



ESG Performance Report for Listed Companies in 2025

TPCS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : TPCS PUBLIC COMPANY LIMITED

Symbol : TPCS

Market : SET

Industry Group : Industrials

Sector : Industrial Materials & Machinery

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The company recognizes the importance of caring for and managing the environment and takes actions in line with the company's environmental policy set by board of directors as environmental practice guidelines (reviewed and approved by resolution from Board of Directors' Meeting No. 6/2023 on 20 December 2023, which became effective on 21 December 2023) as follows:

Environmental Policy

The Board of Directors were aware about the importance of environmental management so we set an environmental policy to be a guideline as follows:

- The company manages the environment in line with the specifications of the law and all other related regulations.
- The company instills a sense of responsibility and environmental conservation continuously in personnel inside the organization.
- The company improves resource utilization for better effectiveness and efficiency.
- The company develops production processes and products to produce minimal environmental impacts while retaining product quality.
- The company strives to minimize waste, wastewater and air pollution potentially caused by production processes and aims to continuously prevent other environmental impacts.
- The company reviews and improves environmental management plans on a regular basis.
- The company supports and disseminates environmental management information to the public whenever possible.
- The information on environmental management and activities in this report covers every business group of the company.

Greenhouse gas management

The company is aware that changes in global temperatures are increasing. We cannot be complacent about climate change. Including being responsible for conducting business by not causing any impact on the environment in order to transfer the world's resources sustainably. The company is committed to reducing greenhouse gas emissions, learning to use energy efficiently, developing environmentally friendly products and packaging, and creating participation with stakeholders to help reduce global warming by conducting business sustainably.

In its environmental operations, the company prioritizes climate change and comprehensively monitors the risks associated with it. Due to the rapid changes that can impact business, society, and the environment, the company manages its environmental practices in accordance with relevant laws and regulations. Furthermore, it prevents negative environmental impacts through advanced production technologies and greenhouse gas emission reductions. The company also aims to achieve net-zero greenhouse gas emissions by 2050. by initiating activities and projects such as:

Activities to reduce energy use and Use of alternative energy or SOLAR CELL

Energy Management

The company gives importance to and supports energy conservation activities on a continuous basis and has an energy conservation committee working to set the company's energy direction and track the progress of various projects, while reporting project outcomes and analyzing improvement guidelines in line with set objectives and campaigning for employees to be conscious about effective energy utilization

Energy Conservation Measures and Projects

- The company campaigns for electrical switches and all electrical appliances to be turned off whenever they are not in use.
- The company turns lights off at night in areas where lighting is not in use.
- The company sets the temperatures of its air conditioners at 25 degrees Celsius.
- The company regulates the number of lightbulbs used in places where excessive lighting is in use.
- The company uses energy-conserving devices.
- Use renewable energy with sunlight or SOLAR CELL.

Water Management

Water is an essential resource for all life. It directly affects living and is crucial to business activities. Thus, the company recognizes and gives importance to worthwhile water utilization and has set measures to promote every company employee in recognizing the significance of water resources and appreciative use of water resources for maximum benefits in daily life and in the company's business activities.

Measures and Projects for Worthwhile Water Resource Utilization

- Wastewater reduction project and campaign for water conservation by employees
- Monthly water leak inspections at various sites
- Monthly sanitary ware leak inspections
- Utilization of water-conserving equipment such as by installing squeeze-type nozzles on hoses and installing water-conserving faucets
- Recirculating and reusing the water used to cool various equipment to be used in cleaning other parts of the equipment

The company has set a goal to reduce the use of water resources by employees by establishing the main measure "Wastewater reduction project and campaign for economical water use for employees". This is because the total amount of water used throughout the year by all employees in both the Bangkok and Sriracha offices combined is more than the amount of water used in the production processes of all factories combined. This is a measure that all employees must take together and in conjunction with studies to find ways to improve the production process, reduce the amount of water, or find the right amount of water to use.

Scrap and Waste Management

The company recognizes potential environmental impacts due to scraps created during production and general waste from business activities. Therefore, the company gives priority to the environment inside and around the factory to be attractive, clean and free from germs and hazards potentially caused by hazardous wastes and trash. Moreover, the company provides containers for holding and sorting waste and discarded materials by type along with a facility for storing scrap materials and hazardous wastes. In addition, the company has created a list of hazardous wastes, records inspections of the storage areas of these hazardous wastes and properly disposes of wastes and scrap materials in compliance with the waste management guidelines issued by factory laws. The company takes actions concerning waste with continual waste management as follows:

- The company seeks permission before removing waste from factory areas and assigns disposers licensed by the Department of Industrial Works to dispose/treat/recycle waste as prescribed by law.
- The company releases annual reports on the amount of waste produced.

The company continues to campaign for increased employee awareness in order to jointly apply the 3Rs principle in continuous waste management.

Reference link for environmental policy and guidelines : <https://www.tpcsplc.com/sus/1>

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

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

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

Changes in environmental policies, guidelines, and/or goals : Others : Review environmental policy

Reviewed environmental policy.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), Other : Green Industry

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : The Greenhouse Gas Protocol

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

The company prioritizes and continuously supports energy conservation efforts. Energy Conservation Committee sets the direction for energy operations and monitors the progress of various projects. Project results are reported, and analysis of improvement strategies is conducted to align with set goals. Campaigns are also conducted to raise employee awareness of efficient energy use.

Energy Conservation Measures and Projects:

- Encouraging the switching off of lights and all electrical appliances when not in use.
- Turning off lighting at night in unused areas.
- Maintaining air conditioner temperatures at 25 degrees Celsius.
- Controlling the number of light bulbs in areas with excessive lighting.
- Choosing energy-efficient equipment.
- Repairing and addressing damaged and leaking steam equipment.
- Utilizing renewable energy as solar cells.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

| Target(s) | Base year(s) | Target year(s) |
|-----------|--------------|----------------|
|-----------|--------------|----------------|

| Target(s) | Base year(s) | Target year(s) |
|--|--------------|----------------------|
| Reduction of electricity purchased for consumption | 2023 | 2030 : Reduced by 3% |

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Based on the operational targets for 2025 and the activities undertaken by the company to reduce electricity consumption, the results show that the Sriracha Area experienced an 18% reduction in overall electricity consumption due to energy management policy.

