

SUSTAINABLE DEVELOPMENT REPORT 2023



**Sustainable Energy
Social Responsibility**
www.sahacogen.com



The cover features a collage of images and geometric shapes. The top left is a dark blue triangle with white line patterns. The top right is a night sky with stars and clouds. The bottom right shows a city at night with lights reflecting in water. The bottom left is a light green and yellow geometric pattern. A teal arrow-shaped box points to the right, containing the title text.

SUSTAINABILITY REPORT 2023



SUSTAINABLE ENERGY SOCIAL RESPONSIBILITY



SUSTAINABILITY REPORT 2023

About This Report	1	• Risk Management	39
Message from Managing Director	2	• Anti-Corruption	46
Vision, Mission, Corvalue	3	Social	51
ABOUT SAHACOGEN	4	• Human Rights and Labour Practices	51
Awards	8	• Employee Relations And Participation	60
The Sustainability Performance	9	• Human Resource Development	62
Results for the Year		• Health and Safety compliance	70
Materialiy	10	• Social development and Participation	76
Sustainability Development	14	Environment	86
• Strategy And Policy For Business Sustainable	14	• Environmental Management	86
• Supply Chain Management	20	• Climate Change	92
• Customer Communication and Engagement	26	• Energy Management and	98
• Stakeholder Engagement	27	Efficient usage of resources	
Economic and Corporate Governance	33	• Biodiversity and Ecosystem	104
• Economic Performance	33	• Innovation	107
• Good Corporate Governance	35	GRI Content Index	110

ABOUT THIS REPORT



Sahachoen (Chonburi) Company Limited (Public) prepares a sustainable development report annually for the 11th consecutive year to demonstrate its commitment to transparently disclosing sustainable business practices and communicating with the public. This report covers the company's sustainable initiatives across three dimensions: economic, social, and environmental aspects that are vital to its business operations and stakeholders. The reporting period spans from January 1, 2023, to December 31, 2023.

Guidelines for Report Preparation

The Sustainable Development Report for the year 2023 adheres to the framework of the Global Reporting Initiative Standards (GRI Standards) at the Core level, incorporating Environmental, Social, and Governance (ESG) metrics as a basis for reporting. The organization's operations are evaluated against the sustainable development goals set forth by the United Nations (UN Sustainable Development Goals: SDGs).

Scope of the Report

The report considers the business relevance, completeness of data, and the impact on the company's operations, covering the operations of Sahacogen (Chonburi) Public Company Limited and its subsidiaries, including Sahacogen Green Limited and Sahagreen Forest Limited.

Reliability of the Report

The content of this report has undergone testing for data completeness and coverage of key issues relevant to the company and stakeholders. This includes verification of data accuracy by senior management of relevant departments to ensure confidence in the quality, completeness, and reliability of the reported information. The company is also considering obtaining data quality certification from external organizations in the future.

Communication channel

If you have any suggestions or want to ask for more information.

You can contact at

Sustainability

Sahacogen (Chonburi) Public Company Limited

📍 636 Moo 11, Sukhaphiban 8 Road, Nong Kham Sub-district,
Si Racha District, Chonburi Province 20230,

📞 038-481-555

✉️ sd@sahacogen.com

🌐 www.sahacogen.com



Message from Managing Director

The year 2023 has been a particularly challenging year for Sahacogen due to the upcoming expiration of the Power Purchase Agreement (PPA) in the Cogeneration system with Electricity Generating Authority of Thailand (EGAT) in the year 2024. Therefore, the new power plant has been constructed to replace the existing power plant which expiring PPA. Furthermore, the company has a policy to increase the proportion of renewable energy generation to support the goal of achieving Net Zero GHG Emissions of Thailand by the year 2065 by participating in the bidding of electricity supply from renewable energy in the form of Feed-in-Tariff for the year 2022-2030, together with conducting Private PPA business in order to generate additional electricity from Solar Rooftop.

The company emphasis on the business growth aligned with the sustainability by further improving the governance towards the sustainability in environmental, social, and governance aspects or ESG, as well as considering the impacts on shareholders and stakeholders at all levels. The company focuses on developing and promoting innovation and new technologies according to the business strategy to create added value and long-term growth, including social and environmental benefits. The sustainability policy and strategy have been reviewed regularly to comprehensive risks management in line with the current situation, covering all aspects.

According to the environmental management, the company was certified a Carbon Footprint for Organization (CFO) covering scope No. 1-3. In the year 2023, the net amount of greenhouse emissions decreased by 9.62% compared to the base year 2022. Currently, the company prepared to request for the certification of Carbon Footprint Products (CFP) of electricity and steam from Thailand Greenhouse Gas Management Organization (Public Organization), which expected to be certified in May 2024.

The company built good engagement with the organization by enhancing the employees' potentials and capabilities, supporting essential resources, creating safe-workplace environment, and stimulating creativity. Sustainability was integrated as a fundamental component of the business development and operations across entire supply chain, coupled with creating the value for communities and society to grow sustainably together. The various projects in developing communities and societies were to raise employees' awareness, which leaded the company to receive engagement survey score of 100% from the surrounding communities regarding participation in the social development for the year 2023.

Regarding building the confidence in corporate governance and transparency, the company has been being rated 5 stars (Excellent) of Good Corporate Governance Report of Thai Listed Company (CGR) by Thai Institute of Directors Association (IOD), supported from the Stock Exchange of Thailand (SET) for 4 consecutive years. Moreover, the Company received the "Sustainability Disclosure Acknowledgement Award 2023" from Thaipat Institute for 5 consecutive years, and has been assessed the sustainability by the Stock Exchange of Thailand (SET) with the total score of 77% or SET ESG Rating ranked at "A" level. Furthermore, the company also participated in the Cyber Resilience Survey 2023 organized by the Stock Exchange of Thailand (SET) for the second consecutive year and received score of 4.23 out of 5 (Above NIST Function Average Rating).

The company strongly believe that conducting the business operation in accordance with good corporate governance, and managing business operations properly and fairly with the responsibility towards society and stakeholders at all levels will further lead to sustainability growth.

(Ms. Suvimol Prataknukul)

Managing Director and Chairman of Sustainability Committee

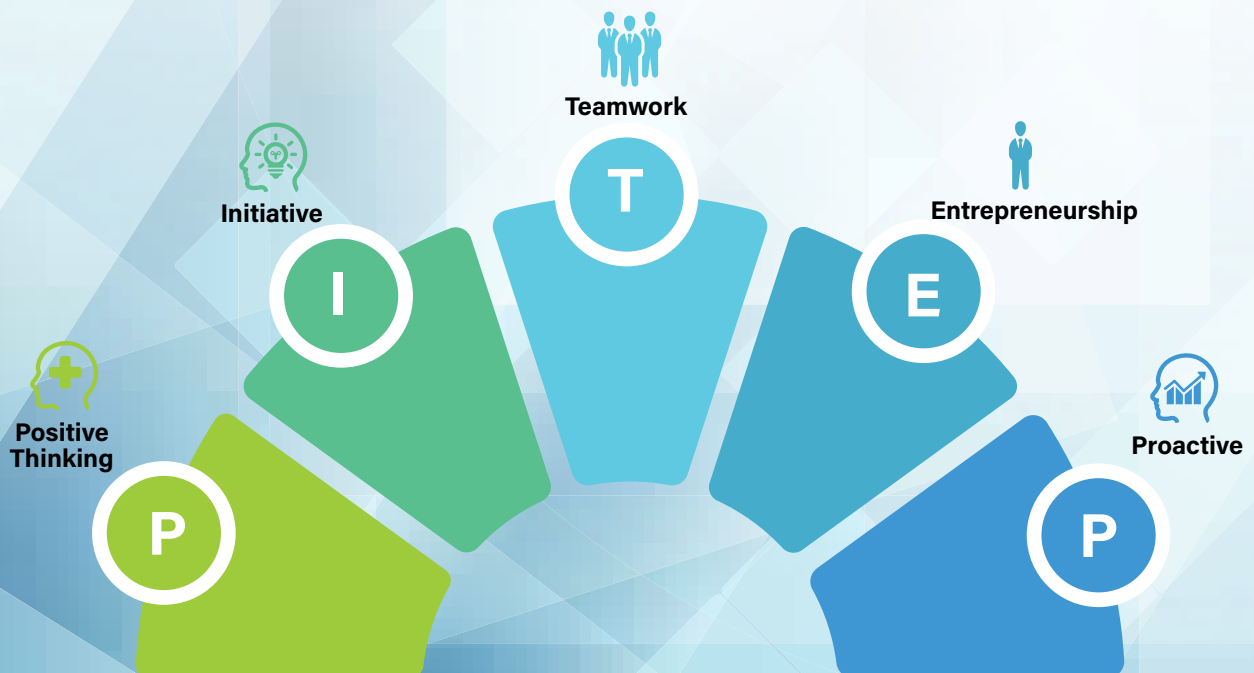
VISION

“ We will be a leading small power producer and relating businesses with the continuous and sustainable developments to maximize the satisfaction of stakeholders. ”

MISSION

- 1** To produce and distribute high quality and reliable energy to meet the requirements and satisfactions of customers
- 2** To enhance capability and competence with continuous development
- 3** To earnestly respond to social, partners and employees by management in compliance with the good governance
- 4** To efficiently and effectively operate with the awareness to safety, occupational health hazards and environment

CORE VALUES



ABOUT SAHACOGEN

Sahacogen Group consists of Sahacogen (Chonburi) Public Company Limited, a Small Power Producer: SPP, producing and distributing electricity and steam. Located in Saha Group Industrial Park–Sriracha Chonburi Province Established in 1996 and registered as a public company in 2002, stock symbol “SCG” in terms of business expansion Established a subsidiary focusing on renewable energy business development along with business operations considering participation in community and social development Consists of the following.

1. Sahacogen Green Company Limited operates a very small biomass power plant



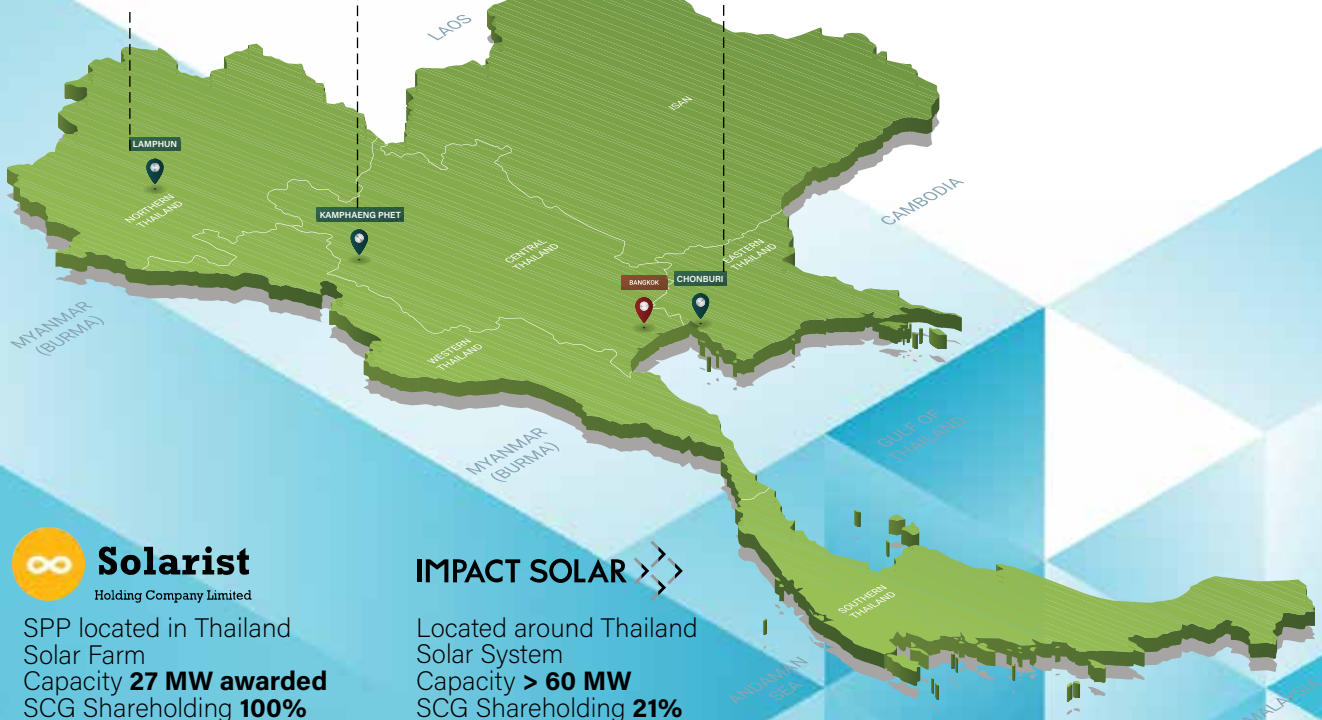
Located at Lamphun Biomass Power Plant
Capacity **9.6 MW / 25 TPH**
SCG Shareholding **100%**



Located at Kamphaeng Phet Biomass Power Plant
Capacity **7.5 MW**
SCG Shareholding **75%**



Located at Sriracha, Chonburi Natural Gas Power Plant
Capacity **214 MW/96 TPH**



SPP located in Thailand Solar Farm
Capacity **27 MW awarded**
SCG Shareholding **100%**



Located around Thailand Solar System
Capacity **> 60 MW**
SCG Shareholding **21%**

PROGRESSION AND MAJOR DEVELOPMENTS IN 2023



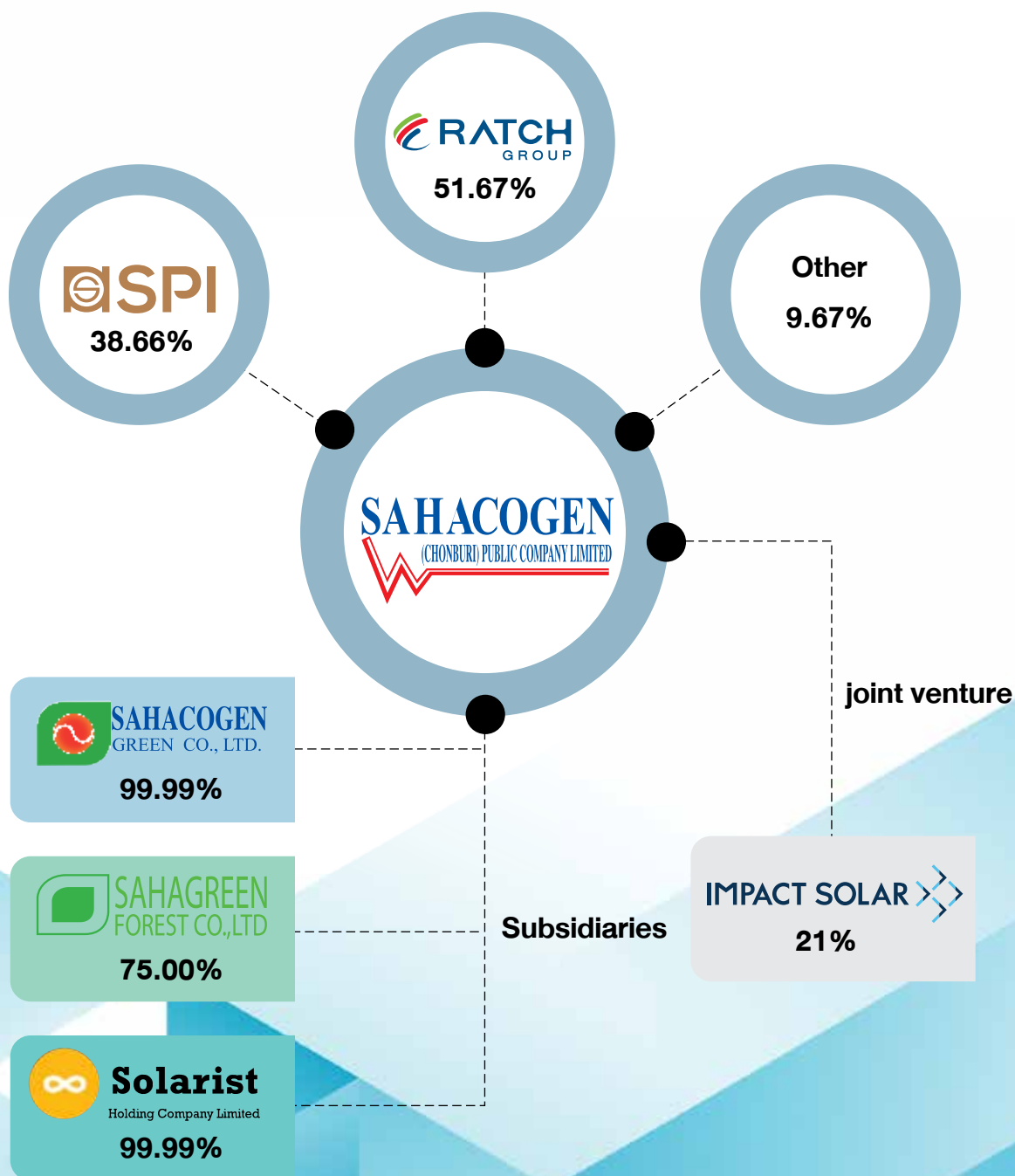
The year 2023 has been a particularly challenging year for Sahacogen due to the upcoming expiration of the Power Purchase Agreement (PPA) in the Cogeneration system with Electricity Generating Authority of Thailand (EGAT) in the year 2024. Therefore, the new power plant has been constructed to replace the existing power plant which expiring PPA. Furthermore, the company has a policy to increase the proportion of renewable energy generation to support the goal of achieving Net Zero GHG Emissions of Thailand by the year 2065 by participating in the bidding of electricity supply from renewable energy in the form of Feed-in-Tariff for the year 2022-2030, together with conducting Private PPA business in order to generate additional electricity from Solar Rooftop. In the past year, the company has undertaken several significant initiatives, including:

- The company expanded its investment into solar energy production and distribution by participating in Impeck Solar Co., Ltd., which operates in the production and management of solar power systems. This venture has installations with a combined capacity of over 50 megawatts. Additionally, through Sakhon

Green Co., Ltd., the company engages in the production and distribution of electricity from solar power projects installed on rooftops (Solar Rooftop), providing power to hospitals under the Principle Healthcare umbrella and various hotels through Power Purchase Agreement (PPA)

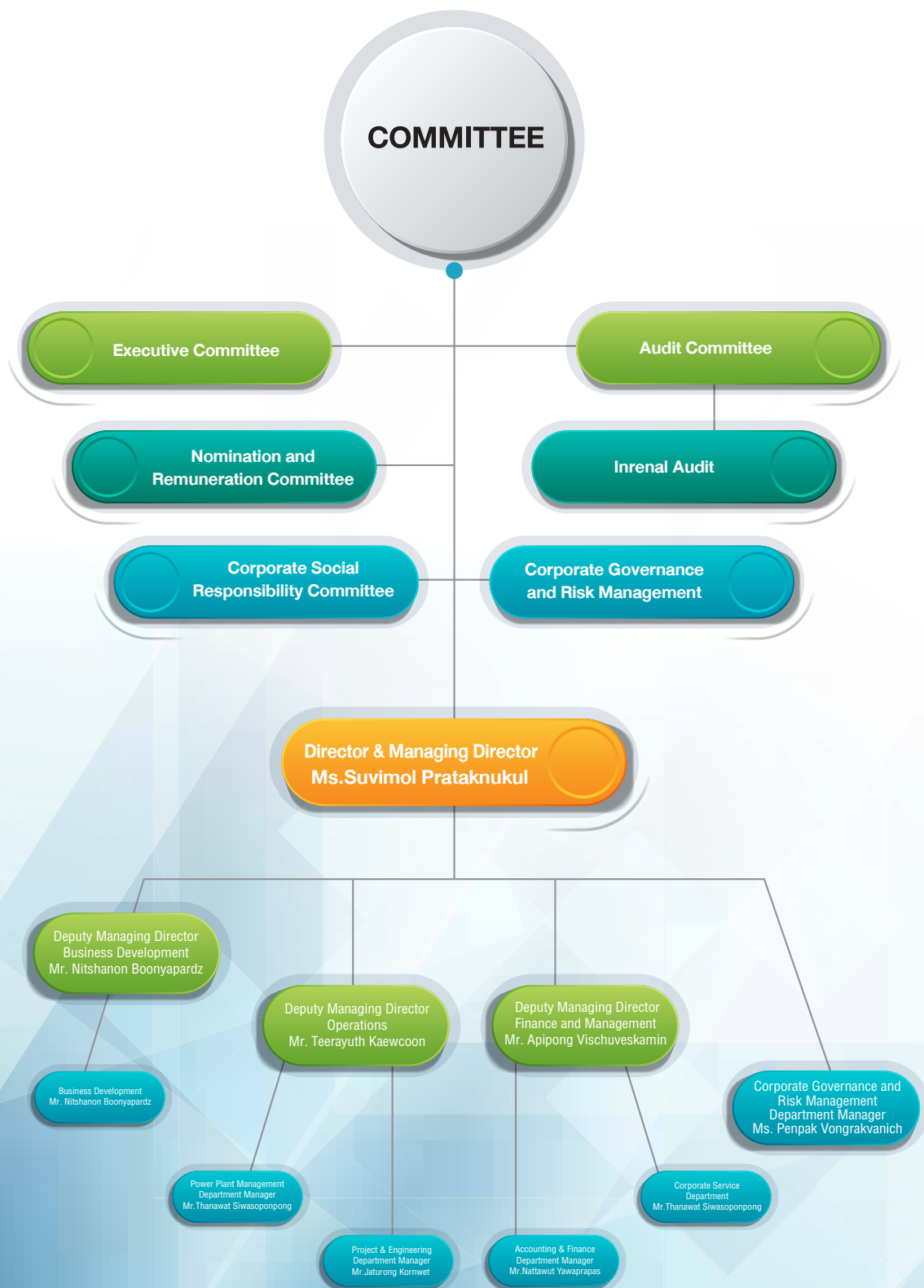
- On March 22, the company signed Solar Power Purchase Agreement with Saha Pathana Inter-Holding PCL to distribute electricity from solar rooftop to factories in Saha Group Industrial Park-Sriracha.
- On December 22, the company started the Commercial Operation Date (COD) to distribute the electricity from solar rooftop Project, phase 1, with a total generation capacity of 0.89 Megawatts through Saha Pathana Inter-Holding PCL. to Thai Samsung Electronics Co., Ltd in Saha Group Industrial Park-Sriracha.

SAHACOGEN BUSINESS STRUCTURE



ORGANIZATIONAL STRUCTURE

SAHACOGEN



AWARD OF PRIDE 2023

AWARD OF PRIDE 2023

SET ESG Ratings 2023, Sahacogen (Chonburi) Plc. has received The Sustainability Investment award for listed companies that conduct business in accordance with corporate governance with social responsibility. Organized by the Stock Exchange of Thailand.



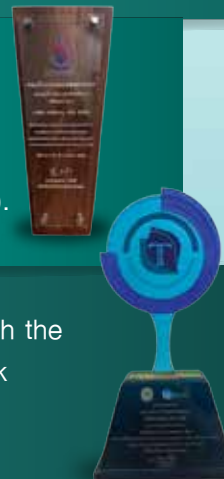
Sustainability Disclosure Acknowledgement 2023, Sahacogen (Chonburi) Plc. has received The Acknowledgments Awards for Disclosure of Sustainability in 2023 by Thaipat Institute.



5-star good corporate governance assessment score or "Excellent" Sahacogen (Chonburi) Plc. has received the 5-star good corporate governance assessment score or "Excellent" from the Corporate Governance Survey of Thai Listed Companies 2023 (CGR), By Thai Institute of Directors (IOD) supporting from The Stock Exchange of Thailand (SET).



The company "Sahacogen Green Limited" has been awarded the recognition plaque for excellence in energy, safety, and environmental standards development for very small power producers (VSPP).



Saha Green Forest Co., Ltd. has been certified with the highest level of safety, occupational health, and work environment management standards (Platinum).



