Position	First appointment date	Skills and expertise
9. Mr. Panuruj Pavidapha Gender: Male Age : 36 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Business Development Department Manager	1 Jul 2025	Business Administration, Engineering, Finance, Accounting, Law
10. Ms. Narunut Limpanasophon ^(***) Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Acting Corporate Services Department Manager	1 Jan 2026	Human Resource Management, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

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

Remuneration policy for executive directors and executives

1. Director Remuneration Policy

The Board of Directors established the Director Nomination and Remuneration Policy (approved from the Board of Directors resolution No. 8/2023 on November 11, 2023) to ensure that director remuneration is fairly considered.

The Board of directors also appointed and assigned the Nomination and Remuneration Committee to consider criteria, payment method and remuneration limit for the Board of Directors and sub-committee, and then proposed to the Board of Directors to endorse and the shareholders meeting for approval.

1.1. Criteria in remuneration consideration

1.1.1. Suitable with scope of duty, assigned responsibility and the performance of the board such as business growth in terms of production capacity, assets and net profit, etc.

1.1.2. Comparable to peer companies in the same industry with similar scale and sufficient to retain the qualified directors

1.2 Benefit payment

1.2.1 Annual benefit: reflexing the responsibility and operating result of the board of directors performance.

1.2.2 Meeting allowance: reflexing the board of directors performance and encouraging the regular meeting attendance.

1.2.3 Other benefits allowance (if any) based on the proposal of the nomination and remuneration committee.

The directors compensation is not including the benefits or welfare receiving as employee of the company. The company disclosed the amount of individual compensation of directors and sub-committees in annual report.

1.3 Payment methods

1.3.1 Annual benefit: paid to all directors by the consideration of the Nomination and Remuneration Committee based on policy and criteria of the remuneration and performance evaluation and proposed to the Board of Directors for approval.

1.3.2 Meeting allowance: paid to all directors attending the meeting. In case of more than 1 meeting per month, the said allowance was not supposed to be paid more than one time.

1.2.1 **Other benefits allowance (if any) :** -None-

2 Remuneration for Executives (the management) : The remuneration for the Executive Directors, the 4 top-ranking executives under the Managing Director, and other executives in the same level as the 4th ranking executive. The remuneration details were classified into salary and patron accorded their status as company employees.

2.1 Monetary compensation : Salary and Patron

2.1 Other Remuneration:

The company has established welfare and other compensation apart from salary and bonus contribution to the management and all employees. These reflect domestic economic conditions such as the provident fund, health, life and accident insurance, in accordance with the companys policy and regulations related to the operational performance. The Company has no policy to pay other remuneration except the remuneration of directors or employees. There are no shares, debentures or other securities are given to executive directors.

(A) Other remuneration for the company directors

-None-

(B) Other remuneration for Executives : Provident fund contribution

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	25,463,558.00	27,702,916.00	23,190,912.00
Total remuneration of executive directors (baht)	4,680,000.00	4,680,000.00	3,555,000.00
Total remuneration of executives (baht)	20,783,558.00	23,022,916.00	19,635,912.00

The remuneration for the Executive Directors, the 4 top-ranking executives under the Managing Director, and other executives in the same level as the 4th ranking executive. The remuneration details were classified into salary and patron accorded their status as company employees.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	917,928.00	970,092.00	699,219.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

none

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
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General information	Email	Telephone number
1. Mr. Wittaya Tachati	wittaya.ta@ratchpathana.com	038481555

List of the company secretary

General information	Email	Telephone number
1. Mr. Apipong Vischuveskamin	csecretary@ratchpathana.com	038481555

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Ruetaichanoke Supapong	ruetaichanoke@dir.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Penpak Vongrakvanich	penpak@ratchpathana.com	038481555

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Nattawut Yawaprapas	nattawut.ya@ratchpathana.com	038481555

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	1,700,000.00	Types of non-audit service : Non-audit Fee Details of non-audit service : The Company and its subsidiaries paid for other services for BOI compliance audit at a rate of 70,000 baht per card Total non-audit fee 140,000.00 baht	1. Mr. NATTHAPHONG TANTICHATTANON Email: natthaphong@kpmg.co.th License number: 8829

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. KLAHAN SUKSAWAI	Director	20 Feb 2025	Energy & Utilities, Engineering, Risk Management, Governance/ Compliance, Public Administration
Mr. DEJSIRI SANGSINGKEO	Director	24 Apr 2025	Accounting, Finance, Marketing, Governance/ Compliance, Risk Management

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

Selection of independent directors

Criteria for selecting independent directors

1. Independent Director Selection

As of December 31, 2025, the company has 4 independent directors from total of 12 directors. The independent directors are independent from management and major shareholders. The number of independent directors complies with rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The rules and regulations require the company to have at least one-third of the Board but not less than 3 people as independent directors. The Board of Directors appointed the Nomination and Remuneration Committee to select and

verify candidates qualifications and also consider major shareholders and minority shareholders proposal. The consideration includes checking in the directors pool provided by notable organization which has name list of scholars in process is carried out independently and transparently, with consideration of the Board Skills Matrix, to ensure that selected candidates possess qualifications aligned with the companys regulations and the organizations future strategic needs. The Company has specified the definition of an independent director specified in the announcement of Thai Capital Market Supervisory Board as follows:

Independent directors qualifications

1. The person must hold no more than 1% of shares with voting rights of the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company; inclusive of shareholding by individuals related to such independent directors.
2. The person must not be serving, or have served, as a director who is involved with the management, or a staff member, an employee or a consultant with a monthly wage. The person also must not be or be an individual with the authority to control the Company, the parent Company, the associates, the affiliates, the associates of the same level, the major shareholders or of the entities with the authority to control the Company, with the exception of the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The ineligibility, however, does not include the case where an independent director has previously served as a public servant or a consultant of a government agency which is a major shareholder of, or an entity with the authority to control the Company.
3. The person must not be related by blood or law as father, mother, spouse, sibling or child, spouse of son or daughter of executives, major shareholders, individuals with the authority to control the Company or candidates for the position of an executive or an individual with the authority to control the Company or an associate.
4. The person must not have, or have had, a business relationship with the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company, in such a manner that may interfere with ones independent discretion. The person also must have not been or has been a shareholder, individuals with the authority to control the Company, of the person who has business relationship with the Company, the parent Company, the associates, the affiliates, the major shareholder or the entities with the authority to control the Company. There is an exception in the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

The business relationship as described in the above paragraph is inclusive of normal trading transactions for the conduct of business; lease or letting of immovable; transactions relating to assets or service; provision or acceptance of financial assistance through acceptance or provision of loans and guarantees, the use of assets as collateral and other such practices which result in the Company or the party to the agreement being under the obligation to repay the other party for an amount from 3% of net tangible assets of the Company or from Twenty Million Baht whichever is lower. The calculation of such obligation to debt is to be in accordance with the related transaction value calculation method as per the Announcement of the Capital Market Supervisory Board on the Related Transaction Criteria with exceptions. The said obligation to debt includes that which has materialized during the period of one year prior to the day of business relationship with the same individual.

5. The person must not be, or has been, an auditor of the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder, an individual with the authority to control or a partner of the audit office with which the auditor the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company is associated. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.
6. The person must not be, or has been, a provider of a professional service including the service as a legal consultant or a financial consultant for which greater than Two Million Baht of fee is paid per year by the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder or an individual with the authority to control or a

partner of such provider of professional service. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

7. The person must not be a director appointed to represent a director of the Company, a major shareholder or a shareholder who is related to a major shareholder.

8. The person must not be in a business of the same nature as, and of significant competition to, that of the Company or an associate. The person also must not be a significant partner in a partnership; a director who is involved with the management; a staff member; an employee; a consultant with a monthly wage; as well as, a shareholder who holds more than 1% of shares with voting rights of another Company which is engaged in a business of the same nature as and of significant competition to that of the Company or an associate.

9. The person must not have any other characteristic which is an obstacle to the giving of free opinion on the operation of the Company

In the event of any announcement by the Capital Market Supervisory Board imposing the revision to the qualifications for independent director, the Company's independent director would thereby be required to possess such qualifications well complying with such revision.

After having been appointed as an independent director following the qualifications specified under items (1) through (9) above, the independent director may be assigned by the Board of Directors to make decisions on the operation of the Company, the parent Company, the associates, the affiliates, the associates of the same level, the major shareholders or the entities with the authority to control the Company in the manner of a collective decision. Additionally, in the past year, the independent directors of the Company fully met the qualifications specified in the notification of the Capital Market Supervisory Board regarding the Application for and Approval of Offer for Sale of Newly Issued Shares and had neither business relationships nor professional services with the Company beyond the permitted thresholds. The independent directors are independent from the management and major shareholders, reflecting transparency and their ability to perform oversight duties independently in accordance with good corporate governance principles.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

1. In this respect, the shareholders holding one share or several shares, but not over 5% of total number of shareholders with voting rights, were allowed to propose agenda and nominate the candidates to be elected as the Director in advance according to the Companys regulations, during November 11 - December 31, 2024. The Company informed such information to the shareholders through the information board of SET and on the Companys website, www.ratchpathana.com under the item of Investor Relations section Shareholder Information: Shareholder Meeting on November 13, 2023. Nonetheless, there was neither meeting agenda nor nomination of the Directors proposed in advance.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SUJARIT PATCHIMNAN (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: A GLOBAL DIALAGUE ON SMR DEPLOYMENT : RATCH & SPI • 2023: Brief Session: Insider Trading & Conflict of Interest

List of directors	Participation in training in the past financial year	History of training participation
2. Mr. NITUS VORAPHONPIPUT (Vice-chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Role of the Chairman Program (RCP) • 2023: Director Accreditation Program (DAP) • 2023: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: A GLOBAL DIALAGUE ON SMR DEPLOYMENT : RATCH & SPI • 2025: DATA ANALYTICS MASTERY : RATCH
3. Mr. THIRASAK VIKITSET (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Introduction to Agentic AI Organization : Connex AI • 2024: Business Technology Transformation • 2024: Data Science • 2023: Brief Session: Insider Trading & Conflict of Interest