Note: In 2025, the total electricity consumption increased because the reporting boundary for electricity consumption performance increased due to included the Bangkok headquarters and the Sriracha factory building, whereas in 2024 and 2023, the reporting boundary only covered the Sriracha operational area.

Information on electricity management

Company's electricity consumption^(*)

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 6,860,218.00 | 7,710,189.10 | 8,562,885.80 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 5,672,512.00 | 5,540,416.00 | 6,568,443.90 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 1,187,706.00 | 2,169,773.10 | 1,994,441.90 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 8,863.33 | 10,874.74 | 12,934.87 |

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

Electricity Consumption Intensity

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

Information on fuel management

Company's fuel consumption

| | 2023 | 2024 | 2025 |
|-----------------------------------|-----------|-----------|-----------|
| Diesel (Litres) | 33,962.00 | 33,088.23 | 40,454.52 |
| Gasoline (Litres) | 15,461.36 | 15,047.51 | 25,725.64 |
| Fuel oil (Litres) | 700.00 | 4,500.00 | 18,300.00 |
| Natural gas (Standard Cubic Feet) | 0.00 | 0.00 | 0.00 |
| LPG (Kilograms) | 1,275.00 | 780.00 | 668.00 |
| Steam (Metric tonnes) | 15,543.75 | 14,737.49 | 16,541.52 |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total fuel expense (Baht) | N/A | N/A | N/A |
| Percentage of total fuel expense to total expenses (%) ^(**) | N/A | N/A | N/A |
| Percentage of total fuel expense to total revenues (%) ^(**) | N/A | N/A | N/A |

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total energy consumption within the organization (Megawatt-Hours) | 511,870.77 | 533,397.51 | 850,567.84 |

Energy Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*) | 0.34176503 | 0.41446681 | 0.60024855 |

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water Management

Water is an essential natural resource for all life, directly impacting daily living and crucial for business operations. The Company recognizes and prioritizes the valuable use of water resources. Therefore, we have implemented measures to promote awareness among all employees regarding the importance of water resources and their valuable and efficient use in daily life and business operations. Measures and projects for valuable water resource use include:

- Wastewater reduction project and campaigning for water conservation among employees.
- Monthly leak checks at various points.
- Monthly leak checks of plumbing fixtures.
- Use of water-saving equipment, such as installing squeeze-type hose nozzles and water-saving faucets.
- Reusing water used for cooling equipment for cleaning other equipment.

The company has set a goal to reduce employee water consumption primarily through the "Wastewater Reduction Project and Campaign for Water Conservation Among Employees." This is because the total annual water consumption of all employees, both in Bangkok and Sriracha offices, exceeds the combined water consumption of all production plants. This is a measure that requires the collective effort of all employees and must be coupled with education. Discover ways to improve production processes, reduce water usage, or determine the optimal amount of water to use.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

| Target(s) | Base year(s) | Target year(s) |
|-------------------------------|--|-----------------------------------|
| Reduction of water withdrawal | 2023 : Water withdrawal 38,844.00 Cubic meters | 2030 : Reduced by 3% Cubic meters |

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, water consumption did not meet the set target, mainly due to the increase in machinery and production capacity.

Information on water management

Water withdrawal by source

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|-----------|
| Total water withdrawal (Cubic meters) | 38,844.00 | 49,719.30 | 49,200.00 |
| Water withdrawal by third-party water (cubic meters) | 24,177.00 | 36,152.30 | 35,650.00 |
| Water withdrawal by surface water (cubic meters) | 14,667.00 | 13,567.00 | 13,550.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 50.19 | 70.13 | 74.32 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.03 | 0.04 | 0.03 |

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

Water discharge by destinations

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|-----------|
| Total wastewater discharge (cubic meters) | 25,783.00 | 27,828.00 | 27,151.37 |
| Wastewater discharged to third-party water (cubic meters) | 25,783.00 | 27,828.00 | 27,151.37 |

Water consumption

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total water consumption (Cubic meters) | 13,061.00 | 21,891.30 | 22,048.63 |

Water Consumption Intensity

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.00872055 | 0.01701024 | 0.01555979 |

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Scrap and Waste Management

The company recognizes potential environmental impacts due to scraps created during production and general waste from business activities. Therefore, the company gives priority to the environment inside and around the factory to be attractive, clean and free from germs and hazards potentially caused by hazardous wastes and trash. Moreover, the company provides containers for holding and sorting waste and discarded materials by type along with a facility for storing scrap materials and hazardous wastes. In addition, the company has created a list of hazardous wastes, records inspections of the storage areas of these hazardous wastes and properly disposes of wastes and scrap materials in compliance with the waste management guidelines issued by factory laws. The company takes actions concerning waste with continual waste management as follows:

- The company seeks permission before removing waste from factory areas and assigns disposers licensed by the Department of Industrial Works to dispose/treat/recycle waste as prescribed by law.

The company releases annual reports on the amount of waste produced.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

| Target(s) | Base year(s) | Target year(s) | Waste management methods |
|--|---|----------------------|---|
| Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste | 2024 : non-hazardous waste and hazardous waste 131,120.00 Kilograms | 2030 : Reduced by 3% | <ul style="list-style-type: none">• Reuse• Recycle• Landfilling |

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company collects data on the amount of waste generated from its business operations in both Bangkok and Sriracha areas. This data is then analyzed to set targets for waste reduction. Comparing waste data from 2023-2025, the overall waste volume in 2025 is projected to decrease by 14.18% compared to 2024.