Sahacogen (Chonburi) Plc. has Certified for the renewal of the Anti-Corruption Alliance by Thai Private Sector Collective Action Against Corruption (CAC)



THE SUSTAINABILITY PERFORMANCE RESULTS FOR THE YEAR 2023



ECONOMY AND CORPORATE GOVERNANCE

Total income
5,421.44
Million

Net Profit
94
Million

CAC

Thailand's Private Sector
Collective Action Coalition
against Corruption

Employees test to measure
knowledge about
anti-corruption

100%

Complaints
Regarding Corruption **=0**

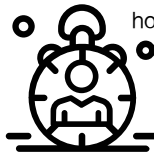


SOCIAL

Social investment
128
Million



Average training
49.96
hours /person/ year



Employees test to measure
knowledge about
anti-corruption



Time / **200,000**
working hours

Generate income
for farmers annually
2, \$ \$ \$
Million

Project to increase the value
of biomass and create income
for farmers
600,000
Baht

Project to develop youth
potential: Volunteer for
public health in the
community
350 person

Community complaints
Complaints regarding labor
and human rights **=0**



ENVIRONMENT

Environmental
investment
6.1
Million



The greenhouse gas
emissions have
decreased from the
baseline year

9.62%

Carbon Intensity

0.371
KGCO₂/KWH

REDUCING AGRICULTURAL RESIDUE BURNING AREAS

Reducing sugarcane
burning area
15,382 RAI
OR **6,082** ACRES
IPSUM

Reducing corn husk
burning areas
73,608 RAI
OR **29,104** ACRES
IPSUM



The reduced
amount of water
usage
8,9702.6
m³ per year

MATERIALITY

There are 4 steps to the process of selecting material issues and the extent of impact. With operation details as follows:

STEP 1

IDENTIFICATION

The Company considers and selects sustainability issues related to Sahacogen's business operations. Considering the issues that affect the development of the organization. Both internal and external factors. Internal factors include goals, strategies, and business direction. External factors such as global sustainability trends. The Global Sustainable Development Goals (SDGs) are the 10 pillars of the UNGC (United Nation Global Compact) in economic, social, and environmental dimensions. Including the expectations of the stakeholders on the selected key issues. Then used to create a sustainable development framework (Sustainability Framework) of the organization.

STEP 2

PRIORITIZATION

The company uses information to identify key sustainability issues that are significant to the company and stakeholders to group and analyze the level of importance. By comparing the compliance with the indicators according to the guidelines of GRI by considering the test (Materiality Test). Which has screened all issues through the criteria for assessing and making decisions of stakeholders (Influence on Stakeholder Assessments and Decisions) and the importance of the economic, social and environmental impacts of the Sahacogen Group. (Significance of The Organization's Economic, Social and Environmental Impacts) through participation in meetings with senior management to prioritize issues related to business operations.

STEP 3

VALIDATION

Review of important issues by the central agency responsible for the preparation of the Company's report. And present important issues to the top management in consideration and approval. To ensure the identification of issues is complete and that the content disclosed in the report is consistent with the principles outlined in the report.

STEP 4

REVIEW

Interviews and solicit opinions from stakeholders directly after publication of the report. To know the level of satisfaction with the sustainability report of the company in various issues covering topics and content, sufficiency of information, reliability of information, presentation method and a copy of the report. As well as suggestions on other sustainability issues that the company should be presented in the next report. The recommendations gained from this process will be developed for the next year's report. To meet the needs and expectations of the stakeholders to the maximum.





















Sahacogen Group defines 15 key sustainability issues in 2023, divided into three groups according to the Sahacogen Group's Organizational Development Guidelines as follows:











Environment	Corporate Governance	Social Sustainability
1. Energy management	6. Good corporate governance and risk management	11. Safety and occupational health
2. Adaptation to climate change	7. Anti-Corruption	12. Human resource development and employee welfare
3. Environment management	8. Supply Chain Management and Stakeholder Engagement	13. Labor practices and human rights
4. Waste management	9. Green business investment Sustainable Innovation	14. Participation in community and social development
5. water management	10. Cyber Security	15. Protection of Personal Information

Sustainability issues evaluation results of 2023



SUSTAINABILITY ISSUES EVALUATION RESULTS OF 2023

	issues	Scope of impacts		Management approach and objectives	SDGs
		Internal impacts	External impacts		
Environment	Energy management	●	●	<ul style="list-style-type: none"> Enhanced energy management efficiency. Energy conservation projects. Investment in clean energy businesses. 	   
	Climate change adaptation	●	●	Reducing greenhouse gas emissions from organizational	
	Environmental management	●	●	<ul style="list-style-type: none"> No significant environmental complaints. Efficient use of resources. 	  
	Waste management	●	●	Reduce waste from the production process.	
	Water management	●	●	Reduce water usage and implement water recycling systems in the production process.	
Corporate Governance	Good corporate governance and risk management oversight.	●	●	<ul style="list-style-type: none"> Manage the organization according to ethical principles. Organizational risk management policies. 	
	Anti-corruption	●	●	<ul style="list-style-type: none"> A member of Thailand's Private Sector Coalition Against Corruption: (CAC) No incidents related to corporate corruption 	  
	Management of supply chain responsibility and involvement with stakeholders.	●	●	<ul style="list-style-type: none"> No complaints related to trade management. Green procurement policy. 	 
	Green Innovation	●	●	<ul style="list-style-type: none"> Development of environmentally friendly technologies and innovations Investment in clean energy businesses. 	   
	Cyber security.	●	●	Development of data storage and leak prevention systems.	

		Scope of impacts		Management approach and objectives	SDGs
		Internal impacts	External impacts		
Social Sustainability	Safety and occupational health.	●	●	<ul style="list-style-type: none"> • No work-related fatalities or injuries leading to work stoppages. • Cultivation of a safety culture in the workplace 	  
	Human resource development and employee care.	●	●	<ul style="list-style-type: none"> • Promotion of local employment opportunities. • Increase in employee training hours. 	 
	Labor practices and human rights.	●	●	<ul style="list-style-type: none"> • Human rights and staff development. • Promotion of gender equality. 	 
	Community and social development participation.	●	●	<ul style="list-style-type: none"> • No community disputes. • Communication guidelines and community engagement. • Community development projects. 	 
	Personal data protection.	●	●	<ul style="list-style-type: none"> • Development of personal data storage systems. 	



SUSTAINABLE BUSINESS

OPERATIONS

The Company is committed to raising the level of corporate sustainability development in line with the Sustainable Development Goals (SDGs) of the United Nations (Sustainable Development Goals: SDGs). Therefore, the organization's sustainability policy has been established. To be a guideline for the business operations of the Sahacogen Group to cover all dimensions. both in economic, social and environmental aspects according to the principles of good corporate governance as follows:

Sustainability Policy

1. Establish a corporate sustainable development strategy that covers good corporate governance by identifying, evaluating, and responding to Business issues (Materiality) and risks that have an impact on stakeholders both in economic, social and environmental dimensions in business planning business decision and operation process to achieve the sustainable development goals of the organization.
2. Adhere to the principles of fair business (Good Governance) to stakeholders and benefit society with good corporate governance. Be ethical and virtuous According to the Code of Conduct and internal audit system, including conducting business with transparency, honesty, adhering to the correctness against corruption. (Anti-Corruption) does not support the creation of work success through immoral and illegal methods.
3. Define guidelines for conducting business for sustainability covering all dimensions as follows:
 - 3.1. Economic dimensions
 - **Responsible for customers, partners throughout the business chain** by developing an efficient production system to deliver high quality products Safe and stable for customers. returns to partners equally and fairly. Build good relationships with customers, alliances and business partners, as well as encourage stakeholders throughout the business chain to conduct business in accordance with sustainable development guidelines.
 - **Innovation** and new technologies to create added value and sustainable growth of the organization as well as supporting and cooperating with the community and institutions conducting research studies on increasing productivity or the use of waste materials from the production process. To create or transform into new usable inventions including to dissemination those knowledge and innovations to society in a concrete way.
 - 3.2. Social dimensions
 - **Respect Human Rights and Labor Practices** by respecting and supporting the protection of human rights in all forms. Treat other persons and employees equally without regard to gender, age, skin color, education, race, religion and personal beliefs. And encourage employees to receive fair benefits and welfare in accordance with labor laws.

- **Capability Development and Employee Retention** by giving importance to the potential and competence of employee's development. Training and resources needed to work at full potential as well as encouraging creativity and a sense of entrepreneurship.
- **Health and Safety Environment** as well as regularly promoting knowledge and creating awareness of occupational health and safety for employees.
- **Community Involvement and Development** by promoting development within the community in terms of education, economy, quality of life and society. with Corporate Social Responsibility as well as encouraging employees to participate in public activities and to conserve good culture and traditions of the community on a regular basis.
- **Participation of Stakeholders** to create mutual benefits, find solutions and determine appropriate measures. Establish clear channels for dissemination and communication with participatory, diverse, and consistent with the way of life of all groups of stakeholders.

3.3 Environmental dimensions

- **Environmental Management** by complying with the requirements of relevant laws and regulations. Seeking ways to improve the efficiency of environmental quality management and control. including preserving the ecosystem and biodiversity by promoting and supporting all groups of stakeholders to consider the importance of benefiting society and mankind sustainably.
 - **Efficient Use of Resources** by encourage to use all types of resources for maximum benefit. Including seeking ways and methods to reduce the use of limited resources for the most efficiency.
 - **Climate Management** by managing greenhouse gases in strict compliance with relevant laws and regulations. as well as seeking measures to reduce greenhouse gas emissions and how to respond to climate change. to prevent and reduce potential impacts on business operations.
4. Disclose the corporate sustainability policy. Data and performance on sustainability in all dimensions according to the criteria and requirements of relevant agencies as well as internationally accepted standards in a sufficiently transparent and timely manner.
 5. Raise awareness and instill good conscience among directors, executives, and all employees. which has a duty to support Promote and operate in accordance with this Corporate Sustainability Policy.



SUSTAINABILITY STRATEGY : 3P



PROSPERITY

**build and expand
business alliances.**

- Good Corporate Governance
- Business Development and Green Innovation
- Supply Chain Management
- Participation with stakeholders

PEOPLE

**Develop safety standards
and culture.**

- Personnel development and employee welfare
- Respect for human rights and fair labor practices
- Participation in community and social development

PLANET

**Energy and Resource
management**

- Climate change response
- Resource management
- Energy management
- Supporting Greenhouse Gas Reduction Policy.

SUSTAINABLE ENERGY FOR PEOPLE & PLANET PROSPERITY

**SCG Delivers Stable Clean Energy to improve the quality of life,
create society, and take care of the environment sustainably.**



SUSTAINABILITY COMMITTEE

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

Members of Sustainability Committee are;



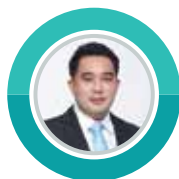
Ms.Suvimol Pratakukul
Chairman



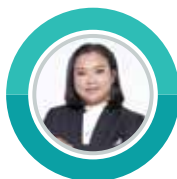
Mr.Apipong Vischuveskamin
Committee



Mr.Jaturong Kornwet
Committee



Mr.Nattawut Yawaprapas
Committee



Mrs.Uthoomporn Sinprajakpol
Committee



Mr.Pornsak Chuamuangphan
Secretary

**Sustainability Committee of January,1 2024

Duties and Responsibilities of the Sustainability Committee

- 1** Set policies, strategies, goals, practices, and frameworks for the Company's sustainability operations.
- 2** Consider and scrutinize plans, projects, activities, and budgets on sustainability. both in the economic dimension Society and the environment of the company to achieve the company's sustainability goals and policies.
- 3** Follow up progress on sustainability operations Evaluate the success and quality of sustainability projects or activities.
- 4** Encourage board participation of Executives and employees at all levels in the company's sustainability activities.
- 5** Supervise to ensure compliance with policies and/or regulations related to the sustainability of the Company.
- 6** Propose requirements on corporate governance policy and business ethics of the company. Including the company's employee ethics related to sustainability.
- 7** Review the Company's sustainability policy and/or practices as appropriate. To be consistent with laws, regulations, and practices of regulatory agencies. Including in accordance with national and international standards. and update to be current.



Sustainability Committee Report

In 2023, the Sustainability Committee oversaw and monitored sustainability efforts. Quarterly meetings were held, totaling 4 times, with all 5 committee members attending each time. The key points summarized as follows.

- 1** Reviewed the committee charter and sustainability policies to align with the current situation.
- 2** Appointed sustainability and greenhouse gas management task forces to ensure smooth operations.
- 3** Approved goals, measures, and plans to reduce the organization's greenhouse gas emissions in line with the company's climate change adaptation policy, aiming for Carbon Neutrality in 2050 and Net Zero emissions in 2065 of Thailand.
- 4** Monitored the development of reports on the organization's and product's carbon footprints, including seeking certification and registration with the carbon management organization.
- 5** Fostered employee awareness of the relationship between sustainability, risk, and organizational development, integrating sustainability as a core component of business development and operations throughout the production chain.
- 6** Collaborated to define strategies and continuously develop the business.

By prioritizing responsible business practices that cater to the interests of all stakeholders appropriately and supporting the Board of Directors in continuously overseeing the company's sustainability efforts, the Sustainability Committee achieved an evaluation score of 96.73% in 2023, placing it in the "Excellent" performance category.

Adherence to the United Nations Global Compact

The 10 Principles	Sahacogen's Operation
Human Rights 1. Business should support and respect the protection of internationally proclaimed human rights. 2. Business should make sure they are not participating in activities abusing human rights.	<ul style="list-style-type: none"> The code of conduct defines "human rights" according to its corporate governance policy. Equal opportunity employer: avoids discrimination based on gender, skin color, race, religion, personal belief, age, disability, or other characteristics not relevant to the job scope. Provides communication channels for employees who want to petition claims of inequitable treatment or infringement on human rights. All claims are processed fairly.
Labor 3. Business should uphold the freedom of employees' association and their rights to claim for group negotiation. 4. Business should eliminate all forms of forced and compulsory labor. 5. Business should stop abolition of child labor. 6. Business should stop discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> Under the legal framework, all employees will be treated with respect, dignity and all basic rights in the workplace. All employees will be given an equal opportunity for growth and promotion through encouraged training and exchange of knowledge. Compensation is based on an employee's knowledge, competence, position, responsibility and performance. The performance evaluation will be conducted fairly. A Welfare Committee will be established to consider welfare benefits for employees at all levels. This includes medical treatment, provident funding, and welfare extending to family members. All facilities will operate under a safe, hazard-free environment. Strictly prohibits forced labor, child labor, and illegal labor in all manners of business.
Environment 7. Business should support a precautionary approach to environment challenges. 8. Undertake initiatives to promote greater environmental responsibility. 9. Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> The company defines the organization's vision as "Continuous and Sustainable Organization Development" focusing on business operation in compliance with sustainable growth, responsibility to society and environment. Setting Company's mission to adhere to good governance with respect to society, counter parties and employees; and also respond to any concerns regarding safety, occupational health hazards and environment concerns. The CSR Committee, Safety Health Occupation Committee, and the Safety Committee will conduct compliance regularly. Information will be transparent, accurate, in plain language, and will be disclosed in a timely manner. Feedback and impacts on nearby communities will be handled in a timely manner. Build and cultivate CSR and environmental awareness to employees at all levels. Resources will be used efficiently and sustainably. Support the development and the use of environmental friendly technology
Anti-Corruption 10. Business should work against corruption in all forms, including extortion and bribery.	<ul style="list-style-type: none"> Policies are required to comply with the law. Anti-corruption, giving and receiving gifts, entertainment, and support/donations must be in line with policies and disclosed to management. Promote the organization culture to act with integrity. Management controls and internal audits will operate efficiently and effectively. Organization and presentation of financial reports must be accurate and transparent. Establish communication channels for issues relating to corruption. Ensure safety, anonymity, and protection for anyone who comes forward. Audit Committee will investigate all cases in a transparent and equal manner.

POLICY AND SUSTAINABLE SUPPLY CHAIN MANAGEMENT PRACTICES

The company operates in the energy sector, producing and distributing electricity and steam throughout the supply chain from the source to the end-user. The company is committed to ensuring energy security by producing and developing clean energy, focusing on safety and environmental friendliness.

It emphasizes community involvement and creating benefits for local communities following the principles of Green Energy.

Supply chain management in the energy production process involves managing and controlling all activities related to energy production, including raw material collection, production, storage, transportation, and distribution, to ensure efficient operations and minimize environmental impact.

Supply Chain Management in Energy Production Processes



Policy and Sustainable Supply Chain Management Practices

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

1. Implement a supplier selection system within the supply chain that operates in accordance with the law, complies with safety and occupational health standards, and is environmentally friendly. Conduct business with partners based on fair competition principles and mutual respect.
2. Maintain the confidentiality of partner information or data and refrain from using it for personal gain or unauthorized parties.
3. Foster good relationships and understanding, exchange knowledge, collaborate on development, and add value to products and services for mutual growth.
4. Adhere to trade agreements and provide accurate information. In cases where compliance is not possible, proactively negotiate with partners in advance to find solutions and prevent damage.
5. Do not offer, accept, or agree to accept any assets or other benefits beyond the terms of the trade agreement.

Sustainable Supply Chain Management Plan

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

1. Green Procurement

Sahacogen has created a green procurement guide to implement in the procurement process. This is part of the supply chain management policy aimed at minimizing the impact on the environment. Focus on the selection of environmentally friendly by we have developed good practices for business partners to help manage environmental risks, Social and corporate governance (ESG). As well as increase and develop partners' potential. Specially to support new government laws that may lack understanding until the procurement is delayed. Therefore, it is important to drive the Sahacogen business to smooth and achieve organizational objectives.

In 2023, We have developed the following standards, regulations and internal processes related to risk management in the supply chain.



2. Partner Selection

Partner capability, capacity, standard system, services, transportation, safety, occupational health Including business partners that are responsive to society and environment By using questionnaires for initial assessment and conducting audits to ensure that the selected partners have sufficient potential and reliable.

3. Management of partners

By using ethier high value procurement criteria or a significant partner that may have an impact on the manufacturing process or a trading partner with a small number of merchandise and services risk consideration and supplier risk management. Including communication and business visits of business partners in appropriate in order to formulate strategies and development of cooperation for the further.

4. Assessing partner risks

Purchasing risk analysis based on suppliers with high purchasing value or partners with key production factors which may affect delivery to customers. Therefore, need to assess the risk in any situation that can happen and make a plan to support to ensure that the risk can be managed in a level that does not affect customers and businesses.

Making a risk management plan by trading partners. The partners have to assess the risks of their own business operations on topics that have the opportunity to arise and lay out a guideline for response in order to avoid any impact on business operations between each other.

5. Supplier Evaluation

Establish the partner management measures, including audits to ensure traders comply with the requirements. According to international standards, capability of the distributor to maintaining quality of products and services such as the environmental, social, and business operations (ESG On-site Audit), Key Supplier Site Visit, for suppliers to comply with Code of Business Ethics.

6. Partner Development Guidelines

- Providing customer information such as product expectations, standards, quality criteria.
- Providing knowledge on production processes and technology for joint product development
- Development of business partners to aim for (Green Procurement) that is in line with the needs of customers and consumers in the future.
- Partner development in operating in accordance with business ethics.
- Development of secondary partners for the opportunity to become more important trading partners.

Supplier Evaluation Results 2023

Assessment Topics	Suppliers who pass the assessment criteria (From 162 suppliers)			
	Partner	New Partner	Total	Percentage
1. Integrity/Transparency/Responsibility				
No history of any form of corruption.	130	32	162	100%
No history of job abandonment.	130	32	162	100%
2. Management and environmental responsibility				
Certified environmental standards or comply with environmental requirements (ISO 14001/EIA)	2	3	5	100%
Compliance with environmental laws or regulations and procedures for managing environmental impacts.	2	3	5	100%
3. Labor and Social Responsibility				
No child labor or illegal foreign labor.	130	32	162	100%
Respecting the human rights of workers, does not violate basic human rights.	130	32	162	100%
Business operations that show social responsibility, does not affect surrounding communities.	130	32	162	100%
4. Conflicts of interest				
Executives/Directors have no positions in companies offering competitive prices.	0	0	0	0

SAHACOGEN SUPPLIER CODE OF CONDUCT

Sahacogen is committed to sustainable business growth, accompanied by effective corporate governance, to mitigate risks arising from legal issues, regulations, and related requirements. This includes the risk of business interruptions that may impact the company's reputation in terms of business ethics, social responsibility, and environmental concerns.

The company is confident that the reputable name and strong sense of responsibility of Sahacogen will be conveyed to "partners" every time there is engagement, whether it's related to products, services, or business processes. In this regard, Sahacogen has established "Supplier Code of Conduct for the United Chemicals Group", which outlines the content and scope to be complied with under relevant regulations, laws, and requirements. This aims to encourage ethical conduct, respect for human rights, fair treatment of labor, ensuring occupational health and safety for employees, and emphasizing sustainable environmental management practices for all related activities.

1. Business Ethics:

- 1.1 Business Integrity, Corruption, and Bribery: Partners of Sahacogen must conduct business with integrity and adhere to international standards of business ethics. They must also endorse the anti-corruption policy, demonstrating a commitment to strict compliance regarding fraud, bribery, deception, or bribery attempts. In case any partner is involved in paying or receiving bribes, the contract will be terminated, and the United Chemicals Group will not be liable for any resulting damages. Legal actions may be taken against the partner as per the law.
- 1.2 Compliance with Regulations: Partners of Sahacogen must conduct business in compliance with all applicable laws, including international, national, and local regulations, as well as any specific regulations governing the business operations and necessary licenses in the respective locations.
- 1.3 Confidentiality: Partners of Sahacogen must safeguard the confidentiality of Sahacogen proprietary information and must not use information for illegal purposes and/or personal gain and/or commercial benefit.
- 1.4 Conflict of Interest: Partners of Sahacogen must disclose in writing any identified conflicts of interest between employees and staff and partner.
- 1.5 Gifts and Rewards: Partners of Sahacogen must understand that employees of Sahacogen will not give or receive gifts, rewards, or souvenirs that may influence business decisions or create unfair advantages unless they are customary business practices.
- 1.6 Information Disclosure: Partners of Sahacogen must maintain accurate data and disclose information related to business, environment, social activities, and structure, including business performance, in accordance with relevant laws and regulations.

2. Social Responsibility

Partners of Sahacogen must respect the rights of workers and treat them fairly according to international standards, with the following guidelines:

- 2.1 Labor Freedom: Partners of Sahacogen shall not use forced or involuntary labor under any circumstances.
- 2.2 Child Labor: Partners of Sahacogen must not employ child labor below the legally defined age and shall not allow children or individuals under the age of 18 to work at night or in hazardous environments.
- 2.3 Compensation and Benefits: Partners of Sahacogen must provide wages, rights, or benefits to employees in a fair and lawful manner. The wages received by employees must not be lower than the minimum wage rate prescribed by law, including compensation and benefits as required by law.
- 2.4 Working Hours: Partners of Sahacogen must not allow employees to work beyond the legally defined limits, including overtime and work on holidays.
- 2.5 Equal Treatment: Partners of Sahacogen must treat employees equally without discrimination based on gender, race, color, religion, age, marital status, pregnancy, political opinion, or disability in hiring, compensation, training, promotion, termination, or dismissal, unless required by business practices.
- 2.6 Termination: Partners of Sahacogen must follow the legal procedures for termination and shall not terminate employment contracts unfairly. Evidence must be clear that the termination is legal and does not affect the employee's job performance.
- 2.7 Human Dignity: Partners of Sahacogen must respect the rights of employees and prohibit any actions that violate physical, verbal, or mental integrity, including harassment or intimidation in any form.
- 2.8 Freedom of Association: Partners of Sahacogen must respect the rights and freedoms of their employees to join or not to join associations, unions, or federations, including engaging in various negotiations.
- 2.9 Community Involvement: Partners of Sahacogen must establish and maintain community involvement to enhance the efficiency of community relations in the operating area.
- 2.10 Community Impact: Partners of Sahacogen must systematically assess, document, and control environmental impacts that may affect the community as a result of their operations.