List of directors	Participation in training in the past financial year	History of training participation
<p>4. Mr. VORAYOS THONGTAN (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2023: Subsidiary Governance Program (SGP) • 2019: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: A GLOBAL DIALOGUE ON SMR DEPLOYMENT : RATCH & SPI • 2024: ESG and GEN AI • 2023: Brief Session: Insider Trading & Conflict of Interest • 2018: How to Development a Risk Management Plan (HRP)
<p>5. Mr. CHINAPAT VISUTTIPAT (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Financial Statements for Directors (FSD) • 2021: Successful Formulation & Execution of Strategy (SFE) • 2012: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Embedding Trust in an AI-Driven World: Cybersecurity Insights 2025 : KPMG • 2013: Directors Diploma Program (Fellow Member)

List of directors	Participation in training in the past financial year	History of training participation
<p>6. Mrs. WADEERAT CHEROENCOOP (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2019: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: A GLOBAL DIALOGUE ON SMR DEPLOYMENT : RATCH & SPI • 2025: DATA ANALYTICS MASTERY : RATCH • 2024: Financial Measures That Matter Workshop • 2023: Brief Session: Insider Trading & Conflict of Interest • 2022: Directors Diploma Program (Fellow Member) • 2019: Directors Diploma Examination (Exam) • 2015: Corporate Governance for Executive (CGE SCCC)
<p>7. Mr. SAKARIN TANGKAVACHIRANON (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2016: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: A GLOBAL DIALOGUE ON SMR DEPLOYMENT : RATCH & SPI • 2025: DATA ANALYTICS MASTERY : RATCH • 2024: Strategic Project Management & Contral, Asia Business Connect • 2023: Brief Session: Insider Trading & Conflict of Interest

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. CHAISAK YONGBANJERD (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2022: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Integrated Risk Management for Value Enhancement of Power Plants: Asst. Prof. Prasert Akkharapraphomphong • 2023: Brief Session: Insider Trading & Conflict of Interest
9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Advanced Audit Committee Program (AACP) • 2005: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Embedding Trust in an AI-Driven World: Cybersecurity Insights 2025 : KPMG
10. Mr. AMPHOL WATTANAWORAPHONG (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: A GLOBAL DIALAGUE ON SMR DEPLOYMENT : RATCH & SPI
11. Mr. KLAHAN SUKSAWAI (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: DATA ANALYTICS MASTERY : RATCH • 2025: Director Development Program (DDP)

List of directors	Participation in training in the past financial year	History of training participation
12. Mr. DEJSIRI SANGSINGKEO (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2025: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Manufacturing Risk Management Strengthens Governance and Promotes Transparency: KPMG

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company carried out the boards performance assessment, divided into 6 aspects as follows:

1. Board structure and qualifications
2. Roles, duties and responsibilities of the Board of Directors
3. The Board of Directors meeting
4. Dynamics of the Board of Directors' Responsibilities Relationship with the management
5. Development of directors

The performance assessment procedures are as follows;

1. The performance assessment of the Board of Directors as in group at least once a year.
2. Corporate Secretary summarizes and reports the result of the performance Board assessment to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration reports the result and other additional guidelines to improve the efficiency of the Board of Directors performance to the Board.

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

The evaluation result for the year 2025 was in Excellent level with the average score of 94.47

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Executive Committee	Group assessment	92.68	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	99.78	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	97.52	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Risk Management Committee	Group assessment	96.16	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Board of Directors	Group assessment	94.47	100
	Self-assessment	95.69	100
	Cross-assessment (assessment of another director)	None	None
Sustainability Committee	Group assessment	94.50	100

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

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

With regard to the performance appraisal of Managing Director, this would be carried out annually by the Chairman and the Board of Directors based on the company goals and operating performance. The assessment based on the guideline as recommended by the Stock Exchange of Thailand's guidelines as below;

1. Leadership
2. Strategy formulation and implementation
3. Operational performance
4. Relationships with the Board of Directors, Personnel, and Stakeholders

The evaluation result for the year 2025 was in Good level with the average score of 88.00%.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 9
past year (times)
Date of AGM meeting : 23 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. SUJARIT PATCHIMNAN (Chairman of the board of directors)	9	/	9	1	/	1		/	
2. Mr. NITUS VORAPHONPIPUT (Vice-chairman of the board of directors)	8	/	9	1	/	1		/	
3. Mr. THIRASAK VIKITSET (Director)	9	/	9	1	/	1		/	
4. Mr. VORAYOS THONGTAN (Director)	9	/	9	1	/	1		/	
5. Mr. CHINAPAT VISUTTIPAT (Director, Independent director)	9	/	9	1	/	1		/	
6. Mrs. WADEERAT CHEROENCOOP (Director)	9	/	9	1	/	1		/	
7. Mr. SAKARIN TANGKAVACHIRANON (Director)	8	/	9	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. CHAISAK YONGBANJERD (Director, Independent director)	9	/	9	1	/	1		/	
9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA (Director, Independent director)	9	/	9	1	/	1		/	
10. Mr. AMPHOL WATTANAWORAPHONG (Director)	9	/	9	1	/	1		/	
11. Mr. KLAHAN SUKSAWAI (Director)	8	/	8	1	/	1		/	
12. Mr. DEJSIRI SANGSINGKEO (Director, Independent director)	7	/	7	1	/	1		/	
13. Ms. Suvimol Prataknukul (Director)	1	/	1	0	/	0		/	
14. Mr. VEERA SRICHANACHAICHOK (Director, Independent director)	2	/	2	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SUJARIT PATCHIMNAN (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
2. Mr. NITUS VORAPHONPIPUT (Vice-chairman of the board of directors)	8/9 (88.89%)	1/1 (100.00%)	N/A
3. Mr. THIRASAK VIKITSET (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
4. Mr. VORAYOS THONGTAN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHINAPAT VISUTTIPAT (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. WADEERAT CHEROENCOOP (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SAKARIN TANGKAVACHIRANON (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
8. Mr. CHAISAK YONGBANJERD (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
10. Mr. AMPHOL WATTANAWORAPHONG (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
11. Mr. KLAHAN SUKSAWAI (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
12. Mr. DEJSIRI SANGSINGKEO (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
13. Ms. Suvimol Pratakukul (Director)	1/1 (100.00%)	N/A	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
14. Mr. VEERA SRICHANACHAICHOK (Director)	2/2 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	98.41%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

1.2 Payment methods

1.2.1 **Annual benefit:** paid to all directors by the consideration of the Nomination and Remuneration Committee based on policy and criteria of the remuneration and performance evaluation and proposed to the Board of Directors for approval.

1.2.2 **Meeting allowance:** paid to all directors attending the meeting. In case of more than 1 meeting per month, the said allowance was not supposed to be paid more than one time.

	Position	2024 (Baht/time)	2025 (Baht/time)
1. The Board of Directors	Chairman	20,000	20,000
	Director	10,000	10,000
2. The Audit Committee	Chairman	10,000	10,000
	Director	10,000	10,000
3. The Executive Committee	Chairman	10,000	10,000
	Director	10,000	10,000
4. The Nomination and Remuneration Committee	Chairman	5,000	5,000
	Director	5,000	5,000
5. The Corporate Governance and Risk Management Committee	Chairman	5,000	5,000
	Director	5,000	5,000
6. The Sustainability Committee	Chairman	5,000	5,000
	Director	5,000	5,000