Information on waste management

Waste Generation^(*)

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Total waste generated (Kilograms) | 132,100.00 | 131,120.00 | 100,090.00 |
| Total non-hazardous waste (kilograms) | 73,210.00 | 57,400.00 | 54,350.00 |
| Total hazardous waste (kilograms) | 58,890.00 | 73,720.00 | 45,740.00 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.09 | 0.10 | 0.07 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.05 | 0.04 | 0.04 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.04 | 0.06 | 0.03 |

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

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

Waste reuse and recycling

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Total reused/recycled waste (Kilograms) | 4,280.50 | 2,096.40 | 1,944.60 |

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Reused/Recycled non-hazardous waste (Kilograms) | 4,280.50 | 2,096.40 | 1,944.60 |
| Reused non-hazardous waste (Kilograms) | 4,280.50 | 2,096.40 | 1,944.60 |
| Percentage of total reused/recycled waste to total waste generated (%) | 3.24 | 1.60 | 1.94 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 5.85 | 3.65 | 3.58 |

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Greenhouse Gas Management

The company recognizes the rising global temperature and the need to take responsibility for climate change by conducting business in a way that does not negatively impact the environment, ensuring the sustainable use of the resources. The company is committed to reducing greenhouse gas emissions, using energy efficiently, developing environmentally friendly products and packaging, and engaging with stakeholders to help mitigate global warming through sustainable business practices. The company aims to achieve net-zero greenhouse gas emissions by 2050.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year | Certification |
|-------------------------------|---|--|--|--|
| Scope 1 | 2023 : Greenhouse gas emissions 97.07 tCO ₂ e | 2024 : Reduced by 104.45 tCO ₂ e in comparison to the base year | 2050 : Reduced by 0.00 tCO ₂ e in comparison to the base year | <ul style="list-style-type: none">• Thailand Greenhouse Gas Management Organization (TGO) : None• Science-based Targets (SBTi) : None |

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In its environmental operations, the company prioritizes climate change and comprehensively monitors emerging risks due to rapid changes that may impact business, society, and the environment. The company manages its environmental performance in accordance with relevant laws and regulations, and prevents negative environmental impacts through advanced production technologies that reduce greenhouse gas emissions. Furthermore, the company aims for net-zero greenhouse gas emissions by 2050, demonstrating its commitment to reducing emissions through initiatives and projects such as energy reduction and the use of renewable energy as solar cells.

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|---|----------|----------|----------|
| Total GHG emissions (Metric tonne of carbon dioxide equivalents) | 4,206.22 | 3,505.58 | 4,179.44 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | 97.07 | 104.45 | 183.03 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | 3,993.33 | 3,225.08 | 3,802.10 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) | 115.82 | 176.05 | 194.31 |

Greenhouse Gas Emissions Intensity

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*) | 0.002808 | 0.002724 | 0.002949 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 5.43 | 4.94 | 6.31 |

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

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

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

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total reduced GHG (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 3.00 |
| Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 3.00 |
| Care the Bear Project (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |
| Care the Whale Project (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

Absorption and removal of Greenhouse Gas

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

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Care the Wild Project (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

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ESG Performance

Company Name : TPCS PUBLIC COMPANY LIMITED Symbol : TPCS
Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Human Rights Policy

TPCS Public Company Limited firmly believes that respect for and the promotion of human rights form the foundation of sustainable business operations. The Company places great importance on treating all individuals equitably and fairly whether employees, stakeholders, business partners, customers or other parties involved throughout its supply chain and is therefore committed to conducting its business ethically and with social responsibility. It upholds human dignity and rejects all forms of human rights violations, whether direct or indirect. The Company adheres to human rights principles and best practices in accordance with labor laws, strictly prohibiting discrimination against employees or any individuals based on age, gender, race, color, religion, language, social status, disability or sexual orientation. It also does not support any form of child labor or forced labor and upholds fair labor practices in line with its business ethics and code of conduct. <https://www.tpcsplc.com/sus/14>

Fair Labor Practices in Line with Human Rights Principles

1. Respect for Laws and Human Rights Principles

1.1 Civil and Political Rights

- Encourage employees to embrace and respect differences in age, gender, race, color, religion, language, social status, disability, sexual orientation, and political views, in order to foster an inclusive organizational culture based on equality and mutual respect.
- Prohibit any behaviors that create an unsafe or uncomfortable work environment, including intimidation, obstruction, or disruption of others' work whether through direct actions or electronic communication that may affect an individual's dignity or psychological well-being.
- Prohibit any conduct that constitutes sexual harassment, whether through words, gestures, or actions that may cause discomfort, embarrassment, or undermine personal dignity.

Respect employees' rights to express their opinions or participate in political activities, provided that such expression is not made on behalf of the Company and does not involve the use of the Company's name, logo, or assets for political purposes.

1.2 Economic, Social, and Cultural Rights

- Provide social security and welfare benefits in accordance with applicable laws.
- Ensure reasonable working hours, holidays, and break times, along with full and fair compensation as entitled.
- Promote and respect the right to engage in cultural and religious practices without discrimination.

2. Fair and Equitable Labor Practices

2.1 Prohibition of Forced Labor.

- Prohibit all forms of forced labor, including coercion, threats, violence, confinement or debt bondage.

Prohibit the confiscation or withholding of employees personal documents such as identification cards, passports, or related documents, and prohibit the collection of any fees unless in accordance with applicable laws.

2.2 Prohibition of Child Labor

- Do not employ any person below the minimum legal working age as defined by the laws of each country.
- Do not assign children to hazardous work or any work that may endanger their health, safety, education, or physical, mental, or intellectual development.

Do not require children to work overtime or on weekly rest days.

2.3 Protection of Female Workers

- Treat female workers equally and with dignity in areas such as recruitment, career development, performance evaluation, and compensation.
- Prohibit all forms of discrimination or harassment against female workers, including sexual harassment, exclusion from opportunities, or devaluation of their roles and potential.
- Provide a safe and appropriate working environment for female workers, including essential basic facilities such as gender-segregated restrooms.
- Grant maternity leave as required by law and ensure that taking such leave does not affect employment status, promotion opportunities, or any other benefits.
- Support the development and empowerment of female workers to ensure fair and equal access to leadership roles and managerial positions.