3. Environmental

Partners of Sahacogen are committed to complying with environmental laws, regulations, and standards, and are dedicated to continuous improvement. This includes adhering to specific environmental requirements related to delivered products and services. The environmental guidelines are as follows:

- 3.1 Environmental Policy: Partners of Sahacogen must accept the quality, environmental, safety, and energy conservation policies to jointly take responsibility for environmental protection by complying with relevant laws and regulations.
- 3.2 Product/Service Lifecycle Environmental Management: Partners of Sahacogen are committed to improving energy efficiency and reducing the emission of various pollutants throughout the lifecycle of products/services.
- 3.3 Chemicals and Hazardous Substances: Partners of Sahacogen shall identify, segregate, and control waste and hazardous waste generated from production processes and operations before releasing them into the external environment.
- 3.4 Water Pollution: Partners of Sahacogen shall monitor, control, and treat the quality of wastewater generated from production processes and operations, as well as the sanitary system, before releasing it into the external environment.
- 3.5 Air Pollution and Greenhouse Gases: Partners of Sahacogen shall segregate, monitor, control, and treat emissions and by-products from combustion processes in production processes and operations before releasing them into the external environment. They are also committed to reducing greenhouse gases through various mechanisms.

3.6 Soil Contamination and Groundwater: Partners of Sahacogen shall operate with consideration for the risk of soil and groundwater contamination during production/service processes and implement appropriate management practices.

Code of Conduct and Business Ethics




We committed to the code of conduct in conducting business with partners. By complying with Thai labor standards and anti corruption. In this regard, we expanded the network of partners to sign the letter for commitment in business ethics as follows



Customer Communication and Engagement 2023

Sahacogen (Chonburi) Plc.			
Methods/Forms	Customers/Stakeholders	Frequency	Key Issues/Targets
• meeting	• Management level of EGAT. • Management level of customers in the industry	1–2 times a year (depending on the issues that arise each year)	Discuss issues in the power purchase agreement, ways to work together and build good relationships with customers.
• meeting	• Operation level of EGAT. • Operating level of customers in the industry	Every 3 months or as EGAT makes an appointment for a meeting	Discuss contract issues, ways to work together and build good relationships with customers.
Sahacogen Green Co., Ltd.			
• meeting • Engagement activities	• Provincial Electricity Authority • Customers in the industrial park	3 times a year (depending on the issues that arise each year)	<ul style="list-style-type: none"> • Review product specifications and summarize past year's performance. • Follow up on performance and problem-solving actions. • Activities to build customer relations such as sporting events, Visiting activities, study visits, etc.
SahaGreen Forest Co., Ltd.			
• meeting • Engagement activities	• Provincial Electricity Authority	• once a quarter	<ul style="list-style-type: none"> • Review product specifications and summarize past year's performance. • Follow up on performance and problem-solving actions. • Activities to build customer relations such as sporting events, Visiting activities, study visits, etc.

Customer Satisfaction Survey 2023

Power plant			
Total number of industrial customers (persons)	50	2	1
Number of customers who have completed the satisfaction assessment (persons)	50	2	1
Number of customers who are satisfied with the target set	50	2	1
target %	90.00	88.00	97.00
average satisfaction results (%)	91.40	96.20	97.77


In the past year there has been no dispute and no complaints from customers.



STAKEHOLDER ENGAGEMENT

SAHACOGEN & AFFILIATES have realized on the accountability and the right of the stakeholders in various groups, both externally and internally, including government sectors, related offices throughout the responsibilities to social, community and environment. The company is also concerned about business growth, mutual benefits which lead to sustainable growth. The code of business ethics has been defined to be confident that all stakeholders will be treated equally and fairly. In case of disadvantage, the company and stakeholder parties shall find the solutions appropriately and beneficially to all parties. The company has provided communication channels for stakeholder's' mutual publication and communication to receive requirements and expectations of the stakeholders and respond to them immediately, which can be described as follows.





Stakeholders	Expectations/Needs	Fulfilling Expectations	Communication Channel
 <p>Shareholders</p> <ul style="list-style-type: none"> • Majority • Minority 	<ul style="list-style-type: none"> • Return on Investment • Sustainable Growth • Financial Stability • Transparent Management • Shareholders equally treatment 	<ul style="list-style-type: none"> • The ownership rights of shareholders are equitably and fairly respected. • 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. • The Company's businesses are continually developed to ensure proper returns to shareholders. • The significant information which effected, or potentially affected shareholders' interests shall be reported, including any information pursuant to the accounting period or situation reports in compliance with the relevant laws and notifications. However, no action shall be taken to restrict shareholders' access to the Company's information. • A report of the Board of Directors' responsibility for the financial statements in the Annual Report shall be prepared. • Minority shareholders shall be given an opportunity to propose matter for inclusion in the meeting agenda and/or to nominate persons for election as the Directors in the Annual General Meeting of Shareholders. • Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders' meeting. • Shareholders' meeting notices in both Thai and English are published on the Company's website at least 30 days prior to the shareholders' meeting day as information for shareholders to preview information prior to meetings. • Shareholders' meeting shall be facilitated. The date, time, venue, and procedures 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 behalfs. 	<ul style="list-style-type: none"> • Annual Report Form 56-1 One Report • Sustainability Report • Shareholders' Meeting • Company Visit • Opportunity Day • Saha Group meet Analyst and Investor • Telephone/Facsimile • Web Site/E-mail

Stakeholders	Expectations/Needs	Fulfilling Expectations	Communication Channel
 <p>Competitors</p> <ul style="list-style-type: none"> • Other Power Producers • Other biomass producers 	<ul style="list-style-type: none"> • Fair and legitimate competition 	<ul style="list-style-type: none"> • Conflict of interest must be dealt with prudently, rationally, and information must be fully disclosed. • The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his/her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated. • The Company shall conduct its businesses within the rules of fair competition regard to business ethics and trade competition laws of various countries in which the Company operates. • The Company will not damage the reputation of its trade competitors. 	<ul style="list-style-type: none"> • Activities with other power producers • Telephone • Web Site/E-mail
 <p>Creditors</p> <ul style="list-style-type: none"> • Financial Institutions 	<ul style="list-style-type: none"> • Adhere with terms and conditions of loan agreements 	<ul style="list-style-type: none"> • All creditor groups shall be treated equitably and fairly. • Contracts and terms will be strictly adhered to. • Operations will be administered to ensure the confidence of creditors in the Company's financial status and payment ability. • Financial statements shall be accurately and timely disclosed. • In the event of an inability to comply with a particular term, the creditor will be forthwith notified in advance in order to enable a joint solution for remedy and loss prevention 	<ul style="list-style-type: none"> • Annual Report Form 56-1 One Report • Sustainability Report • Saha Group meet Analyst and Investor • Relevant Meetings • Seminars • Telephone/Facsimile • Web Site/E-mail
 <p>Customers</p> <ul style="list-style-type: none"> • Distributors • End users 	<ul style="list-style-type: none"> • Continuously supply reliable and high quality products • Adhere to terms and conditions of the trade agreement • Punctual service and fast response • Pay attention to customer complains • Create value-added products 	<ul style="list-style-type: none"> • The Company operates the businesses of distributing electricity and steam which are safe for consumers and environmentally friendly. • The Company has operated with commitment to develop and expand its business to value creation on the biomass and agricultural residues, innovate continually to meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts. 	<ul style="list-style-type: none"> • Annual Report • Sustainability Report • Green Energy Magazine • Customer Satisfaction Survey • Customer Seminars • Customer Relations • Satisfaction Survey • Meeting with Customers/ services provide • Telephone/Facsimile • Web Site/E-mail

Stakeholders	Expectations/Needs	Fulfilling Expectations	Communication Channel
 <p>Business Partners</p> <ul style="list-style-type: none"> • Supplier • Contractors • Joint venture partners 	<ul style="list-style-type: none"> • Transparent purchasing procedures and fair competition • Trade negotiations based on mutual benefit • Adhering to terms and conditions of the trade agreement • Punctual payment • Treating contractors with respect in human rights and adhering to labor laws 	<ul style="list-style-type: none"> • The Company provides communication channels to enable customers to file complaints to the Company • The Company has operated with earnest, honest, fairness, and no action is taken that would violate the rights of customers. The confidentiality of customer is maintained and not exploited for one's or others' benefit illegally • The Company does not demand, receive or consent to the direct or indirect receipt of properties or other dishonest benefits from customers • The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance to jointly remedy and prevent any loss. • 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. 	<ul style="list-style-type: none"> • Annual Report • Sustainability Report • Green Energy Magazine • Seminars • Meetings • Telephone/Facsimile • Website/E-mail
 <p>Employees</p>	<ul style="list-style-type: none"> • Appropriate compensation and welfare • Career stability and happy workplace • Career path and potential development • Fairness and equality • Safety and Hygiene • Employees' feedback 	<ul style="list-style-type: none"> • 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. • Employees are treated in accordance with the provisions of law, regulations and articles governing the Company's operations. • 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 work. • 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 person's competence. 	<ul style="list-style-type: none"> • Sahacogen Newsletter • Welfare Committee • Employee Survey • Family Day • Annual Seminar • Health Activities • Religious Activities • Orientations • Telephone/ • Communication channel for complaints • Suggestion box

ผู้มีส่วนได้เสีย	ความคาดหวัง/ ความต้องการ	การตอบสนองความคาดหวัง	ช่องทางการสื่อสาร
 <p>Employees</p>		<ul style="list-style-type: none"> • Employee participation in the determination of the Company's direction and development are promoted. • Fair compensation is given as suitable for the knowledge, skill, duties, responsibilities, and performance. • Appropriate welfare and benefits are given to employees, e.g., medical expenses, provident fund, etc. • The communication 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. • Facilitate necessary for work operations are provided and working conditions are maintained with due regard to safety and occupational health as a means of promoting and raising the quality of lives of employees. • Employees of all levels are encouraged to participate in social responsibility activities. • An organizational culture and consciousness of employees at all levels shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources. • Knowledge promotion and environmental training shall be extended to employees. • Environmental management system shall be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources. 	

Stakeholders	Expectations/Needs	Fulfilling Expectations	Communication Channel
 <p>Community and Society</p> <ul style="list-style-type: none"> Nearby community/ Society Remote community/ Society 	<p>Safety and a healthy environment</p> <ul style="list-style-type: none"> Participating and being responsible for societies and communities Supporting community activities Creating income and enriching the economy of the communities 	<ul style="list-style-type: none"> 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. Consciousness of responsibilities towards the community and society as a whole shall be instilled continuously for the benefit of the Company and all levels of employees. The guidelines shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company's operations. The preservation of local culture and traditions shall be promoted. Cooperation shall be entered into with various agencies for the development of communities. Public benefit activities shall be sponsored Incomes shall be generated and the community economy shall be promoted through employment of community members and the use of community products. Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness 	<ul style="list-style-type: none"> Green Energy magazines Participating in traditional community activities Open-house activities Community Relation activities and projects Billboards indicating air quality Telephone/Facsimile Website/E-mail Communication channel for complaints
 <p>Government and relevant regulatory agencies.</p> <ul style="list-style-type: none"> Ministries, Departments and Office Government provincial/ District Offices Local Administration Office 	<ul style="list-style-type: none"> Adhering to law and regulations Effective Environmental Management Community and Social Responsibility Collaborate to provide information and support the sectors' activities Legitimate and timely tax payment 	<ul style="list-style-type: none"> Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law. Proper action shall be taken when conducting transactions with an official or agency of the State. Good relations are fostered between the Company and the government sectors within suitable bounds. Relevant laws and business traditions are observed in each country or locality. 	<ul style="list-style-type: none"> Annual Report Form 56-1 One Report Sustainability Report Environmental Monitoring Report Green Energy Magazine Open-house Activity Company visits Annual Report Form 56-1 One Report Sustainability Report Environmental Monitoring Report Green Energy Magazine Open-house Activity Company visits Report information related to regulations Relevant meetings Telephone/Facsimile Web Site/E-mail



ECONOMIC AND CORPORATE GOVERNANCE

Economic Performance

The economic performance of the Sahacogen Group during 2021–2023, which focuses on key results and income distribution to stakeholders as follows:

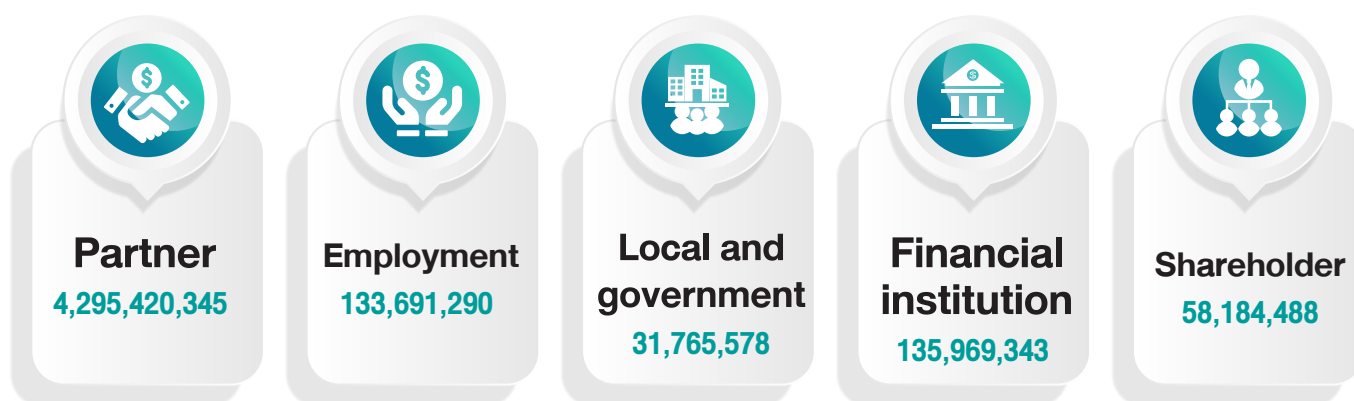
Performance Summary and Financial Highlights

Operating Performance	2564 (Unit:Baht)	2565 (Unit:Baht)	2566 (Unit:Baht)
Sales	4,220,490,197	5,744,064,977	5,048,073,819
Other Revenues	133,922,514	29,769,511	373,366,339
Other Revenues	4,354,412,711	5,773,834,488	5,421,440,158
Cost of sales	3,961,298,141	5,803,471,947	4,809,196,007
Other expenses	286,231,047	199,536,972	518,202,197
Cost of Sales and Expense	4,247,529,188	6,003,008,919	5,327,398,204
Profit (Loss)	106,883,523	-229,174,431	94,041,954

Note: 1. The performance results for the year 2022 were negative due to business expansion investments.

2. Total revenue is earnings before interest, taxes, depreciation, and amortization (EBITDA).

The revenue distribution to stakeholders



The revenue structure for the year 2023

- The revenue from electricity 83.04%
- The revenue from steam generation 9.72%
- The revenue from Biomass products 0.05%
- Other revenue 7.19%

Revenue	Company	Share holding %	2021		2022		2023	
			Amount	%	Amount	%	Amount	%
Electricity	SCG		3,319,658	87.06	4,590,414	89.62	3,990,924	83.17
	SGN	99.99	220,101	69.61	278,064	66.34	283,376	72.21
	SGF	75	240,192	99.74	241,374	99.39	227,495	98.79
		Total	3,779,951	86.50	5,109,853	88.34	4,501,795	83.04
Steam generation	SCG		357,741	9.38	508,744	9.93	427,049	8.90
	SGN	99.99	78,684	24.88	110,824	26.44	99,640	25.39
	SGF	75	–	–	–	–	208	0.09
		Total	436,425	9.99	619,568	10.71	526,896	9.72
Biomass products	SCG		–	–	–	–	0	–
	SGN	99.99	4,114	1.30	3,587	0.06	2,616	0.67
	SGF	75	–	–	–	–	361	0.16
		Total	4,114	0.09	3,587	0.06	2,977	0.05
Other Revenue	SCG		135,551	3.56	23,183	0.45	380,756	7.93
	SGN	99.99	13,310	4.21	26,704	6.37	6,798	1.73
	SGF	75	615	0.26	1,489	0.61	2,217	0.96
		Total	149,476	3.42	51,375	0.89	389,772	7.19
Total	SCG		3,812,950	100	5,122,341	100	4,798,729	88.51
	SGN	99.99	316,209	100	419,179	100	392,429	7.24
	SGF	75	240,807	100	242,863	100	230,282	4.25
		Total	4,369,966	100	5,784,383	100	5,421,440	100

Note : More details have been disclosed in the note to the company's financial statement as of December 31, 2023 number 15 "The financial information by segmentation"

GOOD CORPORATE GOVERNANCE



Sahacogen Group emphasizes the importance of Good Corporate Governance system, runs business with transparency, honesty, responsibility as assigned, capacity of competition and fairness with realated parties in order to enhance prosperity, economical values and opulence towards shareholders in accordance with the Good Corporate Governance Principles of the Stock Exchange of Thailand and

subject to the basis of sufficiency economy, that is; sufficiency, reasonability and good immunity which requires knowledge, carefulness and discretion for planning and operating. In the same time, the company enhance all executives and employees' the awareness of morality, honest, diligence, impatience, sharing and intelligence to work as well as readiness to the changing economical, political, cultural and social situations for the benefits in a balance and sustainable way.

The Board of Directors approved the good corporate governance principles on February 19, 2003. Moreover, they have been reviewed properly and revised appropriately to the current situation in accordance with the “Principles of Good Corporate Governance for Listed Companies 2012”. This harmonizes with the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) measuring instruments of indices of the level of corporate governance of ASEAN listed Company. The details are as follows.

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

Good Corporate Governance Polic

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

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

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

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

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

1. The Committee of Safety, Occupational Health, and Working Environment
2. The Committee of Welfare
3. The Committee of Environment, Safety and Energy Conservation
4. The Committee of Managerial Policy
5. The Committee of Business Risk Management
6. The Committee of Anti-Corruption
7. The Committee of Energy Management
8. The Committee of Environment Management
9. The Committee of Information Technology Security
10. The Committee of Business Continuity Management
11. The Committee of Personal Data Protection Act (PDPA)
12. The Committee of Greenhouse Gas Management

Significant changes and developments in relation to policies, guidelines, and corporate governance systems in the past year

In the past year Sub-committees have reviewed and improved the corporate governance system and important developments to be up to date. And in line with the company's business policy. Approved by the Board of Directors as follows:

1. Review vision, mission, goals, strategies
2. Review the company's Articles of Association.
3. Review and improve the Board of Directors Charter subcommittee
4. Review the company's Articles of Association.
5. Review and improve Policies and Guidelines for Anti-Fraud and Corruption Policy
6. Prepare the human rights policy

7. Prepare a policy to prevent the use of insider information of the company
8. Prepare the nomination and remuneration policy for the Board of Directors
9. Prepare regulations for supervision of subsidiaries and associated companies
10. Prepare monetary policy
11. Review and improve the personal data protection policy (Data Protection Policy).
12. Review the information technology security policy
13. Prepare management policies to support climate change.
14. Review the business continuity management plan of Sahacogen Group
15. Whistle Blowing Policy


The company has been evaluated according to 2023 Annual General Meeting of Shareholders Assessment Program of listed companies on the Stock Exchange of Thailand (AGM CHECKLIST) from the Thai Investors Association. At the full score of 100 or in the 5 TIA level for the 15th consecutive year, it shows that the Company places importance on good corporate governance also operates with transparency and equal treatment of stakeholders.

The results of the assessment according to the AGM CHECKLIST project In 2021–2023 are classified as “excellent” (5 TIA).

year	Number of companies			
	Number of companies	Full Score	Average Score	Company
2023	781	100	93.47	100
2022	751	100	95.55	100
2021	668	100	95.46	100



Assessment results according to the corporate governance project of listed companies for the year 2021 –2023

year	2021	2022	2023
Average (%) SCG Score 	90	91	98

Assessment results according to the corporate governance project of listed companies in 2023



RISK MANAGEMENT



In 2023, the geopolitical risk between Russia and Ukraine affecting energy prices is expected to persist while the world transitions into the new normal post-COVID-19 pandemic. This transition has necessitated the adoption of new technologies reliant on online systems to facilitate convenience and enhance efficiency in operations. Consequently, there has been an increase in cyber attacks, posing significant risks to businesses. Recognizing these challenges as critical risks to the organization, effective risk management and response strategies are crucial to maintaining competitiveness amidst the uncertainties and volatility.

To address these risks, the company has adopted the principles of The Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management 2017 (COSO ERM), a globally recognized framework. This approach focuses on comprehensive risk management covering all aspects of the organization within an accepted risk appetite framework in strategic, financial, operational, and corporate governance domains. The objective is to align with the organization's goals and objectives, ensuring effective and efficient risk management practices.

Furthermore, the results of risk management efforts are regularly reported to the Ethics and Risk Management Committee and the Board of Directors to ensure the effectiveness and efficiency of governance and risk management practices throughout the organization. As various threats continue to escalate, including potential disruptions and disasters halting business operations, the company has prepared contingency plans, including Business Continuity Plans (BCP), to sustainably grow the organization, maintain integrity, comply with good governance principles, systematically manage risks, and adhere to laws, regulations, and organizational policies.

Risk Management Policy and Guidelines

The Board of Directors of Sahacongen (Chonburi) Public Company Limited realizes the importance of various risk factors which affect the company's business operation. Consequently, the Board assigned the Corporate Governance and Risk Management Committee to be responsible for the supervisory tasks in terms of the organization's Corporate Governance and risk management practices in a systematic manner. The Risk Management Policy is described as below


1. To keep the balance of risk and reward from business operation in order to ensure that the operational goals and stake-holders' expectation are achieved under risk appetite by the executives.
2. To set strategy in line with risk appetite which the Board of Directors considers.
3. To support the risk management to become a part of organizational cultures, which is necessary to operate it effectively and efficiently by all executives and employee
4. To handle risks impacting on the company's objectives and strategy immediately and continually
5. To set guidelines for risk management according to the Company's anti-corruption policy.

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

Creating a risk management culture in that organization. Senior executives and the Good Governance and Risk Management Committee proceeded through the Operating Meeting. By involving the risk management system is a part of every employee's performance appraisal. And set it as a topic in the annual performance evaluation (Key Performance Indicator: KPI) of department heads and managers of all relevant departments.

Economic, Social, Environmental and Governance (ESG risks) management

The Corporate Governance and Risk Management Committee sees the recognition of the fast changing economic, social and environment situations all the times, Therefore, the risk management team was appointed to be responsible for each business operation in order to evaluate and analyze risks possibly affecting the organization as well as subsidiaries and other projects in both internal and external risk factors, to set priorities for the risk management plan and engage in regular follow-up on the implementation of such plans. At the same time, the Committee presented regular updates to the Board of Directors and the Corporate Governance and Risk Management Committee on the progress and developments regarding said plans continually. The company manages risk factors which are likely to have impacts on the company's operations as follows.

Economic and governance risks		
	Risk	Risk Management:
	<ul style="list-style-type: none"> Economic Risk Global-scale volatility of oil price has a direct effect on selling electricity and steam, the amount of energy demand, main raw material prices, and exchange rate, as well as the impact of Government policy changes on business development. data security or computer system and cyber attacks IT systems are the part that can support business operations for convenient, fast, competitive, and can create 	<ul style="list-style-type: none"> Set business strategies and investment plan in alignment with economic conditions Identify and analyze risks affecting business goals Prepare proactive plans for uncertain and unstable economic / Business environment Continuous monitoring of performance

Economic and governance risks



Risk	Risk Management:
<p>business differences. The evolution of cyber threats is becoming more sophisticated and intense. It is therefore a channel for business differences. The evolution of cyber threats is becoming more sophisticated and intense. It is therefore a channel for cyber attacks on the company's collective database. Loss of sensitive or financial information Affecting the confidence and performance of the company. Therefore, a challenge to reduce the impact. The company have set the key risk management measures as follows:</p> <ul style="list-style-type: none"> • It is scheduled to replace IT equipment every 3–5 years. The replacement model must have better performance, including a security system, intrusion prevention system and backup. • Install advanced systems and programs to protect data security from cyber threats such as Deep Discovery Inspector, WAF, Hyper Converged Infrastructure (HCI), Dell VXRail Server, Data Leak Prevention (DLP), Cyber Command Intelligent Threat Detection and Response (as disclosed in the Annual Registration Statement (Form 56–1 One Report) Topic “Risk Management” 	<ul style="list-style-type: none"> • Setting security and information technology policies, setting up working groups in each area to prepare along with training to educate policy and the Cyber Security Act 2019, with communication to publicize legal knowledge and advice on the use of information technology through the screen when used Computer work or Intranet for all employees to acknowledge and realize the importance of the Cyber Security Act. • Prepare a personal data protection policy (Data Protection Policy) to secure personal data, there is a program for requesting consent both through forms and verbal in accordance with the Personal Data Protection Act B.E. 2562

Social Risk



• Human rights impact

The company has evaluated human rights risks to prevent and mitigate the impacts of human rights risks, including labor-related risks, such as working conditions, employee health and safety, employee selection practices, and violations against employees' freedom of association, assembly, and collective bargaining. Additionally, it includes risks related to the unlawful use of labor. The conglomerate has a system for selecting employees based on standards and fairness, including written tests and interviews to assess knowledge, abilities, and suitability for each position. The company adheres to principles of fairness and equality in human rights, following human rights policies and practices. As of December 16, 2022, there has been no discrimination based on gender, religion, political rights, or any other issue. Furthermore, the company provides internal employees with appropriate skills and knowledge opportunities to fill vacant positions. If there are no qualified internal candidates, the company will then proceed to recruit externally.