1.1.3 **Other benefits allowance (if any) :** -None-

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SUJARIT PATCHIMNAN (Chairman of the board of directors)			175,000.00		175,000.00
Board of Directors (Chairman of the board of directors)	160,000.00	N/A	160,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	15,000.00	N/A	15,000.00	No	
2. Mr. NITUS VORAPHONPIPUT (Vice-chairman of the board of directors)			70,000.00		70,000.00
Board of Directors (Vice-chairman of the board of directors)	70,000.00	N/A	70,000.00	No	
3. Mr. THIRASAK VIKITSET (Director)			80,000.00		80,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
4. Mr. VORAYOS THONGTAN (Director)			180,000.00		180,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
Executive Committee (Member of the executive committee)	100,000.00	N/A	100,000.00	No	
5. Mr. CHINAPAT VISUTTIPAT (Director, Independent director)			160,000.00		160,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
Audit Committee (Chairman of the audit committee)	60,000.00	N/A	60,000.00	No	
Corporate Governance and Risk Management Committee (The chairman of the subcommittee)	20,000.00	N/A	20,000.00	No	
6. Mrs. WADEERAT CHEROENCOOP (Director)			80,000.00		80,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
7. Mr. SAKARIN TANGKAVACHIRANON (Director)			195,000.00		185,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
Executive Committee (The chairman of the executive committee)	100,000.00	N/A	100,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	N/A	15,000.00	No	
8. Mr. CHAISAK YONGBANJERD (Director, Independent director)			120,000.00		100,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
Corporate Governance and Risk Management Committee (Member of the subcommittee)	20,000.00	20,000.00	40,000.00	No	
9. Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA (Director, Independent director)			140,000.00		100,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	60,000.00	N/A	60,000.00	No	
10. Mr. AMPHOL WATTANAWORAPHONG (Director)			80,000.00		80,000.00
Board of Directors (Director)	80,000.00	N/A	80,000.00	No	
11. Mr. KLAHAN SUKSAWAI (Director)			180,000.00		180,000.00
Board of Directors (Director)	70,000.00	N/A	70,000.00	No	
Executive Committee (Member of the executive committee)	80,000.00	N/A	80,000.00	No	
Corporate Governance and Risk Management Committee (Member of the subcommittee)	15,000.00	N/A	15,000.00	No	
Sustainability Committee (The chairman of the subcommittee)	15,000.00	N/A	15,000.00	No	
12. Mr. DEJSIRI SANGSINGKEO (Director, Independent director)			110,000.00		110,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	60,000.00	N/A	60,000.00	No	
Audit Committee (Member of the audit committee)	50,000.00	N/A	50,000.00	No	
13. Mr. VIROJ THEERAVATVATEE (Member of the executive committee)			100,000.00		100,000.00
Executive Committee (Member of the executive committee)	100,000.00	N/A	100,000.00	No	
14. Mr. SONTAYA TABKHAN (Member of the executive committee)			100,000.00		100,000.00
Executive Committee (Member of the executive committee)	100,000.00	N/A	100,000.00	No	
15. Ms. Apipong Vischuveskamin (Member of the subcommittee)			40,000.00		40,000.00
Sustainability Committee (Member of the subcommittee)	20,000.00	N/A	20,000.00	No	
Corporate Governance and Risk Management Committee (Member of the subcommittee)	20,000.00	N/A	20,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
16. Mr. Jaturong Kornwet (Member of the subcommittee)			20,000.00		20,000.00
Sustainability Committee (Member of the subcommittee)	20,000.00	N/A	20,000.00	No	
17. Mr. VICHAI KULSOMPJOB (Member of the subcommittee)			15,000.00		15,000.00
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	N/A	15,000.00	No	
18. Mr. Nattawut Yawaprapas (Member of the subcommittee)			20,000.00		20,000.00
Sustainability Committee (Member of the subcommittee)	20,000.00	N/A	20,000.00	No	
19. Mrs. Uthoornporn Sinprajackpol (Member of the subcommittee)			20,000.00		20,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Committee (Member of the subcommittee)	20,000.00	N/A	20,000.00	No	
20. Ms. Suvimol Prataknukul (Director)			40,000.00		10,000.00
Board of Directors (Director)	10,000.00	N/A	10,000.00	-	
Executive Committee (Member of the executive committee)	20,000.00	N/A	20,000.00	-	
Corporate Governance and Risk Management Committee (Member of the subcommittee)	5,000.00	N/A	5,000.00	-	
Sustainability Committee (The chairman of the subcommittee)	5,000.00	N/A	5,000.00	-	
21. Mr. VEERA SRICHANACHAICHOK (Director, Independent director)			30,000.00		30,000.00
Board of Directors (Director)	20,000.00	N/A	20,000.00	-	
Audit Committee (Member of the audit committee)	10,000.00	N/A	10,000.00	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,030,000.00	0.00	1,030,000.00
2. Audit Committee	180,000.00	0.00	180,000.00
3. Executive Committee	500,000.00	0.00	500,000.00
4. Nomination and Remuneration Committee	45,000.00	0.00	45,000.00
5. Corporate Governance and Risk Management Committee	80,000.00	20,000.00	100,000.00
6. Sustainability Committee	100,000.00	0.00	100,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,755,000.00	2,180,000.00	1,935,000.00
Other monetary remuneration (Baht)	1,080,000.00	951,000.00	20,000.00
Total (Baht)	2,835,000.00	3,131,000.00	1,955,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company

representatives in establishing important policies,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating
the core business is appropriate and sufficient in the
subsidiary operating the core business

The company has a set of regulations for supervision of subsidiaries and associated companies which approved by the Board of Directors meeting No. 5/2024 held on June 26, 2024. The aim is to ensure that the Board of Directors, executives, and related parties involved in overseeing the subsidiaries and associate company, to understand and recognize their roles, responsibilities, and accountabilities in achieving the company and stakeholder objectives and goals.

The Nomination and Remuneration Committee will select the person and present it to the Board of Directors to consider the selected person nominated and appointed to be a director in subsidiaries and associate. The number of individuals that the Company voted to appoint as a director is in accordance with the Companys proportion of shareholding. The person who was appointed as a director in subsidiary or associated companies was entitled to perform the operations for the best interests of their subsidiaries or associate companies, unless it is important policies affecting the Companys business operations. The appointed person is required to submit this matter to the Executive Committee and/or the Board of Directors for consideration before voting, and the management of each subsidiary and/or associated company is under the authority of its own Board of Directors. The Company does not have control beyond its shareholding rights.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

For Sahagreen Forest Co., Ltd, the subsidiary, the Company has the agreement with other shareholder in accordance with Joint Venture Agreement for Biomass Power Plant Project date August 21, 2010.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Board of Directors handled conflict of interest issues and related parties transactions with due care while considering the best benefit of the company as the priority. The transaction conditions must be market condition with fair treatment as transactions with other counterparties. The control system was transparently implemented and complied with regulations of the Securities and Exchange Commission. The company announced this issue as a policy

in corporate governance and also in the business ethics and code of conduct. The information was disclosed thoroughly in the business ethic under topic Conflict of Interest and Related-Parties Transaction.

1.1 Conflict of Interest Mitigation

The company disclose this information in the Annual Report (Form 56-1 One Report) Part 2 6.1.2 Corporate Governance Policy and Guideline for Shareholders and Stakeholders.

In the past year, there were no conflicts of interest involving any violations or noncompliance with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), The company disclose the information in the Annual Report (Form 56-1 One Report) 9.2 Related-Parties Transaction.

To ensure that all parties comply with the established policies, the Company required executives and employees of Ratch Pathana and Affiliates to sign an acknowledgment of the conflict of interest requirements specified in the Business Ethics, achieving 100% completion, in order to build awareness and understanding and to ensure that corporate governance is effectively implemented across the organization, and the information is disclosed on the Company's website and intranet system.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The company has the Insider Information Management Policy approved by the Board of Directors meeting No. 5/2024 held on June 26, 2024 required all personnel to perform their duties with integrity, responsibility, discipline, and a strong sense of ethical consciousness toward the organization and themselves, and must not use their positions to seek improper benefits for themselves and/or others. All relevant employees must protect the Company's interests and assets as well as must not use the Company's information or assets for personal benefit or engage in any actions that support individuals or entities in competition with the Company and prohibits any actions that support others in conducting business in competition with the Company. The Company monitors the use of inside information in accordance with good corporate governance principles. This policy is documented in writing and disclosed on the Company's intranet system and website, under the topic of the reporting of holding and changes in the holding of securities and derivatives, as follows:

(1) The Company will provide knowledge to the board of directors and executives of the company including persons holding an executive position in accounting or finance at a divisional manager or equivalent level regarding their duties on preparing, disclosing and submitting the reports on their holding and changing of holding of securities and

derivatives, and their spouse or cohabiting couple and minor children to the Office of the Securities and Exchange Commission (Office of SEC) according to Securities Act, Notification of the Securities and Exchange Commission and applicable notifications of Capital Market Supervisory Board including punishment according to relevant laws.

(2) The board of directors and executives of the Company including persons holding an executive position in accounting or finance at a divisional manager or equivalent level of the Company must prepare, disclose and submit the reports on holding and changing of holding of their securities and derivatives and/or their related person to the company secretary before every submitting to the Office of SEC in a form and within the following periods: 2.1 within 3 working days from the date of purchase, sale, transfer or acceptance of transfer of securities or derivatives in the case where the person with the duty to report is a director or an executive of the company, and in accordance with all of the following regulations:

(a) the Company shall report the names of the directors and executives through the Directors and Executives Information System according to the method specified by the Office of SEC in the Notification of the Office of SEC concerning Forms and Methods for Reporting or Changing the Information of Company Directors and Executives;

(b) the persons with the reporting duty report shall report purchase, sale, transfer or acceptance of transfer of securities or derivatives before having their names listed in the Directors and Executives Information System under (a). 2.2 within 7 working days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives in any case other than

2.1. And notify to the companys secretary to record the change and balance of individual securities holding to report in the next board of directors meeting. The company appointed Dharmniti Internal Audit Co., Ltd. Ltd., the internal auditor, to review the Cyber (ITGC). The audited result with the score of 4.70 (Four point three two out of Five).

In the past year, there were no share trading transactions during prohibited periods by the Companys directors, executives, and related persons. There were no violations or breaches of the Companys insideinformation policy, and no warning letters or accusations regarding securitiestrading offences by the Companys directors and executives or the use of inside information was received from the Securities and Exchange Commission (SEC).

During the past 10 years the Company has had no cases of unfair practices or exploitation of investors through the use of inside information by the Companys directors or executives reflects a commitment to good governance principles.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

In the year 2025, the Company continued to implement anti-corruption measures and activities to promote transparency, strengthen an integrity-based corporate culture, and align the Companys operations with CAC principles, with the key performance results as follows.

1. The company reviewed the anti-corruption policies, procedures and practices to ensure the appropriate and up-to-date version aligned with the companys operations

2. The Company has clear policies and guidelines for communication with its subsidiaries, associates, other companies under the Companys control, customers, business partners, related business persons (Third Party Screening), stakeholders, and business agents through channels such as email, the intranet system, the Companys website, the annual report, and no-gift/no-receipt letters.

3. The orientation course for the newly hired employees will cover the details about anticorruption concepts to create awareness.

4. There are channels for employees to provide notices of any suggestion or suspicion to its supervisors. Informants can give information or file a complaint on a matter which could constitute a violation of the law via notice box to the Social Security Committee or comment box or via the Companys intranet system, which will be presented to the Executive Board afterwards to consider and tracking of rectification. All suggestions and complaints of its employees are noted and observed righteously in order to maintain good relationship with each other. The Company ensures that whistleblower information is kept confidential and that no adverse impact will occur to the whistleblower, in order to promote a safe and transparent organizational culture.

5. The Company arranged internal speakers to provide training and review knowledge and understanding for directors, executives, and employees on the topics of Good Corporate Governance and Anti-Corruption: Policies and Anti-Corruption Practices and Guidelines, including question-and-answer sessions during the training. In addition, knowledge tests on CAC and Good Corporate Governance are conducted annually through an online system. The test results are analyzed to further develop employees knowledge and understanding. In the past year, 100% of the Companys employees completed the training. The Company also prepared CAC educational materials.

6. The Company arranged for directors, executives, and employees to acknowledge, by signature, the anti-corruption policy, rules, and guidelines on an annual basis. In the past year, such acknowledgment was completed at 100%.