2.4 Protection of Migrant Workers.

- Treat migrant workers fairly and equally to other workers, without discrimination based on race, nationality, or immigration status.
- Ensure that migrant workers possess valid legal documentation, and do not charge workers any unauthorized fees for documentation or employment.
- Provide basic labor rights and benefits such as wages, working hours, rest days, and workplace safety without discrimination. Communicate rights, responsibilities, employment terms, and complaint mechanisms clearly in the workers native languages.

Prohibit any form of intimidation, harassment, or restriction of freedom, including the withholding of personal documents, restriction of movement, or coercion under duress or inappropriate working conditions.

2.5 Non-Discrimination and Equal Opportunity

- Ensure timely payment of wages in accordance with labor law requirements.
- Provide equal pay for men and women performing work of equal value.
- Prohibit discrimination in employment, training, or career development based on gender, age, race, religion, disability, or other unrelated factors.
- Conduct recruitment and selection based on qualifications relevant to the job position.
- Disclose performance evaluation criteria and communicate results to employees transparently to support development.
- Ensure that job transfers and promotions are based on merit and non-discriminatory principles.

Terminations must be based on actual job performance, disciplinary reasons, or certified medical conditions.

2.6 Right to Peaceful Assembly

- Respect workers rights to peacefully assemble and form labor associations.
- Do not restrict such rights except where necessary to protect public interest, order or comply with relevant laws.
- Avoid the use of collective actions that negatively impact customer service or the organizations operational efficiency.
- Support workers right to engage in collective bargaining on an equal footing.

3. Whistleblowing Comply with the Companys procedures and practices for whistleblowing and complaints, including the fact-finding and investigation process.

4. Related Policies This policy aligns with the Company's Corporate Governance Policy, Business Code of Conduct and Human Rights Policy.

5. Monitoring and Evaluation of Legal and Human Rights Compliance. Implement mechanisms to monitor and evaluate the effectiveness, transparency, and fairness of the Company's human rights complaint management practices, ensuring accountability to all stakeholders. Monitoring and evaluation shall cover the following key areas:

- Labor Practices Assess whether the Company's operations are conducted in accordance with principles of equality, non-discrimination, and fairness for all labor groups, in full respect of applicable labor rights and laws.
- Remediation Evaluate appropriate remediation measures on a case-by-case basis, such as compensation, restoration of rights, or reinstatement. Preventive measures shall also be established to avoid recurrence. Emphasis shall be placed on creating accessible grievance and remediation mechanisms based on principles of fairness, transparency, and inclusive stakeholder participation.

6. Applicable Laws and Agreements This policy is governed by the **Thai Labor Protection Act**, national labor standards and other relevant laws, regulations and binding obligations.

These Fair Labor Practices in Line with Human Rights Principles were approved by the resolution of the Executive Committee Meeting No. 4/2025 on 24 April 2025 and have been effective since 25 April 2025 onwards.

Reference link for social and human rights policy and : <https://www.tpcsplc.com/sus/14>
guidelines

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

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

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

Changes in social and human rights policies, : Employee Rights, Migrant/foreign labor, Child Labor,
guidelines, and/or goals Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The human rights policy and fair labor practices in accordance with human rights principles have been reviewed, comprising the following:

1. Respect for Laws and Human Rights Principles

1.1 Civil and Political Rights

1.2 Economic, Social, and Cultural Rights

2.Fair and Equitable Labor Practices

2.1 Prohibition of Forced Labor.

2.2 Prohibition of Child Labor

2.3 Protection of Female Workers

2.4 Protection of Migrant Workers.

2.5 Non-Discrimination and Equal Opportunity

2.6 Right to Peaceful Assembly

3. Whistleblowing

4. Related Policies

5. Monitoring and Evaluation of Legal and Human Rights Compliance

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or incidents of significant legal or social and human rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to consumer rights violations (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to business partners rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to disputes with the community/society (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to cybersecurity or customer data breaches (cases) | 0 | 0 | 0 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or incidents related to workplace safety and occupational health (cases) | 0 | 0 | 0 |

Fair labor practice

Disclosure boundary in fair labor practice in the past years

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

Information on employees and labor management plan

Employees and labor management plan

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

Employee Management Approach

TPCS resources contributing to TPCS success. Therefore, the company strives to support and promote employees with knowledge in the work they do along with unity, teamwork, positive thinking, positive actions, and optimism, so every employee can successfully and professionally combine their different knowledge, experiences and work skills to strengthen the organization and raise awareness about corporate social and environmental responsibility to ensure sustainable growth and development of the organization in line with TPCS values.

Operational guidelines

The company encouraged importance on creating quality and good experiences for employees. To retain the organization's talented people by enhancing employees' ability to respond to business needs while adopting a hybrid way of working. Support in bringing in technology to help make management more automated to meet work needs even more. There is a process for selecting and evaluating potential employees in order to develop, promote, closely monitor and evaluate their performance in order to determine career paths (Career Part) and focus on strengthening employee engagement with the organization.

Recruiting

The Company recognizes the importance of personnel as a key force in driving the organization to sustainable growth. The Company has a process of recruiting and hiring. systematically based on knowledge and competence appropriate to the position Fairness in recruiting and selection, equality, non-discrimination in terms of gender, Sexual Orientation, race, religion, disability, origin and respect for diversity. In the recruiting process, there will be an interview committee to select the right person for the position. Including testing knowledge, abilities, attitudes and personality traits that are consistent with the job.

Welfare and Benefits

The Company places strong emphasis on the quality of life of employees at all levels, ensuring that they receive appropriate and equitable welfare and benefits. This is aimed at enhancing employee morale and fostering job security. In addition to welfare and benefits provided in accordance with legal requirements, the Company offers additional benefits to support employees in various aspects, as outlined below:

Employee Savings Support Benefits

- Provident Fund to promote long-term financial security.
- Savings Cooperative of the Saha Group, supporting savings discipline and effective financial management.