Risk Management:

Comply with human rights policies and practices as follows:

- Do not take any action or do not support activities that violate human rights.
- No restrictions on independence or differences of opinion, gender, race, religion, politics, or any other matter. However, the opinions that may cause conflicts or divisions should be avoided.
- Provide a communication channel for employees who have been treated unfairly to complain and complaints should be taken care of and treated fairly.
- The company's employees and contractors are required to be at least 20 years old. There is no child labor or forced labor, including no gender discrimination
- Training for all new employees before entering work and training for contractors before starting work to understand safety, environment and energy, policies, rules, and regulations of the company.
- Establish a welfare committee in the workplace to allow employees to participate in determining the criteria for benefits and welfare of employees beyond the law, showing the importance of employees caring.
- Follow up on information, news and assess the situation regularly.

Social Risk



• **Occupational safety, health and working environment.**

Accidents/emergencies and various disease outbreaks that impact the safety of employees and the confidence of communities and society.

Risk Management:

- Managing safety, occupational health, and environmental aspects through environmental management systems (ISO 14001), occupational health and safety management systems (ISO 45001 and TISI 45001), reviewing indicators, and assessing risks from work activities to ensure employees' confidence and those working in the company. Developing manuals and conducting emergency response plan drills and disaster preparedness activities such as fire drills, chemical spills, and disease outbreak risks.
- Organizing safety activities to raise awareness among employees and contractors working within the organization.

• **image and reputation damage**

The energy business, especially electricity generation, is of interest to society, so there is a risk of being rejected or not being accepted in the business. If there is an impact on safety, occupational health, environment to the community and society acceptance and trust from the community and society. It is an important factor that affects long-term business development.

- Set guidelines and plans to prevent and reduce impacts on safety, occupational health, and the environment, including the quality of life of employees and nearby communities.
- Establish a unit responsible for promoting the image of the organization. by following the Company's sustainability policy and follow up on performance as well as conducting community relations in the area, to communicate and create understanding with the community continuously.
- Build community engagement. public hearing to opinions from the community. Prepare a manual for communication and handling complaints from the community.

Environment Risk

	Risk	Risk Management:
	<ul style="list-style-type: none"> • Climate change Climate change and natural disasters are more severe, resulting in various risks, both directly such as natural disasters and droughts, and indirectly such as setting new rules and standards, changing consumer behavior, and changes in technology, etc. Sahacogen Group sees the importance of solving such problems, therefore pushing for a concrete reduction in greenhouse gas emissions in line with all countries, accelerating the global warming crisis as an urgent agenda, and has a policy that focuses on development and investment in renewable energy business. 	<ul style="list-style-type: none"> • Set a management policy to support climate change. And appointing the working group on greenhouse gas management • Set greenhouse gas management goals aimed at achieving zero greenhouse gas emissions by the year 2065 and report the progress of greenhouse gas management to the sustainability committee and the board of directors accordingly. • Assess the amount of emissions and carbon sequestration of the organization by registering the Carbon Footprint for Organization (CFO) and Carbon Footprint of Product (CFP) with Thailand Greenhouse Gas Management Organization (Public Organization) – TGO. • Follow information, news and assess the situation regularly. • Communicate with employees at all levels as well as stakeholders to raise awareness of and involve them in measures to reduce greenhouse gas emissions to address climate change.

Environment Risk



Risk

- Environmental and safety laws and regulations

Sahacogen and its Affiliates give precedence to compliance with laws and regulations relating to effects on the 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 a prompt response with such changes and reduce environmental risk.

Risk Management:

- Using environment management system (ISO 14001) and occupational health and safety management system (OHSAS 18001 & TIS 18001) to manage health, environment, and society operations.
- Comply with the environment, safety, and energy conservation policy.
- Comply with the group's manual regarding environment, safety and health as a working guideline and to monitor the process of implementation. In addition, providing training sessions, practices, creating emergency plans, testing tools and warning system, and strictly complying with the operating manual.
- Report the results of the mitigation measures and environmental quality monitoring to the Office of Natural Resources and Environmental Policy and Planning. Energy Regulatory Agency, Department of Industrial Works, industrial office, local government organization and related agencies.





ANTI CORRUPTION

Sahacogen Group has the intent to combat all forms of corruption. Consequently, the Anti-Corruption Policy has been established. Awareness of the good corporate governance principles is to be enhanced among directors, executives, and employees. The anti-corruption policy is also a part of the risk management plan for risk assessment in every unit. In this regard, the internal audits act as an assessor. The Company also provides it to new employees, has communication channel for publicizing the code of conduct and anti-corruption policy. Guidelines and practices for the operation of Anti-Corruption in the organization as shown below.

1

Raise awareness, values, and attitudes among employees in performing their duties according to laws and regulations with honesty and integrity.

2

Provide an efficient internal audit control system. To prevent employees from being corrupt or being involved in corruption.

3

Company Directors, Executives and Employees are prohibited from requesting or accepting assets or benefits that improperly or may cause the Company to lose legitimate benefits.

4

Company directors, executives and employees are prohibited from offering to give assets or benefits to third parties to induce that person to commit or refrain from any illegal act or wrongfully against their position.

5

Provide a mechanism for reporting financial status that is transparent and accurate.

6

Provide communication channels So that employees and those involved can report clues with confidence that they will be protected. And must examine every clue that has been notified.

From the Anti-Corruption Policy, the company has proceeded as follows.

The Board of Directors has established an anti-corruption policy and anti-corruption manual as a guideline for the company directors, executives, and all employees by focusing on prevention and anti-corruption in all forms both directly and indirectly. and not participating in bribery to public and private agencies to gain competitive advantages. and establish guidelines for conducting activities that may lead to corruption risks. To be a clear guideline for doing business and reducing the risk of corruption, all 3 issues are as follows.

1. Donations
2. Support
3. Gifts and Entertainment

The guidelines for all 3 anti-corruption policies have been compiled and disseminated to directors, executives and employees for their acknowledgment and compliance.

Anti-Corruption Actions

The Company has expressed its intention to join the Private Sector Collective Action Coalition of Thailand (CAC) against corruption in 2014 – present. And encouraged the subsidiaries, Sahacogen Green Company Limited and Saha Green Forest Company Limited, to sign the declaration of intent and become a member in 2018. And has been certified to renew membership continuously for the 3rd time in 2023. with the Corporate Governance and the Risk Management Committee who monitoring for oversight. Business risk management and the CAC project implementation. And provide training and communication for company directors, executives, employees and published on the company's website www.sahacogen.com for acknowledgment and encourage everyone including stakeholders to understand and be able to implement in a more concrete way.

Board of Directors Realizing the importance of anti-corruption operations and for directors, executives, and employees to aim in the same direction and be part of the corporate culture. Therefore, the policy has been reviewed. Compliance with the Anti-Corruption Policy every year to be appropriate and consistent with the current situation.

Anti-Corruption Policy

The company has a policy to comply with anti-corruption laws by prohibiting company directors, executives, and employees from accepting or supporting all forms of corruption both directly and indirectly. has established an anti-corruption policy as follows:

1. The company does not act and does not support bribery. Facilitation payments in any form.
2. The Company will operate with transparency, clarification, and accountability in giving or receiving gifts, entertainment, hospitality, accepting donations Political contributions, including hiring government employees.
3. Promote awareness and anti-corruption values for company directors, executives, and employees to comply with relevant laws. Notifications and regulations by preparing documents as guidelines.
4. Company directors, executives and employees are prohibited from taking any action or being an intermediary in demanding and accepting assets or any benefits from government agency or private agencies to induce or commit an illegal act including the use of positions and/or use the company's information to seek benefits for oneself or others.
5. Provide a mechanism for reporting financial status that is transparent and accurate. There is an efficient internal control system for appropriate use of power to prevent corruption in any form.

6. Consistently reviewing compliance with the Anti-Corruption Policy. As well as reviewing the practice guidelines and terms of operation to be in line with changes in business, relevant laws, and regulations.
7. Provide communication channels for whistleblowers to report suspicious clues. by ensuring that whistleblowers are protected.

Anti-Corruption Guidelines for Stakeholders

1. Persuade and share good practices with customers / partners to aim to become a coalition against corruption.
2. Raise awareness of employees in the organization through regular review of business ethics.
3. Campaign for performance and appreciation of employees who behave in accordance with morality and ethics.
4. Collaborate to educate communities and schools, including creating anti-corruption campaign materials.
5. Establish measures and internal audit systems to create transparency in business operations.

Anti-Corruption Campaign in 2023

- 1 The Company communicates about the Anti-Corruption Policy to customers/partners through electronic communication channels such as E-mail, Intranet system, Company website. and a letter to refrain from accepting/giving gifts.
- 2 The company provides communication channels to suggestions, complaints, and report problems between employees with the commander. Through the listening box or the company's intranet system of welfare committee. To present for the executive committee. The various suggestions have been considered and corrective action has been taken. To maintain good relations with each other. The Company listens to opinions and suggestions from employees at all levels equally and equitably. and operate using a mechanism that does not cause any impact on the whistleblowers which has been kept as a secret of the company.
- 3 Provide training and knowledge sharing for directors, executives, and employees on Good Corporate Governance Principles and Anti-Corruption. and CAC Activities to encourage the employees to be aware of anti-corruption. And encourage employees to create common values continually and sustainably. As well as testing knowledge of CAC and principles of good corporate governance. Via online system Annually and use the test results for further development. In the past year, 100% of the company's employees have been trained.



4

Orientation Policies and guidelines for anti-corruption to all new employees to create awareness from the beginning.

5

Organize an audit of the compliance with the internal control system according to the risk of corruption of the Sahacogen Group by Dharmniti Internal Audit Co., Ltd., and the Anti-Corruption Project Working Group.

6

Communicate the “No Gift Policy” during festivals and any other occasions to subsidiaries, employees, partners, and external parties to show the commitment of the company in creating good standards of conducting business to related parties with honesty and fairness.





NO Gift Policy

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Sahacogen intent to against corruption

The Company has joined and been certified as a member of Thailand’s Private Sector Collective Action Coalition Against Corruption: CAC since 2016 – present.

In addition, the subsidiaries, Sahacogen Green Company Limited and Saha Green Forest Company Limited, are encouraged to join the Private Sector Collective Action Coalition against Corruption (CAC) by renewing their certification. 3ND in 2023.

Targets for Anti-Corruption Operations	Anti-corruption performance (Disclose 205-2)						
Executives and employees of Sahacogen Group Acknowledge the Anti-Corruption Policy and use it as a framework for operational guidelines.	<div>100% Acceptance of the policy of executives and employees of the Sahacogen Group</div> <div><div><div>Test to measure knowledge</div><div>100%</div></div><div><div>Assessment result</div><div>100%</div></div></div>						
<div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div></div></div>	<div><div><div>Summary of complaints about corruption (Disclose 205-3)</div><table><tr><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>0</td><td>0</td><td>0</td></tr></table></div></div>	2021	2022	2023	0	0	0
2021	2022	2023					
0	0	0					

Whistleblowing Policy

The Board of Directors provides the channels for employees and stakeholders to report clues or complaints when they find anything that may be illegal or corruption of company employees. As well as behaviors that may cause problems and damage to the Company. Including cases where employees and stakeholders have been violated or have not been treated fairly through the company's channels, with fair protection measures for complainants.

Whistle Blowing and Complaints

In case employees and stakeholders have any concern or suspicion regarding frauds, corruptions, illegal practices, these shall be reported as follows.



The company will keep relevant information secret and consider the safety of the complainant, except legal requirements of disclosure.

Whistle Blowing and Complaints

Contacts	Telephone	E-mail Address
Chairman of the Board of Director	038-481555 Ext. 202	directors@sahacogen.com
Chairman of the Audit Committee	038-481555 Ext. 203	auditcommittee@sahacogen.com
Chairman of Corporate Governance and the Risk Management Committee	038-481555 Ext. 212	riskcommittee@sahacogen.com
Chairman of the Sustainability Committee	038-481555 Ext. 290	sd@sahacogen.com
Managing Director	038-481555 Ext. 200	suvimol.pr@sahacogen.com
The Company Secretary	038-481555 Ext. 200, 282	secretary@sahacogen.com
Investor Relations	038-481555 Ext. 200, 282	investorrelation@sahacogen.com
Human Resource	038-481555 Ext. 242, 243	hradmin@sahacogen.com



SOCIAL

Social Policies and Practices



The company is committed to responsible business conduct by promoting the participation of all stakeholders in community and social development, as well as respecting human rights and fair labor practices. Additionally, the company recognizes the importance of every employee's well-being and is dedicated to enhancing health, safety, and a good working environment. This includes fostering the development and retention of employees' capabilities. Furthermore, the company promotes and supports awareness among its board members, executives, and employees of their responsibilities and fairness towards all stakeholders, in compliance with the law and principles of good corporate governance. Therefore, ethical guidelines are established for business operations and the conduct of company executives and employees to ensure awareness and adherence to the same principles.

Human Rights and Labor Practices

- **Human Rights Policy**

The company recognizes the importance of respecting human rights as a fundamental basis for conducting business. At the 9th Board of Directors meeting on December 16, 2565, a resolution was passed to adopt a Human Rights Policy to ensure adherence, support, and promotion of the respect and protection of fundamental rights and human dignity of all individuals involved in the company's operations. This policy is aimed at aligning with domestic laws, international human rights principles, and best practices, including the Universal Declaration of Human Rights (UDHR), United Nations Guiding Principles on Business and Human Rights (UNGPs), Principles of the United Nations Global Compact (UNGC), and International Labor Organization (ILO) conventions.

Labor and Human Rights Practices:

1. **Respect for Human Rights:**

The company respects human rights principles without discrimination based on race, skin color, gender, sexual orientation, language, religion, education, cultural practices, social status, wealth, or residential status. This includes disabilities, illnesses, or differing political opinions, in accordance with domestic laws and international standards. The company adheres to human rights principles consistent with its policies.

2. **Equal Employment Opportunities:**

The company complies with laws ensuring equal treatment and fair employment practices. It provides opportunities for job applicants based on knowledge and abilities, ensuring fairness in hiring practices. The company does not discriminate based on gender, sexual orientation, age, race, ethnicity, skin color, religion, beliefs, social status, family origin, or political views. It also supports hiring individuals with disabilities or physical impairments for suitable positions. When hiring foreign workers, the company ensures equal treatment in accordance with local laws.

3. **Child Labor:**

The company does not engage in child labor practices, ensuring compliance with local laws and international labor standards.

4. **Dignity and Respect in the Workplace:**

The company promotes the dignity of its employees and workers, treating them with respect. It does not engage in or condone any form of abuse, harassment, physical or mental harm, verbal abuse, sexual harassment, coercion, or any other actions that violate the rights and dignity of workers.

5. **Protecting Women Workers:**

Women workers shall not be assigned to work in conditions that may endanger their health and safety. Pregnant employees shall receive adequate protection and benefits as stipulated by law.

6. **Compensation and Benefits:**

The company complies with labor laws regarding compensation, benefits, and other remuneration, comparable to industry standards, to meet the basic needs of workers and their families.

7. **Working Hours:**

The company adheres to labor laws regarding working hours, including overtime, rest days, and leave entitlements as provided by law. Overtime and work on rest days shall be voluntary and with the consent of the workers.

8. **Termination of Employment:**

The company complies with labor laws related to termination of employment, including criteria for severance pay and other compensations as mandated by law.

9. **Health, Safety, and Environmental Practices:**

The company supports a safe and healthy working environment to enable employees to work to their full potential without adverse effects on their physical and mental health. This includes establishing welfare committees and occupational health, safety, and environmental committees responsible for management and compliance with relevant labor laws and regulations.

Human Rights Operations

In 2023, the company set the goal for human rights operations to achieve a 100% impact assessment on human rights for all employees of the company and controlled operations. This can be achieved by implementing the planned activities 100% according to the set plan. The action plan is as follows:



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

1. Conducting thorough and comprehensive Human Rights Due Diligence (HRDD) on business operations or areas where the company may have influence or support.
2. Communicating and fostering understanding among stakeholders regarding the business value chain of the company, its subsidiaries, and operations managed by the Saha Kogen Group, as well as business partners and associates, by encouraging and supporting continuous adherence to the aforementioned policy.
3. Establishing channels for receiving complaints or reports of human rights violations related to the company, ensuring fairness and protection for individuals lodging complaints or reporting violations associated with the company, following the protective measures outlined in the principles of good corporate governance.
4. Company board members, management, and employees who fail to comply with this policy are considered disciplinary offenses punishable according to the company's regulations. If such actions constitute legal violations, they may be subject to legal penalties as per relevant laws.

The company's operations during the period from 2021 to 2023 saw no incidents related to human rights violations and no labor disputes.

Title/Year	2012	2022	2023
Number of human rights violations	0	0	0
Number of labor disputes	0	0	0

Employment

Recruitment and Selection Policy

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

Guidelines for Employment Practices:

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

Sahacogen group has a standardized and fair employee selection system. The application process includes a written exam and an interview to evaluate the candidates' competencies and organizational fit. Candidates are also required to take a health examination before starting work. The employee classifications according to company affiliates are as follow.

Number of employees for the year 2023

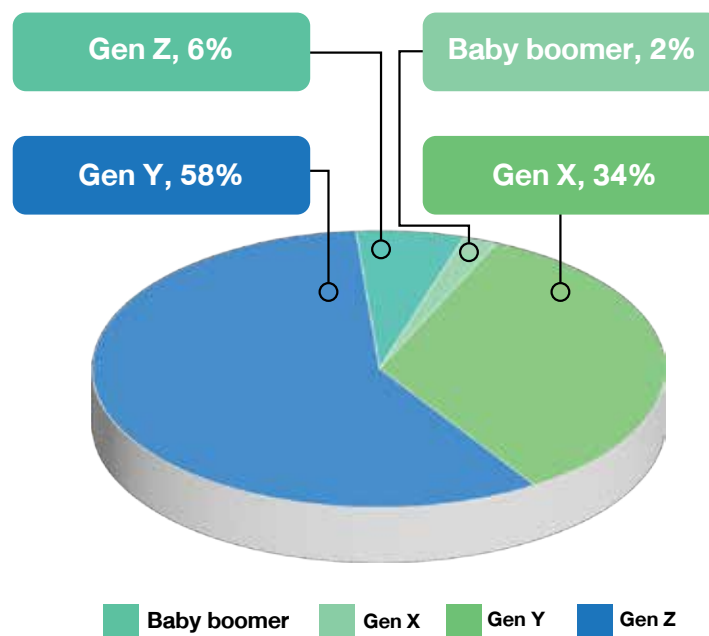
Company	Male	Female	Total
SCG	29	29	58
SGN	65	24	89
SGF	38	8	46
Total	132	61	193

Employment Rate for 2023

Company	Number of Employee	Resign	%	New hire	%
Sahacogen (Chonburi) PCL	58	5	8.62	7	12.06
Sahacogen Green Co., Ltd.	89	2	2.24	2	2.24
Sahagreen Forest Co., Ltd.	46	1	2.17	1	2.17
Total	193	8	4.15	10	5.18

Number of employees separated by age.

บริษัท	Baby boomer ≥ 58	Gen X 42-57	Gen Y 26-41	Gen Z < 25	Total
SCG	5	27	18	8	58
SGN	0	28	60	1	89
SGF	0	12	34	0	46
รวม	5	65	112	11	193



Policy and Practices Regarding Local Labor Recruitment:

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

Percentage of Employees from Local Communities (%) in 2023

Company	Number of employees	The number of employees from the local community	The employees from the local community (%)
SCG – Chonburi	58	18	31.03
SGN – Lamphun	89	41	46.07
SGF – Kamphaeng Phet	46	36	78.26

Succession Planning Policy

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



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

- 1** Set up the descriptions of Chief Executive Relevance and organization strategy including specifying qualifications, knowledge, skills required.
- 2** Select secondary level executives with potential and ability.
- 3** Analyze qualifications individually to find strengths for further development.
- 4** Set up individualized development plans to promote the development and capabilities.
- 5** Providing secondary level executives have a chance to be close, working with senior executives – department level, both at the line level and skipping work.
- 6** Define potential secondary level executives as successors.
- 7** Prepare high-level executives to be ready to accept work in other fields if necessary.
- 8** Prepare personnel with specific talents to have more comprehensive management capabilities. To receive senior management jobs
- 9** Provide middle level management with more opportunities to manage work, both at work level and skipping work
- 10** Organize training for high and middle level executives to have a sense of responsibility and loyalty to the organization to get more vision.

- 11** Arrange training for executives in each department to have more potential Practice planning in advance and promote systematic thinking for secondary level executives.
- 12** Provide systematic writing plan for secondary level executives.
- 13** Provide a replacement for executives at some level to increase the efficiency of business management.

Managing Salaries, Wages, and Benefit

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

Employee compensation 2021–2023: (Unit: Million Baht)

Job category	2021		2022		2023	
	Man	Woman	Man	Woman	Man	Woman
Office and administrative support	52	47	48	49	53	53
Operations	82	10	83	11	79	8
Total	134	57	131	60	132	61
Total overall	191		191		193	
Employee compensation (million baht)	108.89		113.72		116.5	
Contribution to Provident Fund (million baht)	2.9		2.9		3.6	
Number of employees participating in the provident fund	181		179		163	
Percentage of employee's members of the provident fund (%)	94.76		93.71		84.46	

The summary of welfare and support allowance provided to employees in 2023

Company	SCG		SGN		SGF		Total
Welfare & Support Allowance	Number of Employees	Amount	Number of Employees	Amount	Number of Employees	Amount	
Funeral	(Baht)	22,500	4	41,500	1	11,000	75,000
Marriage	0	0	1	5,000	0	0	5,000
Maternity	0	0	6	35,000	2	10,000	45,000
Ordination	0	0	0	0	0	0	0
Tooth care	11	32,061	17	45,160	4	3,500	80,721
glasses	31	115,280	21	129,940	7	28,000	273,220
Illness	6	8,861	16	13,996	5	3,989	26,846
Total	50	176,202	65	273,096	18	56,489	505,787

Employee benefits

The company pays attention to “employee benefits” to ensure employees work happily, create bonds and loyalty to the organization. The company believes happy employees can deliver higher efficiency that will reflect the company’s performance in long term.

Employee care and welfare (SAHACOGEN HAPPY WORKPLACE)

Sahacogen Group recognizes that the potential of employees is very important to the performance of the organization. If employees are happy and comfortable and have strong health, will show full potential to work. Therefore, The Company provides welfare and various activities. To create happiness in the workplace to build good relationships between the company and employees. And helps to promote good relations between colleagues, supervisors, and executives. The Company has guidelines for looking after employees according to the 6 principles of happiness, promote health for all employees to be healthy and use free time for maximum benefit. Happy Work Place with 6 ways of happiness as follows:

SAHACOGEN HAPPY WORK PLACE	Activity	
 Happy Health		<ul style="list-style-type: none">• The Best Healthy project encourages employees to exercise regularly for all good health.• Sports competition projects such as football, badminton, petanque, as well as various hilarious and fun sports to promote exercise. and build good relationships among employees and business partners.• Provide annual health check-ups and provide health welfare for employees and families.
 Happy Heart		<ul style="list-style-type: none">• Arranging welfare for visiting sick employees and recovering at home or hospital.• Provide welfare and assistance when there is an epidemic situation or natural disaster for employees such as the situation of COVID-19, floods, storms, fires to alleviate suffering, etc.• Sahacogen Sharing Happiness Project To share items with the underprivileged outside the organization, such as blood donation, donate old desk calendars as learning materials to the visually impaired, etc.
 Happy Brain		<ul style="list-style-type: none">• Provide continuous personnel development throughout the year. Both development from internal training (In-house Training) and external training (Public Training).• Encourage employees to continue their studies at higher levels.