7. The company ensures that internal control systems are audited for compliance with the anti-corruption risk framework of the Ratch Pathana and Affiliates. This is conducted by the companys internal auditor, Dharmniti Internal Audit Co., Ltd. and working group of anti-corruption projects and report anti-corruption performance results to the Corporate Governance and Risk Management Committee, the Audit Committee, and the Board of Directors on a quarterly basis. Ratch Pathana Energy Public Company Limited 279 The review concluded that the Ratch Pathana and Affiliates have established adequate and appropriate systems for controlling and monitoring compliance with internal controls in relation to corruption risks. No issues requiring improvement were identified.

8. The company organized a CAC activity to promote and encourage employees to be aware of the importance of anti-corruption and to encourage the employees to collaborate in building core values continuously and sustainably. 9. Ratch Pathana and affiliates joined the event Mai-Gong Mai-Gert Jing-Rue? on the Anti- Corruption Day 2025, on September 6, 2024, together with representatives from government offices and businesses which are members of Anti-corruption organization of Thailand. The virtual event was held on Facebook Live of anti-corruption organizations channel.

10. Ratch Pathana and Affiliates participated in the Riak-Rap Rao-Rong project in collaboration with the National Anti-Corruption Commission (NACC) to jointly promote the reporting of corruption-related misconduct, in order to inform the Company, its executives, and employees of appropriate whistleblowing channels.

In the past year, the Company had no complaints or events related to corruption. No directors, executives, or employees were accused, penalized, or subject to legal proceedings in this regard. There were no terminations or non-renewals of contracts with business partners or contractors due to violations of the anti-corruption policy. In addition, the Company was not accused of or subject to civil proceedings by regulatory authorities, namely the Securities and Exchange Commission (SCE) and the Stock Exchange of Thailand (SET), in relation to corruption matters.

“Ratch Pathana and Affiliates”



Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The Company places importance on conducting business in accordance with the principles of good corporate governance and business ethics, supported by an effective, transparent, and auditable management system. At the Board of Directors Meeting No. 8/2025 held on 21 November 2025, the Board approved the Whistleblowing Policy to provide internal and external stakeholders with safe and confidential channels to report whistleblowing concerns or complaints regarding corruption, breaches of business ethics, and violations of applicable laws, regulations, or company rules, through the channels prescribed by the Company. The Policy sets out systematic procedures for intake, consideration, investigation, and reporting of complaints, in a transparent and fair manner, with due regard to the accuracy of information, neutrality, and auditability. It also emphasizes whistleblower protection under measures to safeguard the confidentiality of the whistleblowers identity and all related information and to prevent retaliation, discrimination, or any adverse impact against whistleblowers and informants, thereby encouraging reports to be made without fear. Information received through whistleblowing serves as a key input to improve the internal control system, prevent corruption and human rights violations, and further enhance corporate governance practices to be more stringent and transparent.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHINAPAT VISUTTIPAT (Chairman of the audit committee)	6	/	6	6/6 (100.00%)
2 Mr. NATTACHAK PATTAMASINGH NA AYUTHAYA (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mr. DEJSIRI SANGSINGKEO (Member of the audit committee)	5	/	5	5/5 (100.00%)
4 Mr. VEERA SRICHANACHAICHOK (Member of the audit committee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In the year 2025, the Audit Committee convened 6 meetings as prescheduled. All the committees members attended every meeting. The Committee also held a meeting with the auditor and the internal auditor (Outsource) without the Managements presence to ensure that the auditors were independent in obtaining information and examining significant information for the preparation of financial statements. The report provides an independent opinion on the adequacy of the financial control system, internal control system, and the effectiveness of the managements governance process. The results of the meetings are regularly reported to the Board of Directors. The significant activities are summarized as follows:

- The committee reviewed the Companys financial statements for the fiscal year 2024, including the consolidated financial statements and conflict of interest reports, to ensure that the financial reports were prepared in accordance with applicable financial reporting standards and were reliable. The committee also reviewed the quarterly financial statements for the fiscal year 2025 and approved their disclosure in compliance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) under the authorization granted by the Board of Directors.
- The committee considered the reasonableness of relatedparty transactions or transactions that may involve conflicts of interest, taking into account the best interests of all stakeholders.
- The committee reviewed the disclosure of accurate, complete, timely, and in compliance with the regulations of the SEC and the Stock Exchange of Thailand.

- The committee approved the internal audit annual plan for 2026 and monitored the audit results, including evaluating the independence and performance of the Internal Audit Department.
- The committee monitored and assessed the internal control system, risk management, and compliance with key laws and policies such as the PDPA, Anti-corruption (CAC) and the Human Rights Policy.
- The committee reviewed the charter of the Audit Committee and evaluated the results of the performance assessment both at the committee level and the individual level.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 10

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SAKARIN TANGKAVACHIRANON (The chairman of the executive committee)	10	/	10	10/10 (100.00%)
2 Mr. VIROJ THEERAVATVATEE (Member of the executive committee)	10	/	10	10/10 (100.00%)
3 Mr. KLAHAN SUKSAWAI (Member of the executive committee)	8	/	8	8/8 (100.00%)
4 Mr. VORAYOS THONGTAN (Member of the executive committee)	10	/	10	10/10 (100.00%)
5 Mr. SONTAYA TABKHAN (Member of the executive committee)	10	/	10	10/10 (100.00%)
6 Ms. Suvimol Prataknukul (Member of the executive committee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Executive Committee held 10 meetings to perform the assigned missions. The details can be summarized as follows.

1. Presenting business goals, business strategy and annual operational plan to the Board of Directors:

The Executive Committee are also responsible for monitoring all operational activities in accordance with the policy and to achieve the stated goals. The actions included monthly monitoring and giving supervisory advice in order to stimulate operational efficiency.

2. Planning and performing the needed action to achieve new business development to create long term and sustainable growth. The result was successful according to the set goals and policies.

3. Considering and approving the companys annual investment budget to expand in solar business investment, production technology, information technology, and to acquire, and develop human capital at all levels to be ready for long term business competition.

4. Preparing financial statements to support the auditors review or audit: The Executive Committee was also responsible for approving the financial reports before proposing to the Audit Committee and the Board of Directors.

5. Prudently considering the related parties transactions and acquisition or disposal transactions: The consideration included the validity of price and other conditions. The Executive Committee performed by adhering to the company and shareholders best benefit. The Executive Committee, who might have the conflict of interest in the transaction, did not participate in the consideration. The material transactions were proposed to the Audit Committee and the Board of Directors for approval.

6. Supporting and promoting the employees innovation development in both product and process: The committee also supported the company and product to be certified and accredited by well-known organizations.

7. Setting and establishing the succession plan of key executive positions by monitoring the progress of potential development, as well as assessing performance and considering appropriate compensation for employees. This is to create motivation for work efficiency and retain knowledgeable and talented people within the company.

8. Reviewing the companys policy, procurement policy, retirement policy, anti-corruption policy to be relevant to the current situation and be the operational guideline for transparent and fair operation 9. Reviewing and adjusting the Executive Committees charter: The reviewed charter was proposed for the Board of Directors consideration.

9. Reviewing and adjusting the Executive Committees charter: The reviewed charter was proposed for the Board of Directors consideration.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 3
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUJARIT PATCHIMNAN (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. SAKARIN TANGKAVACHIRANON (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Mr. VICHAI KULSOMPJOB (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

In the year 2025, the Nomination and Remuneration Committee held 3 meetings to perform the duties, with full attendance of all members. The committee reviewed and improved the charter and the policy of the nomination and remuneration for the Board of Directors approval including selected and nominated new directors, sub-committees and managements. The recruitment process included the consideration of knowledge, capability, and skills that related to Board Skill Matrix aiming to create the combination of the Board members with diverse background and expertise supporting the companys strategy. The selection and nomination of the Board member and management also focused on other factors which are leadership, vision, ethic, transparent working experience, and no prohibited qualifications based on regulations and the companys Articles of Association. This included considering the past performance as the director and members of sub-committees to nominate as directors and key executives.

Moreover, the committee was also responsible for determining the benefits and compensation for the Board of directors, sub-committees, subsidiaries and associated company as well as the companys top management. The compensation must be in the suitable level to create motivation and retain talented people. The nomination and compensation will be proposed to the Board of Directors meeting including performance evaluation of the directors, both collective and individuals, and the sub-committees, as well as development of directors, members of sub-committees and top managements.

The Nomination and Remuneration Committee allowed minor shareholders to participate in nominating qualified candidate(s) to be considered for the election as the Companys Director(s) prior to the Annual General Meeting. In the year 2025, there was no proposal regarding this issue.

The Nomination and Remuneration Committee allocated compensation for the companys directors that had been reviewed and deemed appropriate in alignment with the duties and responsibilities, which was subsequently approved by the Board of Directors. The company disclosed the directors and managements compensation in the Annual Report (Form 56-1 One Report).

The Nomination and Remuneration Committee has been independently and transparently performing roles and responsibilities by strict adherence to good corporate governance. The Committee would like to ensure that the process of nomination and remuneration has been appropriately running and beneficial to the organization with the due care of shareholders and stakeholders trust.

Meeting attendance of Corporate Governance and Risk Management Committee

Management Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHINAPAT VISUTTIPAT (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. CHAISAK YONGBANJERD (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Ms. Apipong Vischuveskamin (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. KLAHAN SUKSAWAI (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Risk Management Committee

1. Corporate Governance : encouraged the directors, executives, and employees to be aware of the responsibilities and fair treatment to stakeholders, as well as promoting the compliance with laws related to Cybersecurity and Personal Data Protection (PDPA). The business operation was ensured to be conducted in compliance with corporate governance policies with transparency in information disclosure and adherence to laws and organizational regulations. As a result of the matters, the Company has received the Excellent (5-star) CG Score from Corporate Governance of Thai Listed Companies (CGR) conducted by Thai Institute of Directors (IOD) for the year 2025 consecutively. Moreover, the Company has received 100 scores or 5 TIA in the evaluation of Annual Shareholders General Meetings quality (AGM CHECKLIST) from Thai Investor Association consecutively.