Cost of Living Support Benefits

- Incentive payments, such as bonuses, professional allowances, experience-based allowances, shift allowances, etc.
- Financial assistance in specific circumstances, serving as support during times of need, such as in the event of natural disasters or the death of an employees parents or spouse.
- Bereavement assistance in the event of an employees death, provided to legal heirs or eligible beneficiaries.
- Travel-related expenses, including transportation, telephone, and accommodation costs for assignments outside the employees regular work location.
- Provision of a hygienic and affordable welfare canteen.
- Special-priced products offered as employee welfare benefits.
- Group accident insurance coverage.

Family Development Benefits

- Educational scholarships provided through donations to the Dr. Thiam Chokwatana Foundation for the children of employees within the Saha Group.

Future Security and Stability Benefits

- Retirement gratuity provided to employees as post-employment benefits.
- Certificates of recognition and commemorative gifts presented to employees upon completion of 10, 20, and 30 years of service.
- Housing welfare loans, arranged in collaboration with the Government Housing Bank.

Health and Wellness Benefits

- Annual health check-ups and occupational health examinations based on work-related risk factors.
- Provision of an in-house medical room and medical supplies for basic medical care and initial treatment.
- Visitation gifts for employees who are ill or who have given birth.

In addition, the Company has established a Welfare Committee in the Workplace, which plays a key role in providing recommendations and implementing activities to continuously improve welfare and benefits in alignment with employees needs. With regard to quality of life enhancement, the Company continuously improves the working environment and places particular importance on employees approaching retirement age. Preparations include providing knowledge on post-retirement financial management, social security benefits, and appropriate post-retirement lifestyle planning, enabling employees to adapt effectively and plan their future with confidence.

Personnel Development Policy

The company has guidelines in place aimed for developing employees with essential knowledge and skills in preparation for future business growth in addition to connecting them with international businesses and reinforcing increased business diversity in a broad manner covering generally important knowledge as directly related to work responsibilities.

Various development methods are used as appropriate for different areas of knowledge and skills not limited to seminars and training sessions. The company also employs other methods such as mentorships by having supervisors guide/teach work and exchanges of new knowledge and skills among colleagues through the use of external and internal courses.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : No
and labor management goals?

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Information on employment

Employment

| | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total Employment (Person) | 774 | 709 | 662 |
| Percentage of employees to total employment (%) | 100.00 | 100.00 | 100.00 |
| Total employees (persons) | 774 | 709 | 662 |
| Male employees (persons) | 362 | 334 | 316 |
| Percentage of male employees (%) | 46.77 | 47.11 | 47.73 |
| Female employees (persons) | 412 | 375 | 346 |
| Percentage of female employees (%) | 53.23 | 52.89 | 52.27 |

Number of employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 310 | 262 | 236 |
| Percentage of employees under 30 years old (%) | 40.05 | 36.95 | 35.65 |
| Total number of employees 30-50 years old (Persons) | 392 | 375 | 338 |
| Percentage of employees 30-50 years old (%) | 50.65 | 52.89 | 51.06 |

| | 2023 | 2024 | 2025 |
|---|------|-------|-------|
| Total number of employees over 50 years old (Persons) | 72 | 72 | 88 |
| Percentage of employees over 50 years old (%) | 9.30 | 10.16 | 13.29 |

Number of male employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 157 | 141 | 127 |
| Percentage of male employees under 30 years old (%) | 43.37 | 42.22 | 40.19 |
| Total number of male employees 30-50 years old (Persons) | 176 | 162 | 150 |
| Percentage of male employees 30-50 years old (%) | 48.62 | 48.50 | 47.47 |
| Total number of male employees over 50 years old (Persons) | 29 | 31 | 39 |
| Percentage of male employees over 50 years old (%) | 8.01 | 9.28 | 12.34 |

Number of female employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees under 30 years old (Persons) | 153 | 121 | 109 |
| Percentage of female employees under 30 years old (%) | 37.14 | 32.27 | 31.50 |
| Total number of female employees 30-50 years old (Persons) | 216 | 213 | 188 |
| Percentage of female employees 30-50 years old (%) | 52.43 | 56.80 | 54.34 |
| Total number of female employees over 50 years old (Persons) | 43 | 41 | 49 |

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Percentage of female employees over 50 years old (%) | 10.44 | 10.93 | 14.16 |

Number of employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 680 | 617 | 563 |
| Percentage of employees in operational level (%) | 87.86 | 87.02 | 85.05 |
| Total number of employees in management level (Persons) | 82 | 81 | 90 |
| Percentage of employees in management level (%) | 10.59 | 11.42 | 13.60 |
| Total number of employees in executive level (Persons) | 12 | 11 | 9 |
| Percentage of employees in executive level (%) | 1.55 | 1.55 | 1.36 |

Number of male employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 313 | 287 | 268 |
| Percentage of male employees in operational level (%) | 86.46 | 85.93 | 84.81 |
| Total number of male employees in management level (Persons) | 41 | 39 | 42 |
| Percentage of male employees in management level (%) | 11.33 | 11.68 | 13.29 |
| Total number of male employees in executive level (Persons) | 8 | 8 | 6 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Percentage of male employees in executive level (%) | 2.21 | 2.40 | 1.90 |

Number of female employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 367 | 330 | 295 |
| Percentage of female employees in operational level (%) | 89.08 | 88.00 | 85.26 |
| Total number of female employees in management level (Persons) | 41 | 42 | 48 |
| Percentage of female employees in management level (%) | 9.95 | 11.20 | 13.87 |
| Total number of female employees in executive level (Persons) | 4 | 3 | 3 |
| Percentage of female employees in executive level (%) | 0.97 | 0.80 | 0.87 |