4

Happy Soul



- Songkran Festival Activity to preserve and inherit Thai culture.
- Encourage employees to make merit on important religious days. to preserve Buddhism and traditions.
- Organize activities within religious places on important religious days such as cleaning the temple area, offering candles Plant trees in temples, etc., To encourage employees to be kind, to sacrifice and to know how to give.

5

Happy Family



- The low-interest home purchase financing program, in collaboration with the Government Housing Bank, aims to support employees of the company in obtaining residential properties and creating warm families.
- Provide a provident fund and a social security fund for employees as required by law. In addition, the budget is set to help employees and their families in other areas such as marriage, ordination, childbirth, etc.
- Happy Birthday project because employees are part of the growth of the organization. Giving small happiness, such as giving a colleague a blessing in the month of birth It is one thing that makes employees feel warm. Feel like a family with the organization.

6

Happy Society



- Sahacogen Against drugs project to make employees aware the dangers of drugs. The company participated in the project for the prevention and solution of drug problems.
- The Sahacogen Volunteer project to promote corporate culture in cultivating employees to be good people with volunteer spirit for the public. by allowing employees to accumulate volunteer hours for the year and awards to employees who have the highest volunteer hours and are exemplary in volunteering for society to colleagues.



Employees relation and engagement

Employee Engagement and Retention Development Plan

The company promotes and supports employee participation in organizational development by establishing a Welfare Committee within the workplace, comprised of elected representatives from all employees. These representatives act as liaisons between employees and the company to enhance employee happiness and engagement. The practices include:

1. The company provides opportunities for employee involvement in management through the Welfare Committee and other systems where employees can express their opinions and participate in decision-making.
2. The company complies with all legal rights stated in the employment contracts of all types of employees.
3. The company does not obstruct, interfere, or take any actions that may adversely affect the rights of employees that do not harm the company's operations, in the conduct of activities based on national beliefs, religion, gender, disability, nationality, union membership, or political affiliation.
4. The company establishes channels for complaints to facilitate understanding and good relationships, as well as ensuring fairness in employment practices.

The company provides benefits that are more than what the law requires, tailored to the changing societal, economic, and business needs, such as life insurance for employees, medical expenses coverage for employees and their families, dental care, eyeglass costs, shift allowances, accommodation allowances, travel expenses, and working in different provinces. The company also awards certificates and gifts to employees on their 10th and 20th work anniversaries as a gesture of appreciation and motivation, aiming to foster loyalty and commitment to the organization.

In 2566, Sahscogen (Chonburi) Company Limited (Public) implemented a Hybrid Working Model policy to attract and retain young employees with modern ideas, supporting green and energy-saving concepts to reduce resource consumption and alleviate parking space congestion (in the Sriracha workplace). This initiative stemmed from the expansion project of the Joint Power Plant (Phase 4). Following an evaluation of satisfaction with the Hybrid Working Model, the overall satisfaction rate averaged at 93%, surpassing the set benchmark by 23%.

Communicating with employees

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

Employee Engagement

The company conducts employee engagement and satisfaction surveys every 2 years to assess the results and incorporate feedback from employees for improvement and development. This includes creating activities to enhance employee happiness and engagement. The surveys utilize the EMO-meter tool, which consists of 2 aspects:

- 1.Employee feelings (happiness, engagement)
- 2.Factors affecting employee feelings.

In 2022, the company conducted a survey on employee happiness and engagement at work, with the assessment result being 87%, exceeding the benchmark of 80%. This indicates that employees still maintain a high level of happiness at work, pride in the organization, and readiness to dedicate both physical and mental effort to their work at a high level.

In 2023, the company analyzed the results of the survey and the feedback from employees to develop an Action Plan to improve work processes, enhance capabilities, and implement engagement activities aligned with the needs of the employees. For example, adjusting wage rates to match market rates and inflation rates, improving the working environment, and ensuring that work equipment is up-to-date and readily available. This was done to ensure that every employee is happy at work, proud of the organization, and ready to fully commit both physically and mentally to their tasks.

Happiness survey results Employee Engagement

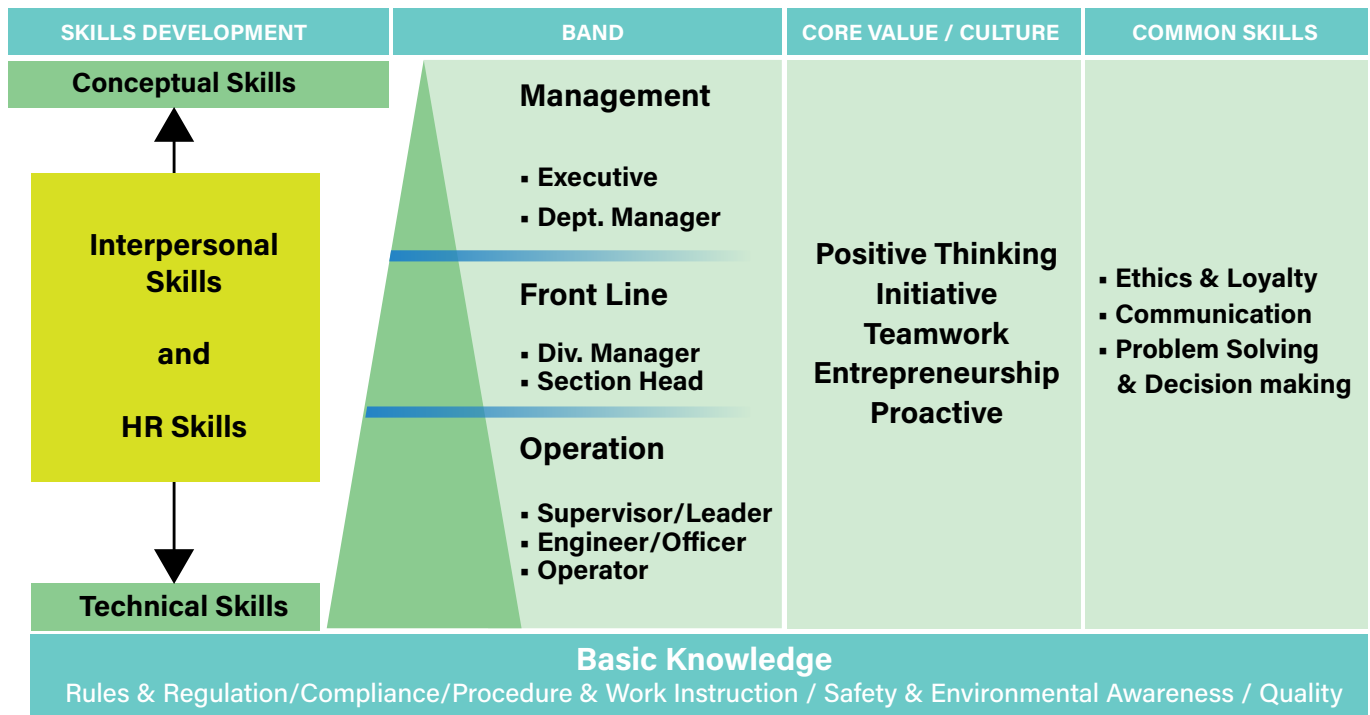
Year	Target	results (%)
2022	80.00	87.00
2020	80.00	83.75

Proportion of employees who voluntarily resign

	2021	2022	2023
Proportion of employees who voluntarily resign (%)	100	100	100
Number of Employees who Resigned	5	6	8

Human Resource Development

Sahacogen put the emphasis on human resource as the key driver to success. Staff skills development is the key to develop based on the organization's goals, direction and policy.



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

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

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

Sahacogen Group will formulate training and development plans for personnel. Classified by area and characteristics of different business groups. By applying the principles of Competency Management and survey the need for training (Training Road Map: TRM) which comes from analyzing and determining knowledge and competency as needed for the executives of each department.



Summary of the training and development activities for employees.

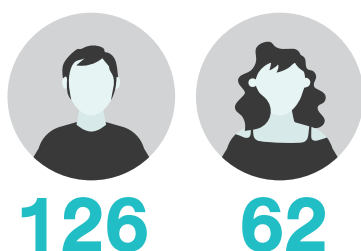
In 2023, the GenCo group formulated an internal and external training plan with a total of 167 courses. The training plan aimed to achieve 80% of its target, equivalent to 133.6 courses. However, the actual training conducted amounted to 147 courses, exceeding the target by 8.02%.

	action plan (Course)	Performance (Course)	% Performance	expense summary (baht)
Total	167	147	88.02	1,670,647.40
SCG	56	49	87.50	1,079,667.40
SGN	65	57	87.69	305,702.00
SGF	46	41	89.13	285,278.00

Training Summary of Sahacogen Personnel 2023

Topic	SCG	SGN	SGF	SOJ
Training course type				
Standard Training Course	9	15	11	35
Managerial Training Course	7	10	3	20
Specific Training Course	33	32	27	92
Total	49	57	41	147
Number of participants				
Manager level	17	4	1	22
department head level	18	13	7	38
Supervisor / Engineer level	5	6	6	17
Officer / staff level	13	66	32	111
Total	53	89	46	188
Hours in training				
Manager level (per person/per year)	52.32	48.75	97	66.02
department head level (per person/per year)	50.88	51.81	52.43	51.71
Supervisor / Engineer level (per person/per year)	53	44.43	43.26	46.90
Officer / staff level (per person/per year)	41.47	30.42	33.76	35.22
Average hour (per person/per year)	49.42	43.85	56.61	49.96
Training and development expenses (Baht)	1.07	0.30	0.28	1.67

Employees who received development training



All employees who attended the training

188

Course

147

Average hours : person: year

49.96

Summary of average training hours per employee between 2021 –2023.

	2021	2022	2023
The average training hours per employee (hours/person/year).	22.62	46.30	49.96
Cost of Training and development (Baht).	458,355	860,037	1,670,647.40

In-house Training

1. Standard course according to laws or requirements	
1.1 Safety, occupational health and environment courses to educate employees on how to use the equipment tools have the skills to perform various tasks to ensure safety in operation, as follow;	<ul style="list-style-type: none"> • Basic First Aid Course • Basic firefighting course • Safety course in working with chemicals • Electrical work safety course for employees who work on electricity • Boiler Operator Course • Boiler Safety and Good Practice Courses according to legal requirements (review of work on radiators) • Curriculum Review courses related to cranes. • Measures to prevent and reduce environmental impacts
1.2 Courses, Laws and related Acts to provide employees with knowledge and understanding and realize the importance including complying with the law	<ul style="list-style-type: none"> • IT Awareness Course • ISO Requirements Course (ISO 9001) / Internal auditor ISO 9001 • Enterprise Risk Management (ERM) • Person responsible for energy • Internal audit of management system standards for safety, occupational health and working environment (T-OSH Standard Internal Audit)

1.3 Basic courses necessary for job performance to enable employees to carry out their work correctly, reduce errors, and achieve maximum efficiency in their work.

- Growth Mindset for Performance working
- ERP (BC365)
- CAR PAR OI
- New PMII

2. Managerial Course

Courses that are necessary for the fundamentals of work to educate employees about properly work and reduce errors in work achieve the highest working efficiency.

- On the job training
- Leadership Mindset

3. Specific Course

3.1 Courses for the main departments within the organization for the operations and maintenance personnel to review their knowledge and understanding of how to use the equipment tools which are important in the operation.

- Oil fire Boiler operation and PM inspection course
- Basic Course STEAM TURBINE & GENERATOR
- Industrial lubricants course
- OEE FOR INDUSTRY 4.0 & AUTONOMOUS MAINTENANCE COURSE Optimizing production with OEE and self-maintenance.
- Belt installation and maintenance course
- PMII program usage course for repairers

3.2 Courses for internal support to provide knowledge and understanding of the content relevant to the operation support of the company.

- Tax Deductions at Source (TDS)
- Employment Relations
- Effective Communication and Coordination
- Contract Management and Asset Management of Bimass Sply



Public Training Courses

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

Individual Development Plan (IDP)

In addition to employee development through training, the SynGen group recognizes the importance of continuous development. Therefore, an Individual Development Plan (IDP) has been established as a framework to enhance employees' knowledge, skills, and work behaviors, enabling them to achieve set goals. The IDP also aims to promote career growth by identifying and leveraging strengths while addressing weaknesses. Topics are determined collaboratively by supervisors and employees. The 70:20:10 model is utilized as a tool for personnel development, with continuous monitoring of progress throughout the development process.

In 2023, a total of 174 employees participated in the creation of Individual Development Plans (IDPs), accounting for 90% of all employees. There were a total of 303 development topics identified. Additionally, based on assessments and follow-ups, more than 60% of employees experienced clear improvements in their development.

IDP	SCG	SGN	SGF	Total	%
Number of employees	43	86	45	174	12.06
topics	98	139	66	303	2.24

Employee Development Initiatives

Promoting Employees as Internal Knowledge Transfer Facilitators:

1. Promoting Employees as Internal Knowledge Transfer Facilitators:

Each department within the company has employees with specific knowledge and expertise in their respective roles and responsibilities, which is beneficial for the organization. Therefore, the company promotes employees to act as internal knowledge transfer facilitators and arranges training sessions or knowledge-sharing activities for their colleagues within the company. Regular sharing or exchange of knowledge within departments is encouraged to ensure continuous learning and development.

2. Fostering Organizational Core Values

Sahcogen has established "PITEP" as its Core Values, considering it the cornerstone for creating the organizational culture and reflecting the identity of Genes Group employees. To promote and develop personnel under the shared values of "PITEP," the company has conceptualized a framework to ensure clarity in setting collective work goals. It emphasizes teamwork principles to drive successful outcomes aligned with predefined objectives at both team and individual levels. Furthermore, in the past year, the company has supported employees in understanding and appreciating behaviors that align with the shared Core Values of "PITEP" through various channels such as bulletin boards, the company's intranet system, and engaging in interactive activities to encourage employee participation.



- Activities to promote shared Core Values and cultivate awareness to resist Corruption, Collusion, and Nepotism (CCN) are organized across all areas within the Genes Group. This includes providing knowledge, fostering understanding, and raising awareness about CCN issues among employees. Additionally, all employees are required to undergo CCN knowledge assessments. This topic is also emphasized during the orientation program for new employees.

- **Core Value Man 2023** Employees are encouraged to participate in activities where they can express their opinions and perspectives that reflect their own Core Values. This includes voting for the Core Value Man among their colleagues and company representatives. The results of the Core Value Man 2023 are announced for each area during the company's New Year activities.

3. Knowledge Management

Long-term employee development is not just about what the organization provides, but also about promoting a mindset of continuous learning and self-development among employees. The key is to instill a love for learning and to encourage employees to prioritize self-improvement. To enhance knowledge management within the organization, the company has implemented information technology systems to increase efficiency. This includes developing a Knowledge Management Sharing system where employees from all departments share important knowledge necessary for their work, creating a central database of knowledge accessible to employees at all levels and positions. This is facilitated through the “Share & Show” project and the use of the Alfresco program, allowing easy access and retrieval of knowledge resources.



4. Developing Management Skills and Leadership Qualities

Translating policies into effective practices relies heavily on the management team and supervisors as the primary mechanism for reaching employees. This involves both care and setting a good example for employees. Therefore, the Genes Group aims to develop supervisors who are aware and proficient in managing personnel within their own departments. This includes task delegation, coaching, performance evaluation management, individual employee development planning along the Training Road Map, as well as providing continuous learning and development opportunities for all employees. Moreover, the company encourages opportunities for employees at all levels to learn and gain diverse work experiences by facilitating interdepartmental transfers. This approach aims to enhance employees’ ability to adapt to future challenging tasks in various ways.

5. Developing a Workforce Ready for Change

Given the current state of business and global economy, characterized by both opportunities and challenges for sustainable growth, the Genes Group emphasizes the readiness of its employees to adapt to change. This involves fostering flexibility, adaptability, and readiness to perform tasks in any area and under any circumstances. Employees are encouraged to express their opinions appropriately, innovate, and uphold professionalism, including adhering to ethical standards in business conduct rigorously. This ensures that they are recognized as good employees and citizens within their communities, societies, and countries, regardless of their assigned roles in any region worldwide.

6. Creating Motivation and Inspiration for Employees

The company places great importance on creating motivation and inspiration to improve employees’ performance. In addition to employees’ intrinsic motivation, the motivation coming from the exemplary leadership of senior management is another driving force in enhancing employees’ performance. The company has senior executives who have been working with the company for over a decade or more. They are instrumental in driving growth and success for the company. These senior executives lead by example, inspire, and mentor employees at lower levels. They also set standards for the next generation of employees to follow in the future.

To ensure that the strategies for developing a diverse workforce mentioned above are effective and yield tangible results, a framework for measuring and evaluating performance has been established. Additionally, supervisors at all levels are assigned roles in promoting and monitoring the potential of employees under their supervision. This is to ensure that supervisors at all levels within the conglomerate do not overlook the importance of continuous employee development.

1.Knowledge :This dimension focuses on measuring learning outcomes in the classroom before and after training sessions. It is managed and developed by the Human Resources department to ensure that employees have genuine understanding and knowledge of the topics covered in the training and can effectively apply them. Evaluation is done through:

- Pre-test and Post-test assessments
- Interviewing employees to gauge their understanding

2.Skill :This dimension involves measuring practical skills to ensure that employees possess sufficient skills and can perform their responsibilities effectively. It is managed by supervisors who evaluate performance through:

- Close observation and monitoring by trainers or team leaders
- Assigning tasks for real-world practice

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





SAACOGEN

Enhance standards and cultivate a safety culture.

Quality, Safety, Hygiene, and the Environment

Sahacogen sees the importance of safety, hygiene, and the working environment. The company is therefore dedicated to creating a safe working environment for staff, employees, and other personnel while preserving the natural environment and being responsible for the safety of surrounding communities. The company's security and hygiene management strictly adheres to the law and regulations, organizing a safe environment for work while encouraging employees to see the importance of safety. Communicate, foster, and support employees to enhance their skills with the awareness of quality, safety, harmless actions to the environment, as well as energy conservation. Protect stakeholders from danger, injuries, or illness from work. Reduce risks from the moderate level onwards that may negatively affect stakeholders and corporate assets.

Safety Regulations

1. Orientation for operators and contractors

All operators and contractors must be informed of the Safety Orientation such as Work safety regulations, Operational risk, Risk control measures for each job, Security standards and choosing the right PPE equipment for work.

2. Safety preparation and safety action plans

All operators and contractors must be informed of the action plan. Risk control measures must be strictly including areas preparation to be safe and ready for operation.

3. Requesting permission to work

The work process begins with a request to work. Risk analysis, defining preventive control measures, Identification of the type of license (Work Permit), Inspection of the implementation of specified measures with a work permit include General work permit, Welding work permit and the work that produces sparks, Work permit in confined spaces, Work permit for high altitude or scaffolding, Work permit in relation to chemicals etc.

4. Inspecting work areas after work

Operators and shift supervisors must inspect the work area every day. If it is not in normal condition, it must be improved to be ready for use and safe for operators.

5. Accident Report

If an accident occurs or encounter unsafe conditions. Supervisors must stop working orders. Then report to senior management to make an investigation by the investigation committee.

6. Safety Performance Report

Meeting and monitoring of the operational area by the Safety Committee.

The goals and results of safety operations are as follows:

The company has a dedicated department responsible for safety operations, and has established the Safety, Occupational Health, and Environmental Committee to drive activities and promote awareness of safety among employees. The committee regularly reports the progress of safety operations to the management and the board of directors. In 2023, the company set goals to measure the efficiency of safety operations, as follows:

Target	Results of safety operations
No accidents causing injuries or illnesses from work occurred to the extent of stop work.	No accidents leading to work stoppage occurred.
	There were 2 accidents that did not result in work stoppage.
	Corrective and Preventive Actions for Recurring Incidents: <ul style="list-style-type: none"> • Inspect the safety of tools and equipment related to the work intensively. • Review training on work-related practices to increase safety awareness. • Check personal protective equipment for suitability during work practices.

Workplace Safety Statistics 2021–2023

Fatal Injuries	200,000 Hour	0
Lost Time Accident	200,000 Hour	0
Chemical spill	200,000 Hour	0



Safety and Hygiene Practices: 2023

- Sahacogen Green Company Limited and Saha Green Forest Company Limited received the highest level of safety, occupational health, and working environment management system certification (Platinum) from Thailand Institute of Occupational Safety and Health (Public Organization) or “TOSH” In 2021 and 2022. The said project was established to promote business establishments to have systematic and sustainable management of safety, occupational health and working environment. The project was established to encourage business establishments to manage safety, occupational health and working environment in a systematic and sustainable manner.
- The Safety, Health, and Environment working team has been appointed to be the representative of the employees. The working team can suggest practices to promote working safety environment. The team shall monitor and evaluate the implementation of safety practice within the workplace. The committee is composed of the chosen employees with a term of 2 years.
- The company has regularly publicized information on safety, hygiene and the environment to employees and workers via a monthly magazine, intranet system, noticeboards, email and sound public address system.
- Safety Talk is an activity where employees share knowledge and inform about safety in various fields, both at work and in daily life in 2023, has conducted online activities through communication channels online and onsite to provide employees with access to information thoroughly.
- Safety Day & Safety Week: An annual activity for safety and environmental preservation, equipping employees with knowledge and encouraging organizational participation for fostering safety.
- Big Cleaning Day and 5s Action Plan is stipulated to carry out once a week in order to instill the eco-conscious and safety mindset and behaviors in the workplace among employees themselves
- Organize safety training sessions such as First Aid & CPR, crane operations, and education on occupational hazard by medical personnel, Basic Fire Fighting Training, Safety in working with Chemicals, Emergency Response, Safety for working in the confined space, etc.
- The company held activities to promote safety awareness among employees and contractors. The examples Report risk points in work areas campaign, Are picture contest of risky work spots, Promoting the engagement and contribution in setting a safety working guideline, Alcohol check, Training session before allowing the contractors to access the working site.
- Providing health checkups for employees based on their level of risk exposure, both before commencing work and during the annual checkup.
- Organizing emergency drills such as fire drills twice a year.
- Chemical leak-age drills and waste leak once a year
- The company has installed receptors to monitor the environment quality within the workplace and nearby communities. The results were sent to the related unit twice a year.



The project on safety, occupational health, and environment in 2023



1. Zero Accident

The company sets Zero Accident Program to prevent accidents in the workplace and to reduce and minimize the statistics of accidents to zero by systematically planning and managing the quality, security, hygiene and environment practices.



2."Recommendations for Safety, Environmental, and Energy Conservation Project"

The "Recommendations for Safety, Environmental, and Energy Conservation Project" is aimed at identifying risks to enhance safety at work, involving all employees and contractors in identifying risks arising from unsafe conditions or inappropriate work practices in the 2023. There were a total of 14 recommendations made, and the company used this information to make improvements to enhance workplace safety going forward.



3.Hearing Conservation Project

This activity aims to reduce continuous exposure to loud noises during work and prevent hearing loss. It sets the noise level criteria for conservation measures when workers are exposed to an average noise level of 85 decibels or higher over an 8-hour work period in all work areas.



4.The Best Healthy Project

This project focuses on promoting workplace happiness and enhancing employees' health. Data on energy consumption throughout in 2013 were collected, with a participation rate of 57.14% of all employees, exceeding the set target of 40%.