2. Risk management : Reviewed the risk management policy and framework to cover key risks, including strategic, operational, legal, and financial risks, as well as emerging risks, while overseeing alignment with the policy in each risk aspect, enabling assessment, monitoring, and control of risks to an acceptable level, including having measures in place when

risk events occur, and supporting risk management under the Three Lines of Defense concept, covering operational (Line 1), risk management and compliance (Line 2), and internal audit (Line 3). Reviewed the Business Continuity Management (BCM) manual to ensure that the Company can continue operations in the event of severe incidents. In addition, promoted and supported the Enterprise Risk Management Working Group, with processes that allow personnel at all levels to participate in risk management, driving risk management to become part of the organizational culture by

considering internal and external factors, including economic, social, climate, and technological that may impact the Company's business operations, to identify a Risk Universe that covers all types of risks. Oversaw the assessment of impacts and the likelihood of significant risk events that may affect business operations, endorsed the preparation and implementation of risk management plans, continuously monitored performance, and provided observations,

recommendations, and development guidelines to ensure that risk management is tangible, aligned with organizational goals, and regularly reported to the Board of Directors.

3. Anti-corruption : The internal and external activities participation was promoted and supported in the year 2025. The Company and subsidiaries have received the Recertification up to the present. The internal audit assesses risks, risk management measures, and compliance with anti-corruption measures. The audit results were reported to the Audit Committee and the Board of Directors, demonstrating the company's commitment to comply with the Anti-Corruption Policy in all aspects. The employees, who are responsible for promoting, monitoring, and supervising the anti-corruption activities, are encouraged to participate in activities related to the anti-corruption organized by external units, in order to study, review, and continuously develop the company's anti-corruption regularly.

4. Human Rights : Supported and promoted respect for human rights as a fundamental aspect of business operations by conducting the human rights risks and impact assessments to identify issues that may impact stakeholders, and take appropriate steps to prevent or mitigate human rights on related issues. The Whistle Blowing and Complaint Policy was considered and approved, and the manual of Human Rights was approved for all units to use as an operational framework and reviewed as a guideline for practice and resolution in case of human rights violations, to ensure that the Company operates in accordance with international human rights principles and for the benefit of all stakeholders.

Meeting attendance of Sustainability Committee

Meeting Sustainability Committee (times) : 4

List of Directors	Meeting attendance of Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. Apipong Vischueskamin (Member of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. Jaturong Kornwet (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. Nattawut Yawaprapas (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mrs. Uthoomporn Sinprajackpol (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. KLAHAN SUKSAWAI (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainability Committee

The Sustainability Committee was appointed by the Board of Directors, which consists of 5 members, in order to take care and serve as a key mechanism in driving the systematic and continuous implementation of the Groups sustainability framework under the concept of sustainable development (ESG), with the aim of fostering economic

growth alongside social and environmental responsibility while giving importance to all stakeholder groups. In the year 2025, the Sustainability Committee convened meetings to perform its assigned duties. The Committee held quarterly meetings, one per quarter, totaling four meetings, with all five Committee members attending every meeting. The details can be summarized as follows.

1. Reviewed the Charter of the Sustainability Committee and the Sustainability Policy, Management Policy in accordance with Climate Change, and the Quality, Environment, Safety and Energy Management Policy to be relevant to the current situation.
2. Review and considered providing the Business Materiality Assessment and stakeholder engagement for submission to the Board of Directors for approval.
3. Review and considered providing the Innovation Management and Development Policy for submission to the Board of Directors for approval.
4. Reviewed and considered providing the climate change management targets to increase the level of ambition for submission to the Board of Directors for approval.
 - Short-term : Increase the proportion of electricity generation from renewable energy to 50% of the total installed capacity based on the shareholding proportion and reduce carbon dioxide emissions per unit of electricity generated by 10% within the year 2030.
 - Medium-term : Achieve carbon neutrality within the year 2040.
 - Long-term : Achieve net zero greenhouse gas emissions within the year 2050
5. Review and considered providing the targets for energy management, water management and waste management and air pollution management of the Company and its subsidiaries for submission to the Board of Directors for approval.
6. Reviewed and approved the guidelines for sustainable supply chain management.
7. Monitored the operations of the working groups under the supervision of the Sustainability Committee on a continuous basis, comprising the Sustainability Working Group, the Greenhouse Gas Management Working Group, and the Energy Management Working Group.
8. Monitored of the organizations carbon footprint report, including certification and registration, and received the Carbon Footprint for Organization certification label from the Thailand Greenhouse Gas Management Organization (Public Organization) on June 25, 2025.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

1. Impose a sustainable development strategy covering good corporate governance which includes identifying, analyzing, assessing and responding to the **Materiality** and risks 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 fairness treatment to business **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 while opposing fraud and corruption (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 aspect

- **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 partners, and supporting stakeholders in business chain based on 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 Page 2 of 3 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 aspect

- **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 fairly 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 work environment and positive 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 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 aspect

- **Environmental Management** : operate environmental management by complying with related laws and regulations, seeking for standard raising in 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 for reducing 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.

Reference link for sustainability policy : <https://sustainability.ratchpathana.com/en/document/viewer/27/sustainability-policy>

Sustainability management goals

Does the company set sustainability management goals : Yes

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 17 Partnerships for the Goals

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

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

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

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

The Company has reviewed and amended its corporate name in accordance with the resolution of the Annual General Meeting of Shareholders for the year 2025, without any changes to the substantive content.

In this regard, the Board of Directors, at Meeting No. 1/2026 held on 25 February 2026, announced the implementation of the Innovation Development and Management Policy.

Information on impacts on stakeholder management in business value chain

Business value chain

1. Smart R&D : Research / Analyze and development.
2. Sustainable Sourcing : Registration and partners business development Green procurement (ISO 9001, ISO 14001, Green Procurement), material standards.
- 3.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Appropriate wages and benefits - Job security and happiness at work 	<ul style="list-style-type: none"> - Treat employees with respect for human dignity and fundamental rights at work, 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> - Training and Development - Fairness and equality - Safety and Occupational Hygiene - Employee feedback hearing 	<p>and do not disclose or transmit employee information or confidential matters to external parties or unrelated persons.</p> <ul style="list-style-type: none"> - Treat employees in accordance with the legal framework and the Companys work rules and regulations. - Provide necessary facilities for performing duties, as well as arrange the working environment with consideration for safety and occupational health principles, in order to promote and enhance employees quality of life. 	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Ratch Pathana News • Welfare Committee • Family Day • Health and Wellness • Religious Activities • Orientation • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<ul style="list-style-type: none"> - Promote the participation of employees at all levels in conducting social responsibility activities. - Build organizational culture and instill awareness among employees at all levels to foster cooperation and responsibility in environmental management, as well as the efficient and sustainable use of resources. - Promote knowledge and provide training to all employees on environmental matters. - Promote environmental management systems, from the efficient use of resources, the implementation 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		of treatment and restoration measures, substitution, monitoring, care, and prevention of impacts on natural resources and the environment in a sustainable manner.	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Shareholders • Others <ul style="list-style-type: none"> • Major shareholding and Minor shareholders 	<ul style="list-style-type: none"> -related to investments -Sustainable business performance growth -financial status -Equitable Treatment of Shareholders 	<ul style="list-style-type: none"> -Provide an opportunity for minority shareholders to propose matters to be included as meeting agenda items and/or to nominate individuals for consideration for election as directors at the Annual General Meeting of Shareholders. -Provide an opportunity for shareholders to 	<ul style="list-style-type: none"> • Visit • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Annual Report (Form 56-1 One Report) • Sustainability Report • Opportunity Day: Saha Group meeting with analysts and investors • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>submit questions related to the meeting in advance of the Shareholders Meeting.</p> <p>-Publish the Notice of the Shareholders Meeting on the Companys website in both Thai and English at least 30 days prior to the meeting date, so that shareholders are informed and able to study the information before the meeting.</p> <p>-Facilitate the Shareholders Meeting by ensuring that the date, time, venue, and procedures do not hinder shareholders participation, and provide an</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>opportunity for shareholders who are unable to attend the meeting in person to appoint a proxy to attend and vote on their behalf.</p>	
<ul style="list-style-type: none"> • Competitors • Raw material distributors • Raw material manufacturers 	<p>Equitable Treatment of Shareholders</p>	<p>-Handle conflicts of interest with caution, rational judgment, and complete transparency in information disclosure.</p> <p>-Protect the Companys interests and safeguard Company assets as a prudent person would protect their own, and refrain from seeking improper benefits, whether directly or indirectly.</p> <p>-Conduct business in accordance with</p>	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Activities in collaboration with the Electric Power Industry Group • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>fair competition principles, with due regard to business ethics and the competition laws of the countries in which the Company operates.</p> <p>-Refrain from actions that may harm or undermine competitors reputations.</p>	
<ul style="list-style-type: none"> • Creditor • Financial institution 	<p>Compliance with the terms and conditions of the loan agreement</p>	<ol style="list-style-type: none"> 1. All creditor groups shall be treated equitably and fairly no discrimination, manage relationships with creditors responsibly. 2. Contracts and terms will be strictly adhered to. 3. Manage finance will be administered to ensure the confidence of creditors in the 	<ul style="list-style-type: none"> • Training / Seminar • Others <ul style="list-style-type: none"> • Annual Report Form 56-1 One Report • Sustainability Report • Opportunity Day: Saha Group meeting with analysts and investors • Meetings on various occasions • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>Company's ability to repay debts on time.</p> <p>4. Financial standings shall be accurately and timely disclosed.</p> <p>5. 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</p>	
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Delivery of highquality and consistently stable products - Compliance with commercial terms and conditions - Fast and timely service and response - Attention to 	<p>1. The Company operates the business of distributing electricity and steam which are safe for consumers and environmentally friendly.</p> <p>2. The Company has operated with commitment to develop and</p>	<ul style="list-style-type: none"> • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Annual Report Form 56-1 One • Report Sustainability Report • Opportunity Day: Saha Group • Meeting with analysts and investors