Significant changes in the number of employees

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

Number of male employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total male employees working in Thailand (Person) | 362 | 334 | 316 |

Number of female employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total female employees working in Thailand (Person) | 412 | 375 | 346 |

Number of employees working abroad

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total employees working abroad (Person) | 0 | 0 | 0 |

Employment of workers with disabilities

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total employment of workers with disabilities (persons) | 8 | 6 | 7 |
| Percentage of disabled workers to total employment (%) | 1.03 | 0.85 | 1.06 |
| Total number of employees with disabilities (Persons) | 8 | 6 | 7 |
| Total male employees with disabilities (persons) | 5 | 5 | 5 |
| Total female employees with disabilities (persons) | 3 | 1 | 2 |
| Percentage of disabled employees to total employees (%) | 1.03 | 0.85 | 1.06 |
| Total number of workers who are not employees with disabilities (persons) | 0 | 0 | 0 |
| Contributions to empowerment for persons with disabilities fund | No | Yes | Yes |

Information on compensation of employees

Employee remuneration by gender

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 208,258,980.83 | 244,420,381.38 | 260,446,359.08 |
| Total male employee remuneration (baht) | 97,402,725.33 | 115,146,441.67 | 124,311,047.19 |
| Percentage of remuneration for male employees (%) | 46.77 | 47.11 | 47.73 |
| Total female employee remuneration (baht) | 110,856,255.50 | 129,273,939.71 | 136,135,311.89 |
| Percentage of remuneration for female employees (%) | 53.23 | 52.89 | 52.27 |
| Average of remuneration of employees (Baht/persons) | 269,068.45 | 344,739.61 | 393,423.50 |
| Average of remuneration for male employees (Baht/persons) | 269,068.30 | 344,749.82 | 393,389.39 |
| Average of remuneration for female employees (Baht/persons) | 269,068.58 | 344,730.50 | 393,454.66 |
| Rate of average of remuneration between female employees and male employees | 1.00 | 1.00 | 1.00 |

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has established a provident fund to promote employee savings and provide long-term financial security. The fund consists of employee contributions and Company contributions, which are managed by a professional fund manager to generate appropriate returns.

Overview of methods for determining employee and employer contribution Rates

Membership Criteria

1. Employees who have passed the probation period are eligible to apply for membership in accordance with the Company's provident fund scheme.
2. Employees may apply for membership only once throughout their employment with the Company.
3. Members are required to contribute to the fund on a monthly basis. The Company deducts contributions from employees' salaries at a rate of 34% (depending on position level) and remits them together with the Company's contributions.

4. Upon resignation or retirement, members are entitled to receive their accumulated contributions along with benefits in accordance with the fund conditions.
5. Members are entitled to the Company's contributions and related benefits, subject to the length of membership.
6. Upon termination of membership for any reason, members are entitled to receive their accumulated contributions, Company contributions, and benefits in accordance with the fund conditions.

| | |
|---|--|
| Entitlement to Company Contributions | |
|---|--|

| | |
|---------------------------|------|
| Less than 1 year | 0% |
| 1 year less than 2 years | 20% |
| 2 years less than 3 years | 40% |
| 3 years less than 4 years | 60% |
| 4 years less than 5 years | 80% |
| 5 years and above | 100% |

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Number of employees eligible to participate in PVD (persons) | 672 | 649 | 601 |
| Number of employees joining in PVD (persons) | 241 | 248 | 268 |
| Number of PVD members / Total employees (%) | 31.14 | 34.98 | 40.48 |
| Number of PVD members / Total eligible employees (%) | 35.86 | 38.21 | 44.59 |

Amount of provident fund

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total amount of provident fund contributed by employer (baht) | 2,355,289.00 | 2,413,144.00 | 2,629,421.00 |
| Total amount of provident fund contributed by employee (baht) | 2,355,289.00 | 2,413,144.00 | 2,629,421.00 |

Summary of employee PVD participation over the past year

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|-----------------------------|---|-------------------------------------|--|--|---|--|
| TPCS PUBLIC COMPANY LIMITED | Yes | 662 | 601 | 268 | 40.48 | 44.59 |

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

Policy and guidelines on promoting savings : Other promotional measures through the provident fund for non-participating employees (PVD)

Other promotional measures

Encourage and promote employees to enroll in the provident fund.

The Company communicates and provides clear explanations of the funds terms, conditions, and benefits to all employees to support informed participation and encourage membership.

Information on employee development

Employee training and development

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

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Average employee training hours (Hours / Person / Year) | 5.00 | 6.00 | 6.00 |

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

Information on safety, occupational health, and work environment

Number of working hours

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total number of hours work (Hours) | 1,572,480.00 | 1,567,280.00 | 1,394,224.00 |
| Total number of hours worked by employees (Hours) | 1,572,480.00 | 1,567,280.00 | 1,394,224.00 |

Statistic of accident and injuries of employees from work

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 5 | 9 | 6 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 5 | 9 | 6 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.65 | 1.27 | 0.91 |
| Total number of employees that fatalities as a result of work-related injury (Persons) | 0 | 0 | 0 |
| Percentage of employees that fatalities as a result of work-related injury (%) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) (*) | 3.18 | 5.74 | 4.30 |
| Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) (**) | 0.64 | 1.15 | 0.86 |

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

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

Information on promoting employee relations and participation

Employee engagement

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employee turnover leaving the company voluntarily (persons) | 497 | 548 | 373 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 245 | 266 | 206 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 252 | 282 | 167 |
| Proportion of voluntary resignations (%) | 64.21 | 77.29 | 56.34 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 49.30 | 48.54 | 55.23 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 50.70 | 51.46 | 44.77 |
| | 2023 | 2024 | 2025 |
| Evaluation result of employee engagement | Yes | Yes | Yes |

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.tpcsplc.com/goodcorporate>

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

Customer Relationship Management

Customer relationship management is an important part of business sustainability. In addition to allowing the organization to enhance stability in terms of revenue, having good clients also ensures support and growth with the company. Thus, a strong foundation is often composed of strong ties with clients.