2023 Emergency Rehearsal Plan

Emergency	SCG	SGN	SGF
Fire and Explosion Level 1	2	0	0
Fire and Explosion Level 2	2	6	2
Fire and Explosion Level 3	0	0	0
Gas leak	2	0	0
Oil spill	2	3	0
Chemical spill	2	1	1
Radiation leak	0	0	0
Waste/Sewage Transport	2	1	1
Cauldron explodes	0	1	0
Transformer explosion	0	3	0
total (times)	12	15	4

EMPLOYEE SAFETY TRAINING FOR THE YEAR 2023

• Sahacogen (Chonburi) Company Limited (Public Company)

No.	Issues/Topic	Number of Participants
1	Orientation for new employees	8
2	Orientation for new employees about safety, occupational health and working environment	8
3	Review of working in confined spaces	2
4	Basic Fire Fighting	1
5	Safety Committee	1
6	Safety Officer Supervisor	2
7	Safety Officer in Management	1
8	Safety in Electrical Works	1
9	First Aid & CPR	7
10	Scaffolding Installation & Inspection Techniques	1
11	Workplace Safety and Chemical Handling, and Emergency Response Procedures	1

• Saha Green Forest Company Limited

No.	Issues/Topic	Number of Participants
1	Orientation for new employees	1
2	Orientation for new employees about safety, occupational health and working environment	1
3	Review of working in confined spaces	12
4	Basic Fire Fighting	28
5	Safety Committee	2
6	Safety with Sound and Chemicals	25
7	Electrical work safety for electricity	16
8	First Aid and CPR	29

• Sahacogen Green Company Limited

No.	Issues/Topic	Number of Participants
1	Orientation for new employees	2
2	Orientation for new employees about safety, occupational health and working environment	2
3	Review of crane work	13
4	Basic Fire Fighting	33
5	Advance Fire Fighting	2
6	Safety Committee	9
7	Safety Officer Supervisor Level	1
8	Safety with Sound and Chemicals	36
9	Electrical work safety for electricity	2
10	First Aid and CPR	31
11	Occupational Disease	87
12	Personal Protective Equipment PPE	38
13	Loader Safety Drive	33
14	Hazard's Identifications and Risk Assessment	25



PARTICIPATION AND SUSTAINABLE SOCIAL DEVELOPMENT:

Sahacogen emphasizes the importance of community and social development, focusing on fostering participation and improving the quality of life of people in traditional communities. They promote the development potential of communities and address social issues to enable sustainable self-reliance. Additionally, they conduct business operations based on social responsibility, contributing to sustainable development in all dimensions.

Community and Social Development Policy and Engagement

The company sets forth guidelines for operations related to community development and engagement in its sustainability policy, particularly focusing on the social dimension.

- Contributing to community and social development by promoting internal development within the community, including education, economy, quality of life, and overall society, through corporate social responsibility (CSR). This includes supporting employees' participation in public welfare activities and consistently preserving the rich cultural heritage of the community.
- Respecting human rights and labor practices by respecting and supporting human rights in all forms, treating all individuals and employees equally regardless of gender, age, skin color, education, race, religion, and personal beliefs. Additionally, supporting employees to receive fair benefits and welfare in accordance with labor laws.
- Developing capabilities and retaining employees by emphasizing employee development through support for training, knowledge enhancement, and necessary resources, enabling them to work to their full potential and fostering creativity and an entrepreneurial mindset.
- Enhancing health and safety in the work environment, including promoting knowledge and awareness of occupational health and safety among employees on a regular basis.
- Encouraging stakeholder participation to unite benefits, identify suitable measures, and establish clear channels for mutual communication and dissemination that align with the lifestyles of all stakeholders.








The results of sharing benefits to the community 2023



- In 2023, the company implemented projects or organized activities for community/social development and assistance, totaling 76 projects/activities with a total value exceeding 11,657,434.72 baht.



The results

Category	Project/Activity Name	Objectives	Expenses (Baht)	Outcomes/Benefits
Education 	1.Drawing Competition: "Dreaming Youth with Sustainable Energy Conservation" (15th Annual)	Promote skill development and creativity in art among children and youth	45,000	Children and youth have educational opportunities; 80 participants from 18 schools
	2."Sharing Knowledge with Youth" Project (15th Annual)	Provide educational opportunities for children and youth through educational materials and resources	35,000	Children and youth have educational opportunities; distribution of books and teaching materials to 18 schools
	3.Sahakon Scholarships" Project (16th Annual)	Support scholarships for children and youth in the power plant vicinity	70,000	Children and youth have educational opportunities; 60 recipients from 18 schools
	4."Sharing Knowledge at School Gates" Project (4th Annual)	Company employees disseminate agricultural knowledge in activities such as teaching composting and using organic soil materials for students	0	Students and teachers gain knowledge and experience in composting; 60 participants from 2 schools
	5."Sharing for Siblings" Project (10th Annual)	Provide educational opportunities and assistance to underprivileged children and youth in terms of clothing, goods, and necessary learning equipment for livelihood support	0	Collaborated with CSR networks in Lamphun province and partners to provide items for 200 disadvantaged children

ประเภท	ชื่อโครงการ/กิจกรรม	วัตถุประสงค์	ค่าใช้จ่าย (บาท)	ผลการดำเนินงาน/ประโยชน์ที่ได้รับ
Education 	6. Old Calendar Donation for Braille Literacy” Project (10 th Annual)	1. Increase educational opportunities for visually impaired children. 2. Increase the value of reusable materials (old calendars from the Waste Bank project).	0	Provided 300 copies of old table calendars to the Pattaya School for the Blind, Chonburi Province.
Sports 	1. Community Sports Relations 2. Elderly Football 3. Anti-Drug Sports Project 4. Provide sports equipment to schools in need.	Promote physical exercise for health and support the beneficial use of leisure time, as well as foster good relations between the company and the community/local organizations.	73,397	Supported 7 sports projects.
Environment 	1. Campaign to address the issue of illegal garbage dumping in the community. 2. Waste segregation project. 3. Environmental conservation awareness -raising project. 4. Green space expansion project. 5. Clean and clear canal project.	<ul style="list-style-type: none"> Promote and maintain environmental conservation and support the sustainable use of natural resources. Foster community engagement and collaboration with local organizations to promote environmental conservation and restoration. 	13,750	Support environmental activities, totaling 5 activities per project.
Religion / Culture / Local Customs: 	1. Significant Buddhist activities such as Kathina Ceremony, Magha Puja Day, Visakha Puja Day, Ordination Ceremonies, and Forest Robe Offering. 2. Local customs including local festivals, Songkran Festival, Loy Krathong Festival, traditional rice planting ceremonies, and various religious ceremonies in Chonburi Province: Song Nam Phra That Water Pouring Ceremony, Poi Luang Merit-making Ceremony, Bong Suan Phi Khun Nam Procession Ceremony, and religious ceremonies in Lampang Province: Religious Merit-making Ceremony, Nop Phra Len Phra Leng Phleng Festival in Kamphaeng Phet Province, etc. 3. Songkran Festival. 4. Loy Krathong Festival.	<ul style="list-style-type: none"> To preserve and promote the rich heritage and cultural traditions, and to foster community engagement with the company. To contribute to the upkeep of religious practices, the preservation of cultural heritage, and the continuity of local customs, which are fundamental factors in strengthening the liveliness of the community and society. 	86,650	Support and participate in religious and cultural activities, totaling 22 events.

ประเภท	ชื่อโครงการ/กิจกรรม	วัตถุประสงค์	ค่าใช้จ่าย (บาท)	ผลการดำเนินงาน/ประโยชน์ที่ได้รับ
Public welfare / Donation 	1. Community Volunteer Development Project 2. Community Water Supply 3. Electricity Project Hydrogen Project for Road, Water, and Lighting Systems Improvement 4. SGF-PEA Project for Community and Social Development 5. Community Drinking Water Project 6.Sahacogn Project for Warmth and Smiles	These projects aim to foster community involvement, local development, and support activities of communities and relevant organizations associated with business operations.	80,453	Supporting a total of 20 public benefit projects.
Quality of Life 	1.Short-term vocational training project for the community 2.Project to promote the production of soil amendment materials from organic waste 3."Development of volunteer youth potential for community health (Minor Health Volunteers)" project.	<ul style="list-style-type: none"> Promoting skills development and enhancing the quality of life for individuals in communities/locales. Promoting and collaborating to develop sustainable community economic systems for self-reliance. 	115,900	Supporting activities for overall quality of life development, including 8 projects/programs.

Power Development Fund

The Power Development Fund has been established by the resolution of the Energy Regulatory Commission Committee, Ministry of Energy. This fund is to develop the quality of life and localities around power plants. Sahacogen & Affiliates gives contribution to the Power Development Fund based on the power capacity and type of power generation. In addition, Sahacogen Green has set up a development fund for communities around the biomass procurement center in Lamphun, which is the source of fuel generating power for the biomass power plant. This will help develop communities and quality of life. The example of projects community shop, Donation of medical equipment for hospitals to promote health in the community, Voice improvement project along the village line Projects. Project to support exercise equipment in the community, etc. The Sahacogen employees also participate in meetings to suggest ideas in running projects.

In 2023, Sahacogen and affiliates donate money for local communities amounting to 11,016,257.72 Baht. As follows:

Power Development Fund	total
Chonburi Power Development Fund 1	9,654,163.47
Power Development Fund, Saha Green Forest Company Limited	536,003.52
Power Development Fund, Sahacogen Green Company Limited	666,090.73
Biomass Buying and Processing Center Development Fund (Lamphun), Sahacogen Green Company Limited	160,000.00
TOTAL	11,016,257.72

Business Operations of Sahacogen Group Focus on creating participation and social development especially the communities in the area around the power plant in addition to operating a business that is environmentally friendly. The company also places importance on creating value and developing communities to grow together with building energy security by considering the reduction of negative impacts and benefiting communities in every step of business operations. Therefore, social responsibility projects have been developed that are consistent and relevant throughout the chain of business processes. To develop the potential of the community and solve social problems sustainably in all dimensions as follows



Youth Volunteer Development Project for Public Health in Communities (Youth ASOM Noi)

The GEN Company (Chonburi) initiated the Youth Volunteer Development Project for Public Health in Communities, or Youth ASOM Noi, in 2010. The project aims to promote community health literacy and instill in youth a sense of responsibility for health care and social assistance. It is conducted once a year and accepts members who are children and youth residing in the communities around the GEN power plant (Chonburi) and aged between 10 and 17 years old. They undergo training in health care and community development-related courses, such as basic first aid, basic firefighting, conservation and restoration of mangrove forests, waste separation, and sustainable youth volunteerism.

In the year 2023, there were 50 members who completed the training under the Youth ASOM Noi project (13th batch). Overall, the project has produced more than 350 youth volunteers ready to assist people in the community and society. The company remains committed to developing and continuing the project, aiming to contribute to the establishment of a foundation for youth volunteerism in Thailand, fostering their growth as responsible members of society.



Biomass ash value-added project turns waste into useful items.

“Biomass Ashes” arise from the power generating process of biomass power plant. Biomass ashes are alkaline conditions and contain essential nutrients for plants, suitable for agriculture as soil improvement materials. This interests many people in using biomass ashes to increase their own production output such as groups of bamboo-growing, rice-farming, longan-planting, and planting-soil development. Moreover, these ashes are suitable for constructing material components such as light-weight bricks. In association with educational institutes in local areas, the company develops the biomass ashes usage, creates employment to produce those bricks, which has been conducting since 2013 to the present.





Potential Utilisation of Biomass Ashes

The company bring the research to develop the knowledge about utilization of biomass ash. For farmers and interested parties in the form of community enterprise to site visit and training such as Production of brick blocks from biomass ash, Soil development and improvement from biomass ash, The public-private coalition project teaching how to plant home-grown vegetables etc.

Operating Result of Biomass Ashes Utilisation in 2021–2023

Year	Numbers	Volume (Tons)	Value (Baht)
2564	30	7,722	986,296
2565	19	6,131	613,129
2566	33	5,846	644,221

Performance of the project to increase the value of biomass ash, turning waste into use for the year 2022.

1. Agricultural utilization

The company supports biomass ash to farmers and those who are interested. Used in group activities to improve agricultural land and as a mixture of soil amendments. through community enterprise groups and agricultural agencies such as Ban Sakayom Organic Fertilizer Group, Lamphun Province, Khok Nong Na Learning Center, Ban Nong Sai New Theory Agriculture, Lamphun Province, Organic Fertilizer Group , Lamphun Province, etc.

- Create careers and increase income for more than 50 households in the group, 19 farmers, and 5 community enterprise groups.
- Reduce the cost of buying chemical fertilizers. representing a total value more than 100,000 baht.
- Reduce the amount of waste and increase the value of biomass ash, totaling more than 6,000 tons.
- Create added value and increase income for farmers totaling more than 600,000 baht.

2. Utilization of research studies

The company supports biomass ash to educational institutions and various agencies. for use in research and dissemination of knowledge on the use of biomass ash to develop and create innovations. And disseminate knowledge to society, such as Chiang Mai University Mae Jo University Naresuan University Rajamangala University of Technology Lanna, Lampang, etc.

Research of the Institute of Biomass Ash Utilization (2013 –2023)





Value-Added Biomass Project

Reduce burning, reduce smog problems.

Sahacogen & Affiliates have intent to develop integrated alternative energy business using biomass for power generation. This fosters the participation and benefits to society with income distribution towards communities by purchasing agro residues from them. With the awareness of social responsibility and sustainability, this also helps to reduce air pollution problem occurring from crop residue burning without control and greenhouse gas emissions.

The procurement and processing biomass center has been established in 2010 to purchase biomass and agro residues to add biomass value and achieve the distributive policy for community benefits.

The value-added biomass project is generating financial, social, and environmental impact. The project promotes revenue distribution to local communities, creating occupation, decrease the burning activities, reducing smog and CO₂ emission.

In 2023, the company bought the residual parts of the agricultural products 296,224 tons in total. With a total value of 280,028,272.75Thb. From over 2,000 small-scale farmers.

Biomass type	Weight (ton)	Value (Baht)
Chopped wood	127,561	140,088,265.42
Wood scraps /Bark	88,129	59,194,295.50
Chaff	16,523	23,572,234.00
Corncobs	21,154	14,717,322.55
Other biomass	42,857	42,456,155.27
Total	296,224	280,028,272.75

The amount of the purchase of biomass can help reduce the burning of agricultural waste without control in the radius of the biomass's purchase around the power plant at the equivalent rate, which is consistent with the government's policy on a campaign to stop burning agricultural land. The company encourages farmers to sell agricultural waste to the power plant to use as biomass fuel instead of burning without control.

In 2022 reduce the burning of corn cob about 73,608rai and the equivalent to reduce the burning of Sugarcane leaf, about 15,382 rai.

	2021		2022		2023	
Biomass types	Quantity (ton)	Reduced Burning Area (Rai)	Quantity (ton)	Reduced Burning Area (Rai)	Quantity (ton)	Reduced Burning Area (Rai)
Corn cob	25,763	73,608	20,914	59,754	21,154	60,440
Cane leaves	30,764	15,382	50,695	25,347	26,972	13,486

Note: Statistics on the utilization of alternative biomass, Sahacogen

1. Corn planting area 1 rai can get corncobs and Corn husks about 350 kg or 0.35 tons per rai
2. Sugarcane planting area 1 rai yields about 2 tons/rai of sugarcane leaves.

Biomass Value Added Project, Turning Biomass into energy.



Generate income for farmers who sell biomass distributing income to the local community Total value of more than 200 million baht per year.

Create a career for small farmers and help reduce the unemployment rate in the continuous business of more than 2,000 people per year.

Reduce environmental problems from burning agricultural waste that causes smog problems, air pollution by reducing the area of agricultural waste burning at a rate equivalent to reducing the area of burning sugarcane leaves and burning corncobs, totaling more than 80,000 rai per year.

Biomass

Reducing environmental issues, increasing economic value Promoting a better quality of life for communities

Fast-growing trees for energy Project

The fast-growing trees which the company selects to cultivate are Acacia Mangium, Leucaena, Eucalyptus, Mahogany, Samanea Saman and so on. It is a sustainable renewable energy source to prevent a lack of biomass fuel as raw material to generate power of Sahacogen & Affiliates' alternative energy business and also adding green areas and reducing global temperature.

Starting from 2007, the accumulation of fast-growing trees aging 1–5 years has been cultivated in 3,276 rais in Lamphun and Lampang province. e total of fast-growing trees planted are 874,692. Moreover, the employment in localities is more than 200 people per year, and the income of agriculturists values 1,000,000 Baht per year.



Year	Plantation area (Rai)	Fast- growing tree (Tree)
2021	4,221	1,127,116
2022	3,570	953,190
2023	3,276	874,692

Surveying the Community's Attitudes towards Company

In 2023, the company conducted a community attitude survey regarding its operations. The survey was carried out by Eastern Thai Consulting 1992 Co., Ltd., which is licensed by the Department of Industrial Works and registered as a private sector analysis laboratory. The survey employed Simple Random Sampling to select participants from the community residing within a 5-kilometer radius of the company's operations.

The objectives of the survey were as follows:

- 1.To assess the community's attitudes towards the company's environmental management and corporate social responsibility practices.
- 2.To evaluate the level of satisfaction among the community regarding the company's operations.
- 3.To compare the community's perceptions of environmental management and corporate social responsibility practices within the 5 kilometer radius of the company's operations.

The results of the community survey on attitudes towards the company.

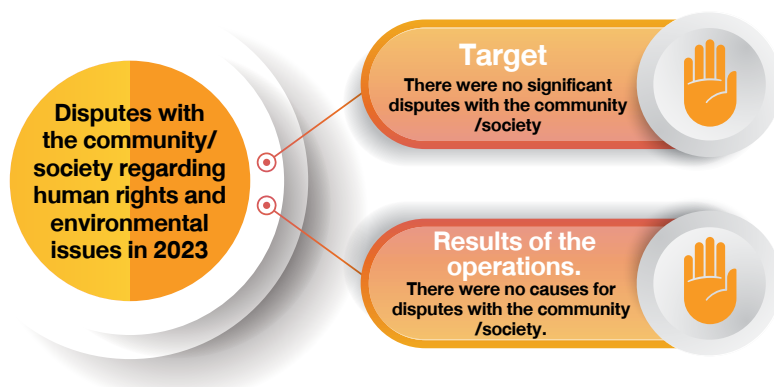
Survey Topics	Satisfaction Levels (%)	
1. Level of satisfaction with the company's community and social operations image	88.90	Excellent
2. Level of satisfaction of the people with the company's community and social development projects	100.00	Excellent
3. Level of satisfaction with changes/developments in the community and society resulting from the company's operations	78.00	Good
4. Attitude towards the strength and quality of local social organizations	88.10	Excellent



The company provides opportunities for stakeholders to participate and express their opinions regarding the company's operations, especially those related to sustainability, through various communication channels of the company. This is to gather feedback for improvement and development towards the company's future operations.

Example feedback from the Green Energy Magazine of Sahacogen

Comments:	Name	Province
"An environmentally conscious company that manages local resources with quality, promotes livelihoods in the community, and takes social responsibility seriously. May this activity continue indefinitely."	Ms.Natthawan	Kamphaeng Phet
There is a continuous activity promoting social development in the energy sector, which serves as a good model for generating income for the community.	Mr.Pongsak	Lamphune
Thank you, Sahacogen for being part of the effort to harness energy to combat climate change and for promoting various initiatives such as community livelihood projects. It is greatly appreciated by the community.	Ms.Orachon	Chiang Mai
Being environmentally friendly and supporting community livelihoods have enabled the community to have sustainable income and self-reliance.	Ms.Pirada	Chonburi
Sahacogen emphasizes the importance of community and the environment by promoting the importance of recycling among children and youth, leading to the generation of income from recycling.	Mr.Jitnarong	Lampang



ENVIRONMENT

Environmental Management

Sahacogen & Affiliates have defined environmental objectives committed to continually develop the environmental management system to ensure the effectiveness and meet the international standard, as well as running business with environmental and social responsibility.

Safety Commitment

Quality, Safety, Hygiene, and the Environment (QSHEE)

Sahacogen sees the importance of safety, hygiene, and the working environment. The company is therefore dedicated to creating a safe working environment for staff, employees, and other personnel while preserving the natural environment and being responsible for the safety of surrounding communities. The company's security and hygiene management strictly adhere to the law and regulations, organizing a safe environment for work while encouraging employees to see the importance of safety.

Quality, Safety, Hygiene, and the Environment Policy

1. Communicate, foster, and support employees to enhance their skills with the awareness of quality, safety, harmless actions to the environment, as well as energy conservation.
2. Monitor and oversee the QSHEE practices, energy conservation and Greenhouse Gas Reduction Management in compliance with laws and related regulations.
3. Support appropriate and sufficient resources to meet the operational objectives of QSHEE policy, as well as promote the reasonably effective energy and resource consumption on a regular basis.
4. Protect stakeholders from danger, injuries, or illness from work. Reduce risks from the moderate level onwards that may negatively affect stakeholders and corporate assets.
5. Improve and develop the QSHEE system consistently.

Adhering to Environmental Regulations and Laws

Sahacogen ensures that its business practices adhere to all related laws and regulations. Especially, Sahacogen operates its power plants in compliance with the environmental measures as specified in the Environmental Impact Assessment (EIA) for the power plant of Sahacogen (Chonburi) PCL and the Initial Environment Examination (IEE) for the biomass power plants of Sahacogen Green and Sahagreen Forest. This requires the environmental quality measurements and reports in every six months. Sahacogen and affiliates have set its business operation policy adhering to environmental-friendly business practices (Green Business Practices), as well as related laws and regulations.

Environmental Management Related to the Power Generation Process

• Water Management

Sahacogen places the importance of the effective water management throughout all production processes, from the source of water for production input until the preservation of the environment after production process. The company therefore strictly adheres to regulations of water management and considers the impacts of water consumption to the nearby communities. On the other hand, Sahacogen also plans to prevent the risk of water shortage which may interrupt the power plant operations. The water management practices of Sahacogen are as follows:

- The power plant of Sahacogen (Chonburi) PCL and the biomass power plant of Sahacogen Green are in the industrial area, using raw water from sources designated for industrial use without affecting the water supply of the nearby communities. Wastewater from the production process is sent to the neutralization basis for quality improvement before recycling to water the green area of power plant. While the remaining water is discharged to the wastewater treatment facilities of Saha Group Industrial Park under the controlled quality which the discharged temperature is not greater than 40 Degree Celsius according to the regulations.

Moreover, Sahacogen also implemented the RO Rejected Water Recycle Project to recycle the rejected water for reusing in production process. This help to save water supply and reduce the waste water's expenses.

RO Rejected Water Recycle in 2021–2023

Key Performance	2021	2022	2023
The reduction of water consumption in production process (m ³ /year)	113,151.3	113,556.8	89,702.5

The biomass power plant of Sahagreen Forest created a reservoir on a 40 Rai plot of land, capable of holding approximately 370,000 m³ of water. This volume is sufficient for the entire-year consumption for electricity generation. The reservoir consists of an incoming pond for sediment and a main pond for use. This ensures that the water has low levels of suspension and a stable quality, reducing the chemicals usage and the volume of wastewater from the production process. Sahagreen Forest also planted trees around the reservoir as a green belt for protecting the wind, lowering the amount of water loss and supporting the use of wastewater without affecting the water used for agricultural and consumption purposes of the surrounding communities. Wastewater from production is released into the sewage water holding pond for keeping temperature and quality according to the regulations before recycling to water the green area of power plant without discharging to external area or “Zero Discharge”.

The company also assesses the water quality and temperature strictly according to the regulations. This ensures that the water quality meets the standards, protecting and minimizing environmental impacts. Saha green also consistently examines the ecosystem around its power plant.

Company Name	Water Management	Water used for Production Year (m ³)		
		2021	2022	2023
Sahacogen (Chonburi) PLC.	<ul style="list-style-type: none"> • Waste water treatment facilities of the industrial park • Green Area • RO Rejected Water Recycle 	1,641,225	1,791,226	1,866,353
Sahacogen Green Co., Ltd.	<ul style="list-style-type: none"> • Waste water treatment facilities of the industrial park • Green Area 	407,212	311,987	355,886
Sahagreen Forest Co., Ltd.	<ul style="list-style-type: none"> • Zero Discharge • Green Area 	337,557	400,671	389,080

Air Emission Management

Strictly implement air pollution management measures as follows:

The emission monitoring system is installed at the stacks of the power plant for measuring the amount of TSP, SO₂, and NO₂ emitted to the atmosphere. The results indicated that the amounts of those pollutants are within the legal limits.