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>complaints - Product value enhancement development</p>	<p>expand its business to value creation on the biomass and agricultural residues, innovating continually to meet the demands of customers along with the disclosure of necessary information for decisionmaking without concealment or distortion of facts.</p> <p>3. Businesses are operated in earnest, honest and fair values and no action is taken that would violate the rights of customers. The confidentiality of customer trade secrets is maintained and not exploited for wrongful personal gains</p>	<ul style="list-style-type: none"> • Meetings on various occasions • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>or for the gains of others.</p> <p>4. The Company does not demand, receive or consent to the direct or indirect receipt of properties or other dishonest benefits from customers.</p> <p>5. The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance in order to jointly find a remedy and prevent loss.</p> <p>6. The Company provides communication channels to enable customers to file complaints to the Company. Complaints are</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		processed with care and dealt with fairly.	
<ul style="list-style-type: none"> • Suppliers • Business partners • Raw material distributors • Product distributors • Contractors • Joint venture partners 	<ul style="list-style-type: none"> - Having a transparent procurement process and fair competition - Commercial negotiations based on mutual benefits - Compliance with commercial terms and conditions - Ontime payment 	<p>1. The Company has a system for screening business partners in the value chain who operate businesses in compliance with the law, safety and occupational hygiene standards, and friendliness to the environment. Business partners are treated on the basis of fair competition, equality and mutual respect and acknowledge the risks of business partners in order to establish operational guidelines to adequately prevent and mitigate such risks.</p> <p>2. Promoting</p>	<ul style="list-style-type: none"> • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Annual Report Form 56-1 One • Report Sustainability Report • Green Energy Journal • Whistle Blowing • Customer Relations • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>local business partners by providing equal opportunities for local partners to participate in competition, supporting the community economy and fostering good relationships in the area, without discrimination, covering vulnerable groups including children, women, persons with disabilities, the elderly, or other disadvantaged groups.</p> <p>3. The Company and its business partners must respect human rights, treat workers fairly, provide remedies for those affected, and take action when</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>forced or illegal labor is found, such as issuing warnings or ending business relations.</p> <p>4. Relationships and good understandings are fostered. Promote knowledge is exchanged. Developments and value adding to goods and services are jointly undertaken to promote mutual growth.</p> <p>5. The Company adheres to trade agreements and makes proper data. In the event that an agreement cannot be complied with, the Company will expeditiously engage in early negotiations</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>with trading partners in order to reach a mutual remedy and loss prevention solution.</p> <p>6. The confidentiality or communications or information of business partners is maintained and not exploited for wrongful gains of oneself or of others.</p> <p>7. The Company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> - Good safety and environment - Participation and responsibility toward the community and society - Support for various community activities - Income generation and promotion of the communitys economy 	<p>1. A business which could lead to a deterioration of society shall not be undertaken and the rights of others in the community and society shall not be violated.</p> <p>2. 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.</p> <p>3. Measures shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Companys</p>	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • External Meeting • Complaint Reception • Others <ul style="list-style-type: none"> • Green Energy Journal • Air quality monitoring display boards installed at the establishment entrance and within the surrounding community • Telephone / Fax • Intranet / Email

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>operations.</p> <p>4. The preservation of local culture and traditions shall be promoted.</p> <p>5. Cooperation shall be entered into with various agencies for the development of communities.</p> <p>6. Public benefit activities shall be sponsored.</p> <p>7. Incomes shall be generated and the community economy shall be promoted through employment of community members and use of community products.</p> <p>8. Good relations shall be fostered between the Company and the community and society on</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		the basis of propriety, transparency and fairness.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators • Non-profit organization / NGOs 	<ul style="list-style-type: none"> - Compliance with laws - Good environmental management - Social and community responsibility - Cooperation in providing information and supporting government initiatives - Proper and accurate tax payment in accordance with the law 	<ol style="list-style-type: none"> 1. Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law. 2. Proper action shall be taken when conducting transactions with an official or agency of the State. 3. Good relations are fostered between the Company and the State sector within suitable bounds. 4. Relevant laws and business traditions are observed in each country or locality. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Annual Report Form 56-1 One • Report Sustainability Report • Report on Monitoring of Environmental Impact Mitigation Measures • Green Energy Journal • Open House • Site Inspection • Regulatory and Compliance Reporting • Telephone / Fax • Intranet / Email

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Energy Management	• Energy Management
Environmental Management	• Environmental Management Standards Policy and Compliance
Good Corporate Governance	• Good Governance
Supply Chain Management	• Sustainable Supply Chain Management
Climate Change	• Greenhouse Gas Management • Others : Climate Change
Cybersecurity and Personal Data Protection	• Good Governance • Others : Cybersecurity and Personal Data Protection
Community and Social Development	• Others : Community and Social Development
Labor and Human Rights	• Human Rights
Human Resource Development	• Human Rights • Others : Human Resource Development

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://hub.optiwise.io/en/documents/155578/scg-sdreport-2024-en.pdf>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards, UN Global Compact

standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company's risk management policies can be listed 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 accepted risk level.
2. To set strategy in line with risk levels 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 set a risk management framework for managing various risks such as anti-corruption, human rights, climate change, economic, social, environmental, and corporate governance risks, among others.

Reference link to risk management policy and plan : <https://www.ratchpathana.com/storage/document/policy/risk-management-en.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 climate change

Related risk factors : Strategic Risk
• Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change resulted in extreme climate conditions, leading to increasingly severe natural disasters. The impacts may include floods, droughts, storms, and heatwaves. These challenges have prompted many countries and organizations to transition toward clean and renewable energy sources such as solar power, wind energy, and biomass energy. The energy business relying on fossil fuels faces risks in various aspects, such as the change in investment trends, which may pose challenges for businesses that invested in fossil fuel infrastructure due to capital shifts and the transition of electricity consumption toward green energy. Additionally, the high initial costs of developing new technologies and the increasing competition in the clean energy market could reduce the market share of fossil fuel-based energy production. The company recognizes the importance of addressing this issue by promoting greenhouse gas emission reduction and focusing on renewable energy development and investment. The direction and goals of the country and the global community, by focusing on the development and investment in renewable energy businesses

and clean energy technologies to enhance operational resilience, support sustainable growth, and address evolving risks.

Risk-related consequences

the

increasing competition in the clean energy market could reduce the market share of fossil fuel-based energy production.

Risk management measures

1. The company jointly invested in the Battery Energy Storage System: BESS along with a Solar Floating System integrated into the Micro Smart Grid in the Saha Group Industrial Park-Sriracha
2. The company established business expansion strategy focusing on the investment in small-scaled generating and distributing electricity from renewable energy within Thailand and in countries within the Southeast Asia region.
3. The company has targeted to increase the proportion of electricity production from renewable energy sources to 15 % of total capacity by equity portion within the year 2030. As of the end of 2025, the company has already increased the proportion of electricity produced from renewable energy to 19% of the total capacity by equity portion, achieving the target earlier than planned.
4. A strategic plan that emphasizes the development of renewable energy and related technologies, while also assessing the impact of changing consumer behavior, will help businesses effectively cross these challenges and achieve long-term sustainability. The company established policies to support climate change and appointed working groups responsible for managing greenhouse gas emission, energy management, and sustainability.
5. The company set goals for greenhouse gas management towards achieving Carbon Neutrality within the year 2050 and reported the progress of the greenhouse gas management to the Sustainability Committee and the Board of Directors respectively. Ratch Pathana Energy Public Company Limited 93
6. The company has registered in Carbon Footprint of Organization (CFO) in the year 2023 and is currently in the process of registering the Carbon Footprint of Product (CFP) by the year 2024.
7. The company prepared a business continuity management plan to support emergency situations and disasters.
 -
8. The company will be actively monitoring news and business circumstances.

Risk 2 Environmental Effect

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

Ratch Pathana and Affiliates focus on strictly compliance with environmental laws and regulations. The company appointed a unit responsible for monitoring, analyzing operational outcomes to ensure alignment with Environmental Impact Assessment (EIA) relevant laws and regulations and Initial Environmental Examination (IEE) reports, legal compliance, and Environmental Management Systems (ISO 14001:2015). The environment impact evaluation is generally conducted to design contingency plan to be able to perform. The company also has good relationship management with local communities.

Ratch Pathana and Affiliates realized the electricity and steam production process that uses natural gas and biomass could cause environmental and social impact. The reason could come from low efficiency and bad management. The companys management has set the preventing procedure to mitigate risk and negative impact by putting factors based on monitor compliance with the measures community survey into the plan.

Risk-related consequences

The reason could come from low efficiency and bad management.

Risk management measures

- The company conducts the business with compliance to laws, regulations, environment safety and energy saving policy, sustainability policy, and human rights policy. The company also takes into consideration the impacts on natural resources and the environment. The operating result has been monitored as stated in environmental management standard (ISO14001:2015).
- The company uses the most efficient production method by choosing co-generating heat power production in producing electricity and steam.
- The company builds up organizational culture and employees environmental concerns. The company encourages cooperation for the efficient and sustainable management of the environment and resources.
- The inlet air chilling system is used to decrease the temperature of air sucked into the production process to give the best yield of production Gas Turbine Generator.
- The RO rejected water recycle system allows the production process to reverse the water back into the production process.
- The company supports knowledge sharing and trainings about environment.
- The company has an environmental management system by sustainable resources usage, treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.
- There is a system for selection of trade partners in the value chain who undertake businesses in an environmentally friendly manner.
- The company submits reports of the impact mitigation and monitoring reports to related government offices.
- The company will be actively monitoring news and business circumstances.

Risk 3 Human Rights

Related risk factors :

Operational Risk

- Impact on human rights

ESG risk factors : Yes

Risk characteristics

The company has evaluated the risk of human rights in Ratch Pathana and Affiliates to identify, prevent and minimize the risk to the company's operation. There were the risks assessments of human rights related to labor issues such as working conditions, employee health and safety, employee selecting practices, violations against employees, rights violations, equality, and freedom of association and the rights to assemble, Collective bargaining, and illegal labor practices. Based on risk evaluation in terms of workforce and human rights, the company has the standard and fair treatment in recruitment process. The recruitment includes testing and interviews to consider the fit to the position. The difference in genders, nationality, race, religions, political views or other irrelevant issues will not be taken into the consideration according to the Human Rights policy and practices. The Human Rights Policy and practice were approved by the board of directors meeting No. 8/2025 held on November 21, 2025. The internal qualified applications will be the priority to be considered. Additionally, the Company provides opportunities for qualified internal employees to be considered for vacant positions before recruiting from external candidates.