The company currently gives great importance to its relationships with clients, as clearly evidenced by the fact that the company's current clients have conducted business with the company for a long time, some of which have been overcoming obstacles and growing with the company for nearly half a century.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|-----------------------|--------------|---|
| • Development of customer satisfaction and customer relationship | Customer satisfaction | - | 2025: The results of the customer satisfaction was 90.65% |

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer Relationship Management

Customer relationship management is an important part of business sustainability. In addition to allowing the organization to enhance stability in terms of revenue, having good clients also ensures support and growth with the company. Thus, a strong foundation is often composed of strong ties with clients.

The company currently gives great importance to its relationships with clients, as clearly evidenced by the fact that the company's current clients have conducted business with the company for a long time, some of which have been overcoming obstacles and growing with the company for nearly half a century. Thus, the company's structured policy in relationship management is clearly apparent and can be described as follows:

- The company has a clear anti-corruption policy and is against corruption in all forms, so clients can be assured that the company operates business transparently and properly in the right way and that the company's anti-corruption activities occur continuously.
- The company has a policy to meet with clients and trade partners on a regular basis in order to exchange business view points and hear information that could be used to improve the company and lead to the development of new products in meeting client needs.
- The company performs client satisfaction surveys by sending survey forms to clients as another way for clients to express their opinions and evaluate the company in a structured manner. These surveys are regularly performed to ensure that the company maintains its standards and operational excellence.

With all of these practice guidelines, the company is confident that it will be able to maintain good relations with its clients and maintain sustainable mutual growth.

In 2024, the company's client satisfaction for products and services was 82.87% is considered to be in the "very good"

The Company has set a goal of a survey to assess customer satisfaction about the company's products and services. of each year It must have an evaluation result of "not less than 80%" (Criteria : very good) to reflect the company's performance. in the customer's point of view and for the benefit of the company's main customers to receive good products and services meet the needs of customers accurately and quickly and The company is committed to maintaining the standard of production of good products and services every year.

Customer satisfaction

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 0-2294-1528

Fax : -

Email : tpcs@tpcsplc.com

Companys website : www.tpcsplc.com

Address : 489 Rama 3 Rd., Bang Khlo, Bang Kho Laem, Bangkok, 10120 Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <http://www.tpcsplc.com/img/upload/pdf20260313133238.pdf>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Others : Engagement in Community Development and Social Activities

The company gives importance to community and social development with emphasis on developing communities with good quality of life in terms of economy, society and environment. Thus, the company supports public properties and engages in community development in cooperation with local organizations as appropriate consistent with community needs and requirements in order to strengthen and promote positive relations between the company and schools and communities. And in doing so, the company follows the company's corporate ethics practice guidelines.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Guidelines for Community and Social Activities

- 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.
- Measures 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 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.

For the community and social activities in 2024, the company continuously participated in and supported community projects in the areas where the company operates business.

Activities with the community and society in 2025

| | |
|---|--|
| 1 | Provided Welcare brand face masks to military personnel stationed at the border areas through the Ministry of Defence, as part of the Companys support for frontline soldiers and individuals affected by the unrest along the ThaiCambodian border. |
| 2 | Supported essential supplies, including sleeping toppers, face masks, and tissue paper, to the Morale Support Coordination Center, Civil Affairs Division, 2nd Army Area Operations Center, Nakhon Ratchasima Province, to help alleviate hardship faced by local communities affected by the unrest along the ThaiCambodian border. |
| 3 | Supported the operations of the Thai Red Cross Society in providing assistance to flood-affected communities in southern provinces by donating Welcare products to help relieve hardship and promote hygiene in disaster-affected areas. The Company extends its encouragement and support to all families impacted by the flooding. |
| 4 | Donated Welcare face masks to Somdet Phra Borommarajathewi Hospital at Sriracha, Chonburi Province, and Somdet Phra Yupparat Chiang Khong Hospital, Chiang Rai Province. |
| 5 | Donated A5-size Welnote notebooks to Khrua Wai Witthayakhom School, Chanthaburi Province. |
| 6 | Implemented community projects, including TPCS United: Creating New Vegetable Gardens for Students and TPCS Volunteers: Painting to Inspire Dreams, at Wat Phra Prathan Phon School. |

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

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ESG Performance

Company Name : TPCS PUBLIC COMPANY LIMITED Symbol : TPCS
Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors is confident that a proper, transparent, and accountable governance system has been put in place, along with checks and balances and an adequate and appropriate internal control. Alongside these mechanisms is due respect for shareholders rights and equality, as well as accountability for all stakeholders. These key factors contribute to the enhancement of the Companys immunity and to the promotion of balanced and sustainable long-term growth.

The Board of Directors thereby prescribes the following Good Corporate Governance Policy as practical guidelines for all directors, executive officers, and employees.

1. All directors, executive officers, and employees shall be fully committed to the application of the Corporate GovernanceCode, Business Ethics, and Code of Conduct for Company Directors, Executive Officers, and Employees.
2. All directors, executive officers, and employees shall perform their duties responsibly, prudently, earnestly, and honestly in accordance with relevant laws, Articles of Association, and notifications.
3. Action shall be taken to ensure that the Companys management structure contains clear prescriptions of powers, duties, and responsibilities of each committee and executive officer.
4. There shall be a suitable internal control system and an appropriate risk management system, as well as an accurate and reliable accounting system and financial statements.
5. Information shall be disclosed in a sufficient, reliable, and timely manner to the extent that legitimate interests of the Company are not prejudiced.
6. Shareholders ownership rights shall be appreciated and respected. Shareholders shall be treated equitably.
7. Undertakings shall have regard to the Companys responsibilities towards its shareholders, stakeholders, communities, society, and the environment.
8. All shall strive towards business excellence with commitment to customer satisfaction created by being attentive and conducting self-assessment to enhance management capabilities and continually promote productive creativity.
9. Virtue, ethics, and good values shall be instilled. Employees shall be treated fairly with a commitment to develop and enhance their capabilities.
10. Dishonest conduct, corruption, and intellectual property violation shall be suppressed. Laws and human rights shall be respected.
11. Conflicts of interest shall be dealt with prudently and reasonably with due regard to the Companys interests.