Installed the emission monitoring system in the communities' area nearby the power plant, composing environmental monitoring reports in every 6 months for the related sectors and public to ensure that the air qualities are according to the standards and regulations.

The Electrostatic Precipitators (ESP) with 99.5% of particulate-collecting efficiency was installed at the biomass power plant of Sahacogen Green and Sahagreen Forest to prevent the dust pollutions. This makes the quality of the air emitted from the power plant's stacks be according to the standards and regulations, as well as safety and environmental friendly.

Power Plants	Average Results (Min-Max)			Legal Standards
	2021	2022	2023	
Sahacogen (Chonburi) Power Plant (Natural Gas)				
• Total Suspended Particulate (TSP)	1.67–8.3	1.58–6.05	0.4–3.52	≤ 60
• Sulfur Dioxide (SO ₂)	0.26–1.6	0.13–0.87	0.07–1.3	≤ 18
• Nitrogen Oxide (NO ₂)	13.17–86.3	18.75–97.74	30.5–70.99	≤ 110
Sahacogen Green Biomass Power Plant				
Sahacogen Green Biomass Power Plant				
• Total Suspended Particulate (TSP)	2.5 – 13.6	16.4–28.9	5.4–10	≤ 120
• Sulfur Dioxide (SO ₂)	<1.3	<1.3	<1.4	≤ 60
• Nitrogen Oxide (NO ₂)	63.8 – 123.3	122–143.8	65.8–77.1	≤ 200
• Particulate matter (PM 2.5)				
• Nong Pla Kho Temple	–	9.6–19.6	11.4–36.0	50 mg/m3
• San Luang Temple	–	9.5–19.7	0.046–0.140	50 mg/m3
Sahagreen Forest Biomass Power plant				
• Total Suspended Particulate (TSP)	2.3 – 3.7	3.3–8.7	39.4–52.8	≤ 120
• Sulfur Dioxide (SO ₂)	< 1.3	<1.3	<1.4	≤ 60
• Nitrogen Oxide (NO ₂)	12.3 – 35.5	60.6–60.9	4–72.4	≤ 200
• Particulate matter (PM 2.5)				
• Baan Huay Nam Sai School	–	4.2–28.3	35–37.2	50 mg/m3
• Ban Khui Pom Health Promoting Hospita	–	4.6–23.1	34.3–37.3	50 mg/m3

Noise Pollution Management

- Appropriate design and install the machines and equipment that may cause the noise pollution including e planning inspection and preventive maintenance. Plant bushy trees surrounding the power plant as green belt for buffering sound and wind that help to control noise level within the standards and regulations.
- Designate 3 check-points for measuring the noise level; the sources of noise in the power plant, the control room of the power plant and the boundaries of the power plant. The noises are controlled within the standards and regulations, with routine measuring the noise level in every 3 months.
- Provide ear muffs for employees to wear when working in areas with noise level exceeding 80 Decibels. Employees are required to wear the ear muffs when working in that areas which warning signs were installed to remind them of this regulation.

The results of noise measurement in power plants of Sahacogen & Affiliates in 2021 – 2023

The results of noise measurement in power plants of Sahacogen & Affiliates	Average Results (Min–Max)			Lega Standards
	ᵀ 2564	ᵀ 2565	ᵀ 2566	
Sahacogen (Chonburi) Power Plant				
The results of noise measurement in general (Leq 24 hr)				
Power plant’s fence line on the side	60.9–69.3	59.8–63.0	61.8–64.0	70 dBA
Ban Rai Nueng	54.8–62.8	56.2–58.5	63.4–64.0	70 dBA
The results of noise measurement in workplace–Personal noise dosimeter (Leq 12 hr)	77.2–82.0	63.2–80.3	78.1–79.9	83 dBA
Sahacogen Green Biomass Power Plant				
The results of noise measurement in general (Leq 24 hr)				
Nong Pla Kho Temple	47.2–52.9	46.6–60.7	46.6–60.7	70 dBA
San Luang Temple	47.6–57.5	45.8–63.3	45.8–63.3	70 dBA
The area along the project's fence line.		62.7–64.7	54.8–65.2	70 dBA
The results of noise measurement in workplace–Personal noise dosimeter (Leq 12 hr)	77.4–81.2	79.3–80.4	81–82.1	83 dBA
Sahagreen Forest Biomass Power Plant				
The results of noise measurement in general (Leq 24 hr)				
Baan Huay Nam Sai School	48.0 –52.5	48.7 – 55.8	47.6–56.7	70 dBA
Si Chum Phorn Wachirawat Temple	49.6 – 60.4	50.4 – 51.8	65.0–67.5	70 dBA
The area along the project's fence line.			51.3–58.5	70 dBA
The results of noise measurement in workplace–Personal noise dosimeter (Leq 12 hr))	77.7 – 82.4	77.7 – 81.9	78.6–80.3	83 dBA

Waste Management

Sahacogen is dedicated to manage waste according to the legal standards and the policies of each power plant. Wastes are divided into two categories: hazardous waste and non-hazardous waste. The company's waste management practices are as followings:

1. Hazardous wastes are those that can be harmful to the environment, such as transformer oil, lubricants and chemical containers. These wastes are disposed according to the approved procedures to the agencies authorized by the Department of Industrial Works.

2. Non-hazardous wastes are general wastes such as leftovers, wood, paper, wires, plastic bags, and construction materials. These wastes are classified before disposing to bury according to the standards and regulations or appropriately recycling. The waste bank project was established to purchase recyclable wastes from employees in order to foster employees to utilize resources effectively.

Moreover, biomass ashes from combustion process of the biomass power plant of Sahacogen Green and Sahagreen Forest is considered a non-hazardous waste. It has been developed and utilized for agricultural benefits and brick production. These resources are distributed to communities as part of the company's CSR campaign, adding value to non-hazardous wastes for optimal utilization

The amount of waste and waste from business processes.

Company	list	2021	2022	2023
Sahacogen (Chonburi) PLC.,	Amount of waste and non-hazardous waste (tons)	163.385	168.72	115.5
	Amount of waste and hazardous waste (tons)	28.54	28.74	23.1
Sahacogen Green Co.,Ltd.	Amount of waste and non-hazardous waste type biomass ash (tons)	9,619.07	12,521.71	12,215.90
	Amount of waste and hazardous waste (tons)	5.49	5.22	8.9
Saha Green Forest Co.,Ltd.	Amount of waste and non-hazardous waste type biomass ash (tons)	6,805.38	6,367.89	4,956
	Amount of waste and hazardous waste (tons)	1.48	2.52	1.57

In 2023, there were no incidents of chemical leaks.



waste management (garbage) project in 2023



• **Sahacogen Green Co., Ltd.** join the Lamphun Clean City for Sustainability Project 2023 for the 3rd consecutive year. To promote and develop business establishments towards a green industry. Propelling the Wet Waste Free Province Project, Lamphun Clean City Project without Foam (Foam), And Lamphun People Ruam Jai Project Pay attention to the environment, reduce, accept, reduce, reduce the use of plastic bags, handles and plastic straws. Including the extension of solid waste management in Lamphun Province to have concrete and continuous operations leading to further sustainability.

- **Sahacogen Green Company Limited**, in collaboration with the Municipality of Pa Sak Subdistrict, Mueang District, Lamphun Province, organized a training course on “Proper Waste Segregation” to provide knowledge on waste segregation, industrial waste management, and proper waste disposal to 40 employees who attended the training.

- **Saha Green Forest Company Limited** supports and participates in the campaign to address the issue of illegal garbage dumping in the community, initiated by the Tambon Administration Organization of Khui Buri Ong Subdistrict, Phran Kratai District, Kamphaeng Phet Province. The aim is to disseminate knowledge and promote community learning on proper waste segregation and management.

- **The company also participates in the “Ting to Trash”** campaign with the The Securities and Exchange Commission, Thailand. and the Thai Listed Companies Association. This initiative aims to promote understanding among registered companies about proper waste segregation methods and to cultivate a corporate culture that initiates efforts to reduce greenhouse gas emissions.

Waste Bank for Environment Project

Waste Bank for Environment Project has been set up to motivate and enhance the eco-conscious awareness among employees. Waste must be categorized both in office and plant, as well as the employees can bring their waste from home for donation or exchange before the company sells those waste to purchaser for recycling. This is another way to save the world for help reduce the amount of waste in the office which also helps to reduce global warming problems caused by greenhouse gases. By using the 5 R principles, including Reduce (reducing waste), Reuse (reusing), Repair. (Repair items to be able to continue to use), Reject (avoid using things that cause pollution) and Recycle (recycle)

Performance table of the Environmental Waste Bank Project of 2023 Summarize the amount of waste and the amount of greenhouse gases that can be reduced from waste sorting for recycling.

Type	Volume (Kilograms)	CO ₂ Reduction**(kgCO ₂ e)
Paper	1,600.00	790.40
Plastic	341.6.00	296.85
Metal	18,198.00	20,727.52
Glass	233.00	173.35
Aluminum	13.10	44.23
Total	20,386.00	22,032.35

**Low Emission Support Scheme: LESS (<http://ghgreduction.tgo.or.th/>)



CLIMATE CHANGE IMPLEMENTATION

Human beings activities have brought about global warming and climate change issues, especially GHG emission by fossil fuel consumption in energy sector, transportation sector, and industrial sector. Consequently, all sectors across the world have collaborated urgently tackling GHG emission. Thailand Prime Minister, General Prayuth Chan-ocha responds the resolution in COP 26 and lead Thailand to achieve Carbon Neutrality in 2050 and set goal to Net Zero in 2065.

The company realizes and participates tackling climate change issue including promote GHG management in company policy that beneficial to the organization, sociality, and Thailand environment. GHG management committee is assigned to implement the target through the company intention by awareness of environment upon the sense of social responsibility as “good environment beneficial to sociality.”

Climate Change Policy

Moreover, the company has determined management policy in climate action as a guideline for business sustainability growth as follows.

1. Assign GHG management committee to carry out as following tasks.
 - 1.1 To assess the risk of climate change that might affect to production and business execution.
 - 1.2 To propose integration plan to track direct and indirect GHG emission.
 - 1.3 To propose the action plan to respond climate change and plan to minimize the impact from any risk.
 - 1.4 To propose GHG emission reduction measure
2. Target setting of GHG emission in business activities.
3. Communicate to all employees and stakeholders regarding the awareness and participation in the reduction measure of GHG emission to handle climate change issue.

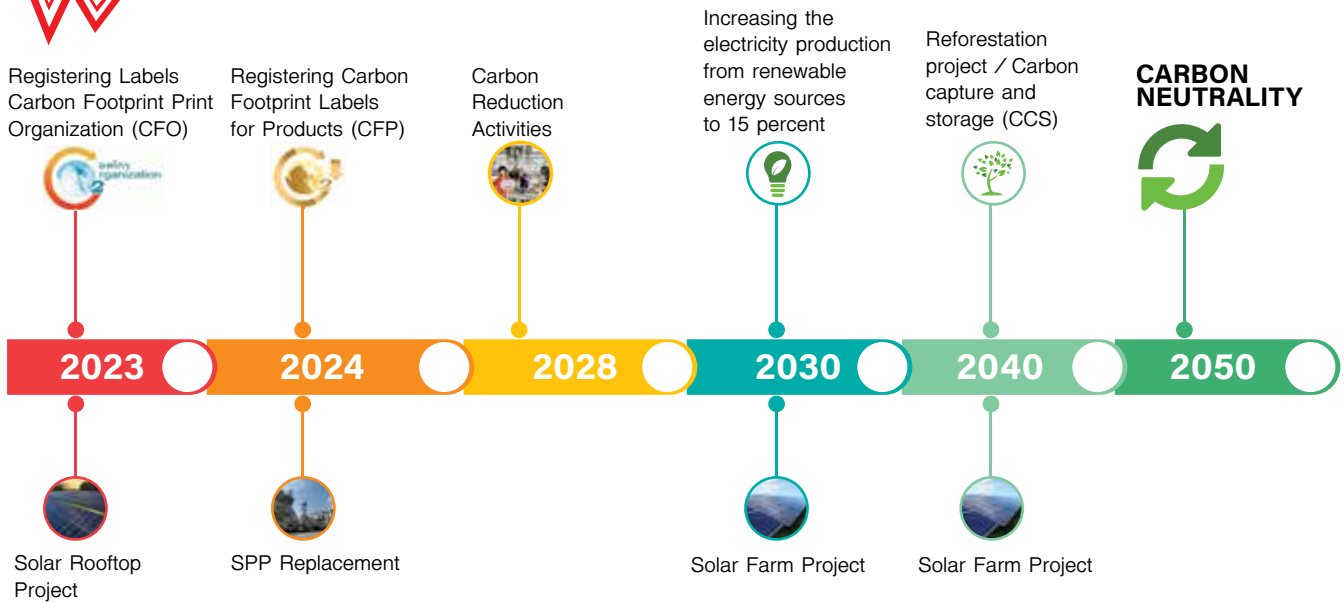




Performance Results for Greenhouse Gas Reduction in 2023:

- Received a certificate of carbon footprint registration from the Thailand Greenhouse Gas Management Organization (TGO) for the Carbon Footprint Guidance for Organizations in 2022, on May 31, 2023.
- Established carbon neutrality road map goals for the Saha Kogen Group (Carbon Neutrality Road Map) and developed action plans to reduce energy consumption and greenhouse gas emissions to support government policies and move towards carbon neutrality by 2050.
- Established a working group on organizational greenhouse gas management to raise awareness and employee involvement in addressing climate change issues, as well as supporting the organization's greenhouse gas management for the benefit of the organization, society, and the country's environment, in accordance with the company's climate change adaptation policy.
- In 2023, the company conducted a Carbon Footprint for Organization (CFO) assessment to evaluate the amount of greenhouse gas emissions and absorption resulting from the company's business activities, covering scopes 1–3 of Saha Kogen (Chonburi) and subsidiary companies, with Advance Energy Plus Co., Ltd. as the consultant. Additionally, the company prepared and applied for certification of the carbon footprint for electricity and water products (Carbon Footprint of Product: CFP), expecting to receive certification from the Thailand Greenhouse Gas Management Organization (TGO) within the second quarter of 2024.





GHG management plan for low city carbon

1. To improve energy efficiency

Utilizing the innovative technology combining with appropriate energy management

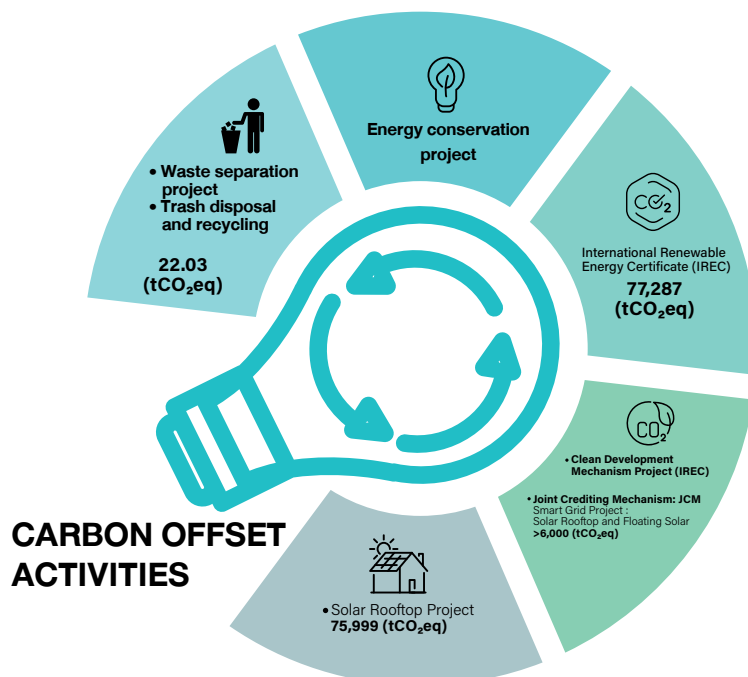
2. To apply eco-friendly clean energy

Developing clean energy and increasing proportion of biomass and renewable energy consumption

3. Carbon offset

o Energy Innovative: participate in renewable energy and GHG reduction project.

o Arrange in house activity under the topic of reducing GHG in organization. To participate in neighboring community, government sector, and partners to enlarge green area for carbon sink by replanting and reforestation.



The amount of greenhouse gas emissions of Sahacogen (Chonburi) Plc. and its subsidiaries in 2023 (by company)

Scope of work	SCG	SGN	SGF	Total
Scope 1	466,617.62	4,828.07	2,885.38	474,331.07
Scope 2	7.80	411.32	92.28	511.40
Scope 3	133,797.99	184.81	74.17	134,056.98
Total	602,989.42	5,424.20	3,051.83	608,899.45

The amount of greenhouse gas emissions from Sahacogen (Chonburi) Company Limited and its subsidiaries in 2023 compared to the base year (2022).

Scope of work	GHG Emission (tonCO ₂ e)		Unit
	Base Year (2022)	Year (2023)	
Direct greenhouse gas emissions (Scope 1)	533,254.00	474,332.00	TonCO ₂ e
Indirect greenhouse gas emissions (Scope 2)	463.00	512.00	TonCO ₂ e
Other indirect greenhouse gas emissions (Scope 3)	140,022.00	134,057.00	TonCO ₂ e
Total Scope 1 & 2	533,717.00	474,844.00	TonCO ₂ e
Total Scope 1 & 2 & 3	673,739.00	608,901.00	TonCO ₂ e
Carbon intensity (Scope 1+2+3)	1,587,352,114	1,639,337,236	kWh
Carbon intensity (Scope 1+2+3)	0.424	0.371	kgCO ₂ / kWh

**The data of 2023 has already been verified by Bureau Veritas (Thailand) Co., Ltd., and It's in the process of applying for Carbon Footprint Organization (CFO) certification from Thailand Greenhouse Gas Management Organization. (Public Organization).

- In 2023, the total greenhouse gas emissions (Scope 1 and 2) of the SCG Group amounted to 474,844.00 TonCO₂e. When including Scope 1, 2, and 3 emissions, the total was 608,901.00 TonCO₂e. Compared to the baseline year, the overall average greenhouse gas emissions of the SCG Group decreased by 9.62%.
- The carbon intensity of the SCG Group's power plants in 2023 was 0.371 kgCO₂/kWh, which is lower than the baseline year (2022), where it was 0.424 kgCO₂/kWh. Additionally, the average greenhouse gas emissions (both direct and indirect) of power plants in Thailand in 2023 were 0.5986* kgCO₂/kWh.

GHG emission reduction project in 2023

- **Solar Rooftop**

Generating electricity from renewable energy sources throughout the project's lifespan helps reduce greenhouse gas emissions by more than 75,999 tons of carbon dioxide equivalent per year (tCO₂e). All four projects began generating electricity in 2023





No	Project	Contract period (Year)	CO ₂ Reduction (tCO ₂)
1	Solar rooftop (PRINC HOSPITAL)	25	3,805
2	Solar rooftop (Sea Sand Sun ,Chonburi)	20	3,190
3	Solar rooftop (Sumsung Chonburi)	15	61,081
4	Solar rooftop (CMTH Chonburi)	17	7,923
	Total		75,999

- **Renewable Energy Certificate : REC**

The company has registered Internation Renewable Energy Certificate (IREC) purposing to transfer IREC to the organization who intend to consume electricity from renewable energy sources in company activities. The objective is to minimize global warming from GHG emission.

In 2023, Shahcogen Group delivered Renewable Energy Certificate which equivalent 71,287 tons CO₂eq that is one of responsibilities to reduce GHG emission

RE Generator	Power generation capacity (MW)	Delivered Volume (RECs)	GHG reduction (tonCO ₂ eq)
 SAHACOGEN GREEN CO., LTD.	67,049	66,000	39,507
 SAHAGREEN FOREST CO., LTD	56,799	53,091	31,780
Total	123,848	119,091	71,287



Clean Development Mechanism Project (CDM) by Biomass Power Plant Sahagreen Forest 7.5 MW

- Reduce greenhouse gas emissions by 27,000 tons of carbon dioxide equivalent per year (tCO₂e / yr).
- Cumulative reduction in greenhouse gas emissions from 2014–2022 totaling 248,600 tons of carbon dioxide equivalent per year (tCO₂e).



Smart Grid Project in Saha Group Industrial Park, Sriracha was funded by Japanese Government under Joint Crediting Mechanism (JCM)

- Renewable Energy Project in Saha Group Industrial Park, Sriracha has launched 10 Solar Rooftop projects providing electricity generation capacity over 15 MW that equivalent clean energy generation capacity up to 20% consuming in Industrial Park. That is equivalent CO₂ reduction over 6,000 tons in a year.
- Floating Solar at Saha Group Industrial Park, Sriracha is the first project launched in Thailand Industrial Park. This innovation would be a prototype to apply more utilization in the reservoir and become a standard including enhance quality of life in Thai Industrial Park. The power generation capacity of Floating Solar is 478.8 KW that could generate electricity 649,367 unit/year that equivalent CO₂ reduction 367 tons in a year.



Waste Bank for Environment Year 2023

- Project achievement can reduce total GHG emission 22.03 tCO₂eq.



Conservation project for forest and rare tree species

- Tree planting within the company's area in the conservation project for forest and rare tree species covers an area of 100,800 square meters. This initiative aims to conserve forest and rare tree species while providing shade to the area, totaling over 50 species and more than 1,200 trees. The trees are approximately 5–10 meters tall and include species such as Dipterocarpus alatus, Hevea brasiliensis, Dalbergia cochinchinensis, Hopea odorata, Hopea ferrea, Alstonia scholaris, Shorea siamensis, Dipterocarpus tuberculatus, Artocarpus lacucha, Duabanga grandiflora, and Artocarpus heterophyllus. According to 2023 survey, trees from this project helped absorb approximately 136.24 tCO₂e.



ENERGY MANAGEMENT

Sahacogen Group recognizes the importance of sustainable energy management. And committed to promoting and supporting efficient energy production, along with business operations that are socially and environmentally responsible. Reducing the amount of greenhouse gas emissions that cause global warming and climate change. Therefore, it has promoted and supported efficient energy use. Including sustainable energy conservation that focuses on “participatory energy conservation” by establishing an energy conservation policy to raise awareness among executives and employees. Including the establishment of an energy management committee. To carry out activities to achieve the objectives of the organization. with various activities such as preparation of energy conservation reports, study visits, activities to promote and disseminate information on energy conservation, energy conservation day activities Day, a campaign to reduce energy use in the office, etc.

Policy and guidelines for energy management

- Implement and develop appropriate energy management systems. By stipulating energy conservation and energy management as part of the Company’s operations. In accordance with the laws and other relevant requirements which will lead to sustainable development
- Seriously and continuously improve the energy efficiency of the organization. In accordance with the business production technology used and internationally accepted good practices.
- Set annual conservation plans and goals, communicated to all employees to understand and act correctly.
- Monitor and assess energy management to review, analyze and correct deficiencies in energy management at least once a year. to ensure compliance Laws and other relevant requirements.
- Determine energy conservation as the main responsibility of executives and employees at all levels who must cooperate in complying with the specified measures.
- Support necessary resources to operate energy conservation and energy management efficiently. Including training to promote energy conservation for employees and create employee participation in energy conservation and energy management operations.



Efficient Resource Utilization

Major raw materials for power generation are natural gas which is the primary fuel and diesel oil which is the secondary fuel. In addition, there are water and chemicals such as water treatment agent, fuel additive and biofuels such as chopped wood, husk and corncobs. Major raw materials for power generating are described as follows;

1) Natural Gas

Sriracha combined-cycle power plant uses natural gas as the key fuel in electricity and steam generating process. The company signed a long-term contract to purchase natural gas from PTT PCL. for 21 years. Such contract can be extendable for 4 years. In July 2019, the natural gas purchase agreement with PTT Public Company Limited was amended to 25 years. The contract will be expired in March 2024.