Risk-related consequences

There were the risks assessments of human rights related to labor issues such as working conditions, employee health and safety, employee selecting practices, violations against employees, rights violations, equality, and freedom of association and the rights to assemble,

Risk management measures

- The company complies with the human rights policy and practices as follow;
 - Avoid actions or supportive actions that would be the violation of human rights.
 - Avoid the limitation of freedom of thinking, the differences in genders, nationalities, religions, political views and the opinion giving that might cause the conflicts.

- Provide the communication channels to facilitate the employees who encounter unfair treatment and properly management the petitions.
- Set the minimum age of 20 years for the employees and contractors, avoid child laboring, forced employment and gender exclusion.
- The company provides information and trainings to new hired employees prior to the work. The trainings about the safety, environment, energy, goals, policies and companys rules and conduct are regularly provided to contractors.
- The company has set up the Workplace Welfare committee to allow the employee to involve in setting up the welfare and benefits guideline.
- There is a system for selecting trade partners based on sustainable supply chain management practices and labor ethics.
- The company will be actively monitoring news and business circumstances. In the year 2025, the Company recorded no human rights violations or complaints. One subsidiary is improving occupational health and safety issues based on assessment observations.

Risk 4 Risk in Safety, Health, Environment and Society Issu

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

Ratch Pathana and Affiliates give precedence to compliance with laws and regulations relating to effects on environment and safety standards. We have a certain unit that keeps track to any change in laws, rules and regulations so that the company will have prompt response with such changes.

Ratch Pathana and Affiliates realize that electricity and steam generation business, using natural gas and biomass, may pose risks to employees, on site workers, and nearby communities. These risks may arise from production efficiency, machinery performance, or inadequate safety control measures. Therefore, the management has established strict preventive and impact mitigation measures to ensure that risks remain at an acceptable level and comply with international standards.

Risk-related consequences

risks to employees, on site workers, and nearby communities.

Risk management measures

- Occupational health and safety management is conducted in accordance with international standards, including the ISO 45001:2018
- Adhering to environmental, safety, and energy conservation policies.
- Adopting process from the groups manual regarding environment, safety and health as a working guideline and to monitor the process of implementation. In addition.
- Adopting the process manual, providing training sessions, practices, creating emergency plan, testing tools and warning system; and strictly complying with the operating manual.
- The company will be actively monitoring on news and business circumstances.

Risk 5 Damage to company image and reputation

Related risk factors : Strategic Risk

- Damage to company image and reputation

ESG risk factors : Yes

Risk characteristics

The company has a local community engagement management plan. The company appointed a set of committees Sustainability, corporate image enhancement, monitoring the reputation-related news. The operation is run by allowing engagement from local community. The production is conducted with concern to society and environment. The company had good relationships with local community. There was no negative feedback that might affect the company's reputation. The risk is considered low.

Risk-related consequences

Being opposed or not accepted in business operations, resulting in the disruption or delay of business development and affecting the ability to attract investors.

Risk management measures

- The company operates under a good corporate governance framework, with responsibility to society, partners and employees.
- The company set up a sustainability unit which is responsible for promoting organization corporate image and co-operating with local community. The communication helps the company understand and detect problems and timely deal with issues.
- The operation runs with effectiveness and efficiency. The company focuses on safety, health and environment.
- The company maintains good relationships with stakeholders.
- The company has been closely monitoring the development in the industry.

Risk 6 Technological advancement

Related risk factors	:	<u>Strategic Risk</u>
		• Changes in technologies
ESG risk factors	:	Yes

Risk characteristics

The Company has selected the most efficient production process to generate electricity and thermal energy in the form of steam, that is called cogeneration combined cycle. The company has been regularly monitoring the technological change and development in electricity and steam generation. All new power plant construction projects were conducted with advisers and experienced staff to choose the optimal technology. The company chose gas turbine engine with advanced combustion technology to reduce the environmental issues in production process while offering higher production efficiency and stability, supporting the electricity demand of both the electricity authority and industrial plants with fluctuating requirements over time and paired the turbine engine with the Aero derivative engine providing a wide range of production level adjustment. Additionally, the company has implemented a continuous maintenance plan to ensure operational stability throughout its usage. The risk is considered low. Moreover, the company continues to monitor the development in Energy Storage technology and Big Data systems by investing with Impact Solar Co., Ltd. (associate company) in order to install a Battery Energy Storage System (BESS) with a capacity of 0.7 Megawatt per hour, along with a Solar Floating System generating an installed capacity of 0.5 Megawatts. These systems are integrated into a Micro Smart Grid in the Saha Group Industrial Park-Sriracha.

Risk-related consequences

The Company has selected the most efficient production process to generate electricity and thermal energy in the form of steam, that is called cogeneration combined cycle. The company has been regularly monitoring the technological change and development in electricity and steam generation.

Risk management measures

- The company jointly invested in the Battery Energy Storage System: BESS along with a Solar Floating System integrated into the Micro Smart Grid in the Saha Group Industrial Park-Sriracha
- The company has been developing staff to keep up to the changes.

- The company hires experienced advisors to analyze and select the most appropriate technology for new projects.
- The company will be actively monitoring news, innovations and assessing the situation to prepare for upgrading power plant technologies to be modern and to enhance competitiveness.

Risk 7 Risks of relying on major customers or on a few numbers of customers

Related risk factors : Strategic Risk
 • Reliance on large customers or few customers
 ESG risk factors : Yes

Risk characteristics

Thailand electricity industry operates under Enhanced Single Buyer Model (ESB) by having Electricity Generating Authority of Thailand (EGAT), Metropolitan Electricity Authority (MEA), and Provincial Electricity Authority (PEA) as the initial purchasers. All these entities will later distribute electricity to consumers. The operation is regulated by the government office and Energy Regulatory Commission (ERC).

The company has a power purchase agreement with Electricity Generating Authority of Thailand (EGAT), the major shareholder of Ratch Group PCL. (Parent Company) and is a major customer of the Company.

In addition, the company has risk management reduced the amount purchased by Electricity Generating Authority of Thailand (EGAT) in case that the company cannot supply the full amount of electricity as contracted and cannot solve this problem within 18 months. The company has set the conditions for operating and maintenance contract with Operational Energy Group Limited (Operation, Maintenance and Power Plant Services Provider) to guarantee the capacity and the stability of the electricity supply to EGAT during peak hours. Consequently, the company ensures adequate reserves and able to provide electricity and steam supply to serve the demand growth of the customers. The risk of relying on only or a few customers is considered low.

Risk-related consequences

The company has a power purchase agreement with Electricity Generating Authority of Thailand (EGAT), the major shareholder of Ratch Group PCL. (Parent Company) and is a major customer of the Company.

Risk management measures

- The company has been monitoring the business and agreement completion. The operation and services have been always evaluated and improved. The risk of having contract termination from counterparties seems to be low.
- The company collaborates with Saha Pathana Inter-Holding PCL. to attract new industrial clients.
- The power supply agreement with Saha Pathana Inter-Holding PCL. was amended on May 15, 2019 to extend the expiry date to the year 2051.
- The company minimizes risk by having continuous improvements in services and aligns with the evolving needs of customers.
- The company always looks for new business opportunities.
- The company focuses on maintaining good relationships with business partners.
- The company strives for the customers satisfaction on service.
- The company regularly conducts customer satisfaction surveys to develop and implement a continuous service improvement plan.
- The company has been closely monitoring the development in the industry to identify changes that may impact electricity consumption and prepare proactive response measures in advance.

Risk 8 Information Technology (IT) or Computer System Security and Cyber Attack

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

Risk characteristics

Information technology enhances business operation for convenience, speed, competitiveness, differentiation and new business opportunity. The development of cyber threats has become more complex and severe, creating opportunities for cyber-attacks on the company's central database, the loss of sensitive information, financial information, reputation, trustworthiness and operation result and the Company's operating performance.

Risk-related consequences

cyber-attacks on the company's central database, the loss of sensitive information, financial information, reputation, trustworthiness and operation result and the Company's operating performance.

Risk management measuresCorporate Governance and Cybersecurity Policies

- The company announced the policy of information technology and establish working teams for each area.
- The company has to provide training to employees on the Cybersecurity Policy and the Cybersecurity Act B.E. 2562 • The company provided legal information and guidelines on the use of information technology when using computers or the Intranet, so that all employees are aware of and recognize the importance of the Cybersecurity Act B.E. 2562 (2019). The company also prepares the Record of Processing Activities (RoPA) for activities that involve the use of personal data.
- The company announced the Personal Data Protection Policy to ensure that personal data would be protected. The process of personal consent is required, could be proceeded by document and verbal formats. This is to comply with Personal Data Protection Act B.E. 2562 (2019)
- The company has scheduled the IT hardware change in every 3-5 years. The replacements must have better specifications and efficiency, including a protection program to prevent cyber-attack risk and data backup
- The company installed a backup system aligned with the 3-2-10 standard (Copies- Media-Offline/Immutable-Zero Errors) Backup Model to ensure that critical data is accurately backed up and readily available.
- The company installed Sangfor Hyperconverged Infrastructure (HCI) Server Dell VXRail as the main system in Data Center (DC) and Disaster & Recovery Site (DR Site). This system has high safety standard and allows working on hybrid multi-cloud system on a Tier 3++ Data Center.

Trend Micro Antivirus Endpoint and Trend Micro Deep Security.

- The company installed the Sentinel One system to detect advanced malware using AI and Behavioral AI to identify and respond to threats such as ransomware and zero day malware in real time and automatically, protecting organizational endpoints and cloud environments.
- The company installed WAF system to protect web applications installed over web servers from the cyber-attack. The company also logged the usage data both intranet site and the open-source websites including the testing and assessment of IT system security vulnerabilities through VA Scans (Vulnerability Assessments) and Penetration Testing (Pentest) of critical systems.
- The company installed Data Leak Prevention system (DLP) to prevent the leak of information and to comply with Personal Data Protection Act B.E. 2562 (2019).
- The company installed the detecting and responding system to respond to cyber attacking. The system is called Cyber Command working by Threat Detection, Threat Hunting, Threat Response ability and synchronizing with other security systems currently used. This system can be used as SOC Dashboard to show any inbound attack and or outbound attack.
- The company installed the Privileged Access Management CyberArk system to enhance cybersecurity by managing, controlling, and monitoring privileged accounts and recording activities to prevent internal and external attacks.
- The company installed the Threat Detection Automation and Response Platform with critical

devices to analyze and detect threats or behaviors identified as threats through Security Orchestration Automation Response (SOAR).

- The company has installed organizational communication and network systems new Access Point Wi-Fi using Wi-Fi 6 to ensure the better safety level and efficient system operation.
- The company installed automated fire suppression system using temperature detection (Clean Agent HCFC123) technology in Data Center.
- The company implemented branch synchronizing system called Hybrid SDWAN for safety, steady and ready for the future plug-in systems. It adheres to the NIST Cybersecurity Framework alongside the Cybersecurity Act B.E. 2562 (2019), with key policies and measures as follows: system and data access control, system and device management, data backup and emergency response planning, risk assessment and evaluation, policy and practice improvements, and accountability for damages.
- The company has response planning and awareness enhancement.
- The company established a Cyber Incident Response Plan and a Business Continuity Plan and participated in cybersecurity exercise drills with external agencies.
- Employees are educated on cybersecurity and personal data protection to enhance IT Awareness and AI-related threats.
- The company will be actively monitoring news and business circumstances.

Risk 9 Shortage of skilled workers

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : No

Risk characteristics

Ratch Pathana and Affiliates run a business producing mainly electricity and steam, which is not necessary to require large number of labors but relies on personnel who have specialists are needed. Unpreparedness of personnel in terms of competency, technical skills, experience, physical condition, or mental state may directly affect operational efficiency, safety, and continuity. However, the Company has implemented an effective human resource management and development system covering recruitment, development, and retention of personnel, along with systematic succession planning, enabling the Company to maintain workforce readiness, and it is assessed that therefore, lack of laborer is considered as low level of risk. The details can be found in Annual Report (Form 56-1 One Report) part 2 7.5.8 Human Capital Development.

Risk-related consequences

Unpreparedness of personnel in terms of competency, technical skills, experience, physical condition, or mental state may directly affect operational efficiency, safety, and continuity.

Risk management measures

- The company has proper employees benefit and compensation.
- The company reviews benefit structure to be suitable with the current economic and market situation.
- The company has a competency-based development plan for employees. • The company provides fundamental training courses called the training roadmap: TRM
- The company has knowledge sharing projects.
- The company has succession planning and manual for execution.
- The company become the organization of happiness.
- The company manages the diversity of personnel across the different age groups to enable working together.
- The company has been closely monitoring the development in the industry.

Risk 10 Product Obsolescence

Related risk factors :

Operational Risk

- Product obsolescence

ESG risk factors : No

Risk characteristics

Ratch Pathana and Affiliates generate electricity and steam which simultaneously delivered through electricity and steam distribution system based on demand of Electricity Generating Authority of Thailand (EGAT) Provincial Electricity Authority (PEA) and industrial factories. By producing and transmitting electricity and steam, the company will not have obsolete products from storage process.

Biomass business of the subsidiaries have storage warehouses and manage the inventory by first-in-first-out (FIFO) system to reduce the risk of fuel quality deterioration. The risk is considered low.

Risk-related consequences

Biomass business of the subsidiaries have storage warehouses and manage the inventory by first-in-first-out (FIFO) system to reduce the risk of fuel quality deterioration. The risk is considered low.

Risk management measures

- The company has the procurement plan that is synchronized with the production plan.
- The monitoring will be conducted every month.
- The company has set the monthly schedule to monitor the biomass quality.
- The company quarterly evaluates suppliers qualifications.
- The company will be actively monitoring news and business circumstances.

Risk 11 Loss or Damage from Non-Compliance of Counterparties

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

The company has counterparties pre-evaluation before signing contracts. The company monitors through reports, monthly meetings, and annual counterparties performance evaluation as prescribed in the operating procedures under the ISO 9001 quality management system. If there are problems detected, the meeting will be conducted with related parties to seek for conclusion. The risk of having negative impact from counterparties default is considered low. The details are shown in Annual Report (Form 56-1 One Report) part 2 1.3 Business Partners.

Risk-related consequences

The risk of having negative impact from counterparties default is considered low.

Risk management measures

- The company has counterparties pre-evaluation before signing contracts.
- The company has been complying with conditions in the agreement.
- In the case of failing to comply with any condition in agreements, the company will urgently contact the counterparties to seek for problems prevention and possible solutions.
- The company focuses on partners to ensure the strong financial status and credibility to debtors.
- The company builds relationships and creates mutual understanding with counterparties.

Knowledge transfer and co-development were promoted to enhance product and service value for mutual growth. Operations are performed and inspected in accordance with the quality management system under the international standard ISO 9001:2015

- The company will be actively monitoring news and business circumstances.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company is a power producer supplying electricity to industrial customers, where continuous business operations are essential to prevent impacts on customers production. The Company has developed a Business Continuity Plan (BCP) to address events that may affect production, such as disasters, system failures, or other unexpected events. The management processes have been established to enable critical systems to be restored within the specified timeframe, to quickly relocate operations to backup sites, and to support Work from Anywhere with secure network and information systems. The Company conducts regular testing and drills to ensure that relevant units are aware of and understand their roles and responsibilities and can effectively follow emergency response procedures.

In addition, The Company recognizes the potential impacts on the safety of employees, customers, business partners, or other related individuals, and has therefore established an Emergency Plan covering emergency events arising from external factors, such as natural disasters, accidents in the production process, power outages, fires, and cybersecurity incidents, integrated into the Business Continuity Plan (BCP) to reduce risks, prevent any losses, and minimize the impacts of emergency events. In addition, the Company has developed communication channels during emergency situations between management and employees, business partners, and external parties to ensure information is communicated quickly, promptly, and accurately.

In the year 2025, the executives and the Risk Management Working Group conducted training and rehearsals of the Business Continuity Plan (BCP) of the Company, including its subsidiaries, to prepare for crisis situations, establish operational guidelines, and prevent and mitigate impacts arising from critical incidents that may disrupt business operations, including operational and/or service disruptions.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain management policy and guidelines : <https://www.ratchpathana.com/storage/document/policy/sustainable-supply-chain-management-plan-en.pdf>

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The Sustainable Supply Chain Management Plan aims to create sustainable energy without long-term, environmentally or societal impacts. It emphasizes efficient resource utilization and flexible supply chain structure management which adaptable to external environmental changes, without posing risks to 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

The company conducts procurement processes according to the 'Green Procurement' guidelines. 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 best 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 smooth business operation and achieve organizational objectives.

2. Supplier Selection Criteria

The company has established criteria for selecting suppliers based on their production capabilities, which meet customer product requirements. This includes evaluating the partners 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 supplier groups based on high-value procurement criteria and/or suppliers who are critical to the production process and/or provide limited products and services. Risk assessment and management processes of these suppliers are conducted as a priority, alongside communication and site visits when 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.

4. Supplier Risk Assessment

The risk analysis in procurement is conducted by evaluating suppliers who have high purchasing value 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 operation. 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 has established comprehensive supplier management measures, including audits and evaluations, to ensure that all suppliers comply with international standards and possess adequate production capabilities. These measures aim to maintain the quality of products and services. Specific activities include Environmental, Social, and Governance (ESG) on-site audits and key supplier site visits, ensuring that suppliers conduct their operations in alignment with sustainable business ethics and the Company's Code of Conduct.

6. Supplier Development Approach

- Provide suppliers with customer-related information such as product expectations, standards, and quality criteria
- Sharing knowledge of manufacturing processes and technologies for collaborative product development
- Support suppliers in transitioning to Green Procurement to meet future customers and market demands
- Encouraging suppliers to adhere to business ethics and
- Foster the growth of secondary suppliers and support their development into key strategic suppliers

Reference link to sustainable supply chain management plan : <https://www.ratchpathana.com/storage/document/policy/sustainable-supply-chain-management-plan-en.pdf>

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Reference link to company's research and development (R&D) policy : <https://www.ratchpathana.com/storage/document/policy/innovation-management-and-development-policy-en.pdf>

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	51.43	2.99	5.41

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

The company cooperates with educational institutions to conduct studies in product development that related to the company's vision and mission. The company's business development plan aims to extend knowledge in biomass to other value creation businesses.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

5.2.1C Information Technology (IT)

- **Utilize IT systems in engineering management and provide online engineering consultations** to enable data recording, reviewing, and retrieval from the system, thereby reducing labor and minimizing documentation errors.
- **Develop AMR programs and corporate billing systems** to enhance operational efficiency.
- **Implement systems based on departmental requirements**, such as ERP, MyHR, CAR OI Online, and engineering consultation platforms.
- **Establish cybersecurity systems**, such as PAM, WAF, and DLP.

5.2.2C Energy

- **Collaborate with the National Metal and Materials Technology Center (MTEC), NSTDA**, to develop a technology evaluation and appropriate investment model project. This aims to formulate policy recommendations for the industrial sector to support investment decision-making in Bio-energy with Carbon Capture and Storage (BECCS) technology in Thailand.
- **Study and monitor the progress of green energy production technologies** to prepare for future energy transitions, such as SMRs, Green Hydrogen Technology, Carbon Capture and Storage (CCS), and BESS.

5.2.3C Others

- **Develop a value-adding project for sugarcane leaves** by processing them into sugarcane leaf briquettes.
- **Further develop the I-REC business** by encouraging renewable energy power plants to register for I-RECs, and promoting I-REC utilization among factories with greenhouse gas (GHG) reduction policies to mitigate Scope 2 GHG emissions.

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

Benefits of innovation development

Financial benefits

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

	2023	2024	2025
Research and Development Cost (R&D) (Baht)	51,430,000.00	2,990,000.00	5,410,000.00

Non-financial benefits

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

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