On December 19, 2021, the company has signed the new natural gas purchase agreement with PTT PCL. for 25 years starting from April 2024. The new contract, expiring in April 2024, was made to support the new power plant construction project and replace the current contract.

From then until now, the Company has never encountered bad quality of natural gas and insufficient natural gas storage.

2) Biofuels

Lamphun power plant uses biomass as the fuel in electricity and steam generating process. The company has managed by planting fast growing plants throughout the region and also has the research center to study about fast-growing plants in Mueang Lamphun District, Lamphun to ensure the sustainable operating business. Moreover, the company has many biomasses procurement centers to purchase biomass from farmers and also manage the reserve level of fuel to ensure business continuity.

Kamphaengphet power plant uses biomass as the main fuel in electricity and steam generating process. The company signed a contract to purchase biomass from Siam Forest Tree Company Limited, a jointed investment company which is the twenty-five percent shareholder. The meetings between the company and the partner were arranged monthly to set the direction and monitor the operation. The company has been sourcing alternative biomass fuel from various sources to reduce cost. The company also manages the reserve level of fuel to ensure business continuity.

Starting from the beginning of the operation, there was no situation which the company has insufficient biomass fuel leading to the production process pause.

The Operating Performance Capacity and Utilization Report

Electricity	Unit	2022	2023
Power plant –Sriracha			
Installed Capacity	Megawatt	215.58	215.58
Production Capacity	Magewatt–hour/year	1,888,481	1,888,481
Actual Production	Magewatt–hour/year	998,566	953,824
Utilization Factor	%	52.88	50.51
Power plant –Lamphun			
Installed Capacity	Megawatt	9.6	9.6
Production Capacity	Magewatt–hour/year	84,096	84,096
Actual Production	Magewatt–hour/year	66,240	66,609
Utilization Factor	%	78.77	79.21
Power plant –Kamphaengphet			
Installed Capacity	Megawatt	7.5	7.5
Production Capacity	Magewatt–hour/year	65,700	65,700
Actual Production	Magewatt–hour/year	57,509	53,660
Utilization Factor	%	87.53	81.67

Steam	Unit	2022	2023
Power plant –Sriracha			
Installed Capacity	Ton/hour	96	96
Production Capacity	Ton/year	840,960	840,960
Actual Production	Ton/year	298,430	284,105
Utilization Factor	%	35.49	33.78

Steam	Unit	2022	2023
Power plant –Lamphun			
Installed Capacity	Ton/hour	25	25
Production Capacity	Ton/year	219,000	219,000
Actual Production	Ton/year	94,031	95,533
Utilization Factor	%	42.94	43.62

Energy Saving

In 2023, The company conducts activities and improves energy efficiency in all operational areas through the participation of personnel at all levels. It can significantly reduce operating costs as follows:

Sahacogen (Chonburi) Plc.

- 1) Project Name: The Steam Trap maintenance project in the steam distribution system.
Project Description: Replace malfunctioning Steam Traps to reduce steam loss within the power plant.
Location: The Steam Distribution Line in the Sahapat group industrial.

Topic	Quantity	Unit
1. Targeted Quantity–Based Thermal Energy	4,541,901	MJ
2. Quantity–Based Savings Outcome	998,978	THB/year
3. Investment Amount	250,400	THB
4. Cost Reduction	1,233,266	THB/year
5. Payback Period	0.20	year

- 2) Project Name: Maintenance Project for Steam Traps in the Steam Distribution System within the Power Plant
Project Description: Replace malfunctioning Steam Trap equipment to reduce steam loss within the power plant.
Location: The Steam Distribution Line within the power plant.

Topic	Quantity	Unit
1. Targeted Quantity–Based Thermal Energy	297,203	MJ
2. Quantity–Based Savings Outcome	65,698.00	THB/year
3. Investment Amount	17,890	THB
4. Cost Reduction	81,106	THB/year
5. Payback Period	0.22	year

- 3) Project Name: The volume-based savings outcome of replacing the old inefficient chiller unit (CH-1) with a new high-efficiency one.

Project Description: Replace the old chiller unit with a new high-efficiency one.

Location: Chiller Plant

Topic	Quantity	Unit
1. Targeted Quantity-Based Thermal Energy	169.49	MJ
2. Quantity-Based Savings Outcome	1,760,651.95	THB/year
3. Investment Amount	17,894,520	THB
4. Cost Reduction	7,030,731.82	THB/year
5. Payback Period	2.55	year

Sahacogen Green Co., Ltd.

- 1.) Project Name: Project to replace HPS light bulbs with LED (2023).

Project description: Replace 16 HPS light bulbs with 150W LED bulbs.

Location: Biomass Power Plant, Sahacogen Green

Details	Kilowatts/year	THB/year
Energy consumption level before project implementation	9,636	29,491
Energy consumption level after project implementation	4,593	15,433
Energy savings	5,043	14,058
Investment	36,000	THB
Payback period	2.39	year

- 2.) Project Name: Plan for annual power plant maintenance to reduce standby boiler operation hours.

Project description: Plan annual power plant maintenance shutdowns to align with customer's steam production downtime (non-usage of steam).

Details	Mega joules/Year	THB/year
The energy consumption level before project implementation	3,303,372	1,313,766
The energy consumption level after project implementation	2,703,838	1,075,329
Energy savings	599,534	238,438
Investment	0	baht

3. Project Name: Optimal steam pressure reduction

Project description: Adjustments made to reduce steam production pressure from 15 Barg to 13.5 Barg

Details	Mega joules/Year	Baht/Year
Energy consumption level before project implementation	2,707,462	1,076,771
Level of energy consumption after project implementation	2,703,838	1,075,330
Energy saving effect	3,624	1,441
Investment	0	baht

Saha Green Forest Co., Ltd.

- 1) Project Name: Change light bulbs to reduce electricity consumption in warehouses and electricity generating buildings.

Project Description: Replaced 32 250-watt sodium bulbs with 9 200-watt LED bulbs.

Topic	Quantity	Unit
1. Quantitative target heat energy	7,118	MJ
2. Quantitative goal saving effect	29,764.80	THB/year

- 2) Project name: Measures to reduce steam leakage in the steam distribution pipeline system

Project Description: Replace a Malfunctioning Steam Trap Device to reduce the loss of steam within the power plant.

Project location: Super Heater 1 steam pipe area.

Topic	Quantity	Unit
1. Quantitative target heat energy	4,301,715	MJ
2. Quantitative goal saving effect	420,277.58	THB/year

- 3) Project name: Measure to reduce the amount of pressurized steam (Steam LP) used to warm water in the deaerator tank.

Project characteristics: Reduce feed water temperature from 120 °C down to 110 °C.

Project implementation location: Deaerator tank

Topic	Quantity	Unit
1. Quantitative target heat energy	150,681	MJ
2. Quantitative goal saving effect	124,893.54	THB/year

BIODIVERSITY AND ECOSYSTEMS

Sahacogen (Chonburi) Public Company Limited, subsidiaries and the other operating units such as the trading center of biomass, fast-growing cultivation sites are located in Sahagroup industrial park, and the area allocated for industrial businesses, factories and agricultural businesses. The factory sites are developed specifically for factory building. The environmental impact assessment did not show any forest area covered. The wildlife animal was not found in the area. The the factory building, and business operation will cause the environmental impact to the aquatic and on-land biological resources at a low level.

However, the Company recognizes and places importance on taking care of natural resources and the environment in surrounding areas. Focus on engaging with communities and stakeholders to enhance knowledge and understanding of natural resource conservation. biodiversity and create a sustainable ecological balance.

The Plant Bamboo Project

The planting areas provided by the government as well as the support in terms of training sessions about planting bamboo plants as a source of food and to generate revenue for people in local communities. Moreover, bamboo planting also helps reduce deforestation. The bamboo parts can be used in various ways. Soil fertility can also be improved and enhance the ecology variety. The project running supports the goal to comply with the united nation goals of sustainability development in economy, society and environment. The poverty reduction, the development of food supplies and nutritions; the sustainable agricultural activities; civilliance's well-being; good water supply and irrigation system; the protection and sustainable usage of the aquatic, on-land, forest resources; and the support to biodiversity.

(Sustainable Development Goals –SDGs) focus in part of Economic, Society and Environment such as Poverty eradication, Improving food security and nutrition, Sustainable agriculture, Improving well-being in life and promoting well-being of people, Good water supply and sanitation, Protecting, restoring, and promoting sustainable use of onshore ecosystems, Sustainable forest management And increasing biological diversity etc. In 2018, Sahacogen (Chonburi) Public Company Limited and subsidiaries has organized activities to give bamboo seedlings, training, plant visits And planting bamboo in degraded forest areas Total value is 1,026,667 baht and has operated the project continuously until now.

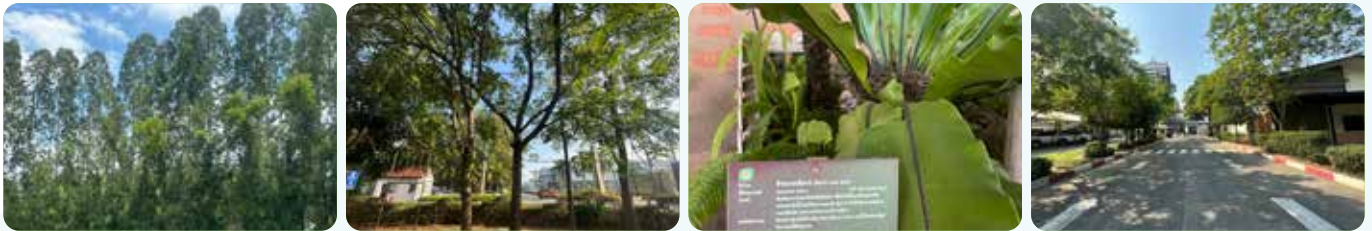


The Plant Bamboo Project

- In 2018, the company organized activities including distributing bamboo seedlings, training sessions, field trips, and bamboo planting in degraded forest areas covering 400 acres. The total value of this project was over 1,026,667 Baht.
- In 2019 – 2020, the project expanded its area of operation by distributing bamboo seedlings to local communities under the “Restoring Bamboo to Forest Areas for Livelihood Development and Watershed Rehabilitation” project. More than 40,000 bamboo seedlings were distributed, with a total value exceeding 1,000,000 Baht.
- In 2021 – 2023, over 300 households participated in the project to expand bamboo propagation for planting in degraded forest areas, increasing green areas, restoring watershed forests, and creating livelihoods for communities in Jomthong District and Wang Nuea District, Lampang Province.

Performance results are as follows:

- Add green area Rehabilitating degraded forests by planting bamboo instead of more than 400 rai.
- Create jobs and reduce unemployment problems for communities in the area, including more than 100 households.
- Continuously creating food production for the community
- Build the career and increase the potential of people in the community From the furniture making career project such as Chopsticks, bamboo skewers, bamboo basketry, Bamboo propagation, etc.



Conservation of forest tree species and rare tree species.Project

The company places great importance on conserving natural resources, particularly in increasing green areas and caring for trees within its project areas. Therefore, it has conducted surveys of tree species within its premises and developed projects for conserving forest and rare tree species since 2011. The objectives are to collect and conserve valuable, rare, or endangered plant species found in the local area, to provide knowledge about these species, to create recreational areas for employees, and to increase green spaces within the company. The projects are carried out with the consultation of experts from the Department of Forestry. As consultants for the project implementation, the survey results of the company's total area of 63 rai or 100,800 square meters (4 locations). It was found that there were more than 50 types of wild and rare plants, totaling more than 1,200 trees such as Siamese rosewood, Yang Na Daeng, Pradu Ban, Yom Hom, Yom Hom, Yom Hin, Sadao Dam, Jan Pha Kaew Chao Jom, Chik Na, Mhee Skunk, Nang Phaya Kalong, etc. It was also found that there are more and more small animals living in the area every year such as birds, squirrels, red ants, etc. Moreover, more than 3,000 freshwater fish species are released each year in nearby public water sources. Replacing the decreasing fish stocks, it can help restore freshwater fish resources and maintain the diversity of aquatic species as well as maintain the environment. natural balance of water sources. In addition, seasonal mushrooms and forest products are constantly found naturally. It shows the fertility of the area that still maintains good biodiversity and balance of the ecosystem.

Enhancing knowledge and understanding of natural resource conservation and biodiversity for communities and stakeholders. Public relations signs have been prepared to communicate to the community and external agencies to know and understand about the project implementation.

In terms of greenhouse gas reduction, the survey on greenhouse gas sequestration by trees in the Forest Tree Species and Rare Tree Species Conservation Project in 2023 revealed that the trees in the project contributed to absorbing a total of 136,235 kgCO₂e or 136.24 tCO₂e.



Refer method from Thailand Greenhouse Gas Management Organization (Public Organization)

Referenced from Thailand Greenhouse Gas Management Organization (Public Organization)

INNOVATION FOR SUSTAINABILITY

The company focuses on investing in green businesses by establishing partnerships with educational institutions to conduct research and develop new products. This initiative aligns with the company's vision and mission, as outlined in its business development plan to expand knowledge in renewable energy into other businesses. The goal is to develop innovations for sustainability.

Bamboo Pulp Innovation

The project aims to develop bamboo pulp products using a steam explosion method in a mechanical pulping process instead of a chemical pulping process. This initiative is to advance knowledge in bioenergy and innovate sustainable energy and environmental solutions. The project is operated by Saha Green Forest Company Limited, a joint venture between Saha Gen (Chonburi) Company Limited (a subsidiary of Sahapat Group) and Siam Forest Company Limited (a subsidiary of Siam Cement Group), located in Khui Ban Ong Sub-district, Phran Kratai District, Kamphaeng Phet Province. It produces electricity and steam from eucalyptus bark and tops, along with local agricultural residues. The electricity output is 7.5 megawatts, supplied to the Provincial Electricity Authority under the Very Small Power Producer (VSPP). The steam production capacity is 3 tons per hour. Commercial Operation Dat in December 2012.

In 2021, the company collaborated with the Kasetsart Agricultural and Agro-Industrial Product Improvement Institute, (KAPI), Kasetsart University, to conduct research and develop a steam explosion method for producing plant fibers. They scaled up and improved the design from a small-scale prototype to an industrial level for producing environmentally friendly plant fibers, replacing the chemical pulping method. The company has obtained a patent for the steam explosion plant fiber production method from the Department of Intellectual Property, Patent No. 17814.

In 2023, the company participated in the project “Enhancing Capacity and Building Networks of Environmentally Friendly Packaging Innovation Enterprises through Natural Plant Fiber Research Innovation.” This project is part of the Innovation Driven Enterprise (IDEs) development plan, aimed at enhancing the country's competitiveness, under the supervision of the National Science and Technology Development Agency (NSTDA). The project involves collaboration among three parties: the Kasetsart Agricultural and Agro-Industrial Product Improvement Institute (KAPI), Saha Green Forest Company Limited, and packaging manufacturers. The objective is to further develop the utilization of fibers from the steam explosion plant fiber production method patented by the company. The partnership with packaging manufacturers is guided by recommendations from the agricultural and industrial product development institutes. The project duration spans from September 2023 to September 2025.

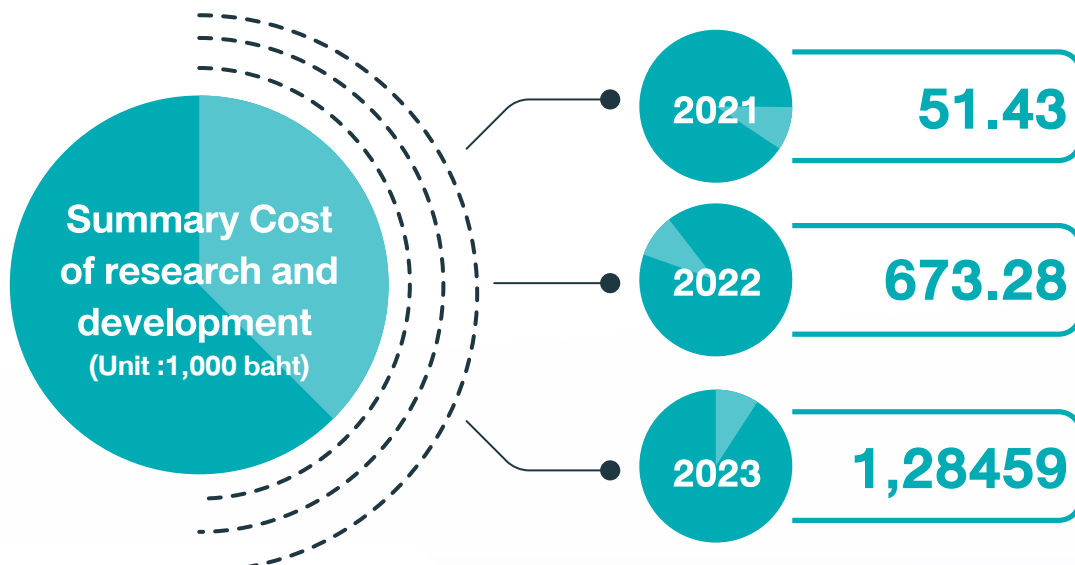


Innovation in the development of bamboo pulp fiber products from a high-pressure water jet explosion machine, through a chemical-free production process, resulting in organic bamboo fiber strands that are natural, safe, environmentally friendly, and produced by knowledgeable and skilled personnel, maximizing resource utilization for optimal benefit.

To further develop innovations and advance knowledge, the company plans to expand its business by utilizing steam from the biomass power plant of Saha Green Forest Company Limited to produce environmentally products. This involves employing technology and equipment developed for the production process of bamboo fibers or plant fibers to enhance the value of products, making them suitable for various applications and meeting the needs of partners and customers, such as paper and packaging factories. The aim is to produce high-quality products at reduced costs, enabling competitiveness in the market while replacing imports of bamboo fibers or plant fibers with standardized, safe, and environmentally friendly products. This initiative promotes sustainable innovation and business practices.

Cost of research and development

The company's innovation development strategy focuses on fostering collaboration with educational institutions and networks, utilizing the company's resources and personnel as key components. In 2023, the company incurred research and development expenses totaling 373,000 baht.





Sustainable Energy Social Responsibility

GRI CONTENT INDEX

Disclosure	Description	Page
GRI 102 : General Disclosures		
Organizational Profile		
GRI 102-1	Name of the organization	2
GRI 102-2	Activities, brands, products, and services	4
GRI 102-3	Location of headquarters	2,4
GRI 102-4	Location of operations	4
GRI 102-5	Ownership and legal form	4
GRI 102-6	Markets served	4
GRI 102-7	Scale of the organization	4,6-7,54
GRI 102-8	Information on employees and other workers	54
GRI 102-9	Supply chain	20
GRI 102-10	Significant changes to the organization and its supply chain	5
GRI 102-11	Precautionary Principle or approach	-
GRI 102-12	External initiatives	6-7
GRI 102-13	Membership of associations	8,45
Strategy		
GRI 102-14	Statement from senior decision-maker	1
GRI 102-15	Key impacts, risks, and opportunities	34-35
Ethics and Integrity		
GRI 102-16	Values, principles, standards, and norms of behavior	3
GRI 102-17	Mechanisms for advice and concerns about ethics	46-50

GRI CONTENT INDEX

Disclosure	Description	Page
Governance		
GRI 102-28	Evaluating the highest governance body’s performance	35-38
GRI 102-29	Identifying and managing economic, environmental, and social impacts	9,11-13
GRI 102-30	Effectiveness of risk management processes	39-45
GRI 102-31	Review of economic, environmental, and social topics	9-11
Stakeholder engagement		
GRI 102-40	List of stakeholder groups	27-32
GRI 102-41	Collective bargaining agreements	
GRI 102-42	Identifying and selecting stakeholders	
GRI 102-43	Approach to stakeholder engagement	
GRI 102-44	Key topics and concerns raised	
Reporting practice		
GRI 102-45	Entities included in the consolidated financial statements	1,10-13
GRI 102-46	Defining report content and topic Boundaries	
GRI 102-47	List of material topics	
GRI 102-48	Restatements of information	
GRI 102-49	Changes in reporting	
GRI 102-50	Reporting period	
GRI 102-51	Date of most recent report	
GRI 102-52	Reporting cycle	
GRI 102-53	Contact point for questions regarding the report	
GRI 200 : Economic		
GRI 201 : Economic Performance		
GRI 103 :	Management Approach	33-34
GRI 201-1	Direct economic value generated and distributed	

GRI CONTENT INDEX

Disclosure	Description	Page
GRI 205 : Anti-corruption		
GRI 103 :	Management Approach	46-50
GRI 205-3	Confirmed incidents of corruption and actions taken	
GRI 300 : Environmental		
GRI 301: Materials		
GRI 103 :	Management Approach	49-50
GRI 301-1	Materials used by weight or volume	
GRI 301-2	Recycled input materials used	
GRI 302: Energy		
GRI 103 :	Management Approach	89-103
GRI 302-1	Energy consumption within the organization	
GRI 302-3	Energy intensity	
GRI 302-4	Reduction of energy consumption	
GRI 303 : Water		
GRI 103 :	Management Approach	86
GRI 303-1	Water withdrawal by source	
GRI 303-2	Water sources significantly affected by withdrawal of water	
GRI 303-3	Water recycled and reused	
GRI 304 : Biodiversity		
GRI 103 :	Management Approach	90-91
GRI 304-2	Significant impacts of activities, products, and services on biodiversity	

GRI CONTENT INDEX

Disclosure	Description	Page
GRI 305 : Emissions		
GRI 103 :	Management Approach	92-97
GRI 305-1	Direct (Scope 1) GHG emissions	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	
GRI 305-5	Reduction of GHG emissions	
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	88
GRI 306 : Effluents and Waste		
GRI 103 :	Management Approach	90-91
GRI 306-1	Water discharge by quality and destination	
GRI 306-2	Waste by type and disposal method	
GRI 306-5	Water bodies affected by water discharges and/or runoff	
GRI 305 : Emissions		
GRI 103 :	Management Approach	86-91
GRI 307-1	Non-compliance with environmental laws and regulations	
GRI 308 : Supplier Environmental Assessment		
GRI 103 :	Management Approach	25
GRI 308-1	New suppliers that were screened using environmental criteria	
GRI 400 : Social		
GRI 401 : Employment		
GRI 103 :	Management Approach	54-55
GRI 401-1	New employee hires and employee turnover	

GRI CONTENT INDEX

Disclosure	Description	Page
GRI 403 : Occupational Health and Safety		
GRI 103 :	Management Approach	81-82
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	
GRI 404 : Training and Education		
GRI 103 :	Management Approach	62-69, 74-75
GRI 404-1	Average hours of training per year per employee	
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	
Human Right Assessment		
GRI 412-1	Operations that have been subject to human right reviews or impact assessment	52-61
GRI 412-2	Employee training on human right policies or procedures	
Local Community		
GRI 413 : Responsibility to Communities/Societies		
GRI 103 :	Policy on developing and engaging with communities/societies	76-78
	Plans to support the developmentand engagement of communi- ties/societies affected by the business	
	Number of conflicts with communities/societies,and remediation measures	
	Benefits of developmentprojects or activities to	
	Total financial contribution to community/social development projects or activities	

GRI CONTENT INDEX

Disclosure	Description	Page
GRI 419 : Socioeconomic Compliance		
GRI 103 :	Management Approach	23-26
GRI 419-1	Non-compliance with laws and regulations in the social and	
GRI-G4 Electric Utilities Sector Disclosures		
EU 1	Installed capacity, broken down by primary energy source and by regulatory regime	4-6
EU 5	Allocation of CO2e emissions allowances or equivalent, broken down by carbon trading framework	92-97
EU 10	Planned capacity against projected electricity demand over the long term, broken down by energy source and regulatory regime	4-6
EU 11	Average generation efficiency of thermal plants by energy source and by regulatory regime	
EU 21	Disaster/Emergency Planning and Response	
EU 30	Average plant availability factor by energy source and by regulatory regime	



Sustainable Energy Social Responsibility



SAHACOGEN
(CHONBURI) PUBLIC COMPANY LIMITED

SAHACOGEN (CHONBURI) PUBLIC COMPANY LIMITED

636 Moo 11, Sukaphiban 8 Road, Nongkharm, Sriracha, Chonburi 20230
Tel : 038-481555 Fax : 038-481551



www.sahacogen.com