Reference link for the full version of corporate governance policy and guidelines : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 1-2

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board : Yes

of directors

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

Nomination of directors

Principle 3.3

The Board of Directors shall ensure that the selection and nomination of directors be transparent, resulting in the desired board composition.

Guidelines

1. The Board shall establish a Nomination Committee.
2. The Nomination Committee shall meet to determine the nomination criteria and process to ensure that elected board members possess the appropriate qualifications, knowledge, and expertise.
3. The Board shall afford shareholders the opportunity to nominate directorial candidates.

Reference link for Nomination of directors : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 8

Determination of director remuneration

Principle 3.4

When proposing directors remuneration to a shareholder meeting for approval, the Board shall consider whether the remuneration structure is appropriate for the directors respective roles and responsibilities, reflects their individual and company performance, and provide incentives for the Board to lead the Company to achieve its short- and long-term objectives.

Guidelines

1. The Board shall appoint a Remuneration Committee.
2. The remuneration of the Board shall reflect each members account ability and responsibilities, in addition to being comparable to the practice of other companies in the industry.
3. The structure and rate of the Boards remuneration, as well as other benefits, shall require shareholders approval.
4. The Board shall disclose its remuneration policy and criteria that reflect the duties and responsibilities of each individual.

Reference link for Determination of director remuneration : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 8-9

Independence of the board of directors from the management

Principle 3 The Board of Directors shall strengthen its effectiveness.

Principle 3.1

The Board of Directors shall be responsible for determining and reviewing its own structure, in terms of the size, composition, and number of independent directors that is suitable and needed to bring about the achievement of the Company's long-term objectives.

Guidelines

1. The Board of Directors shall be diverse in terms of qualifications, such as skills, professional experiences, and specialized traits that will benefit the Company. Directors may be of any gender as long as they possess all the legally required qualifications. In addition, there shall be at least one non-executive director with experience and competence in the Companys main business or industry.

2. The appropriate number of directors shall be determined by the Board itself, provided that the Board is able to function effectively. It shall comprise at least five (5) directors, depending on the Company's size, type, and business complexity.
3. The ratio between executive and non-executive directors shall support proper checks and balances. The majority of the Board shall be non-executive directors, who shall exercise objective and independent judgement on the work of management. The number and qualifications of independent directors shall meet the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Board shall afford independent directors the ability to work efficiently with the rest of the directors and to exercise objective and independent judgement.
4. The Board shall explicitly disclose its board diversity policy and details of its members, including directors age, gender, education, experiences, shareholding percentage, years of service as directors, and directorships at other listed companies in annual reports and on the Company's website.

Principle 3.2

The Board shall select a suitable member as its Chairman, as well as oversee that its composition and exercise of power allow the Board to objectively and independently exercise judgement on corporate affairs.

Guidelines

1. The Board shall not require that the Chairman be an independent director.
2. The Chairmans roles and responsibilities shall be distinct and separate from those of the President to establish effective checks and balances of power:
 - 1) The Chairman shall be responsible for leading the Board of Directors. The Chairmans duties shall at least include the following matters:
 - (1) Chairing any general meeting of shareholders;
 - (2) Chairing any board meeting;
 - (3) Casting the deciding vote to break a tie;
 - (4) Calling board meetings and establishing meeting agenda in tandem with the President, in which important matters shall be included;
 - (5) Overseeing, monitoring, and ensuring that the Board efficiently carries out its duties;
 - (6) Ensuring that all directors contribute to the Company's ethical culture and good corporate governance;
 - (7) Allocating sufficient time for management to propose topics and for directors to debate important matters thoroughly; Encouraging directors to exercise prudence and express their opinions freely;
 - (8) Promoting constructive relations between executive and non-executive directors, and between the Board and management.
 - 2) The Presidents roles and responsibilities shall be determined by the Board.
3. If the roles and responsibilities of the Chairman and the Managing Director are not clearly separated, for instance, when the Chairman is not an independent director, the Chairman and Managing Director are family members, or the Chairman is a member of the Executive Committee, the following measures shall apply:
 - 1) Having the Board comprise a majority of independent directors, or
 - 2) Appointing a lead independent director to participate in setting the Board meeting agenda.
4. There shall be no term limit for independent directors; however, if an independent director has already served nine (9) consecutive years since his or her first appointment to the post, the Board shall reasonably evaluate the necessity of his or her continued directorship.
5. The Board shall appoint committees to oversee specific matters, to filter information, and to recommend action for board approval.
6. The Board shall disclose the roles and responsibilities of the Board itself and of its committees, the number of meetings, and the number of directors in attendance over the course of the year. The Board shall also report the performance of each committee.

Reference link for Independence of the board : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

of directors from the management

Page number of the reference link : 6-8

Director development

Principle 3.8

The Board shall ensure that each of its member understand his or her roles and responsibilities, the nature of the business, the Companys operations, and relevant laws. The Board shall encourage all directors to regularly bolster any skills and knowledge necessary for their posts.

Guidelines

1. A newly appointed director shall undergo orientation, which includes the following:
 - Any information that may benefit his or her directorial role;
 - Business directions (objectives, target, vision, mission, and organizational values); and
 - Roles and responsibilities, as well as directorial remunerations and other benefits.
2. Directors shall regularly receive the necessary training, any of which shall be disclosed in the corresponding annual report.
3. The Board shall possess the knowledge and understanding of relevant laws, regulations, standards, risks, and business-related environment. The Board shall always stay up to date on such information.

Reference link for Director development : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 10-11

Board performance evaluation

Principle 3.7

The Board shall conduct a formal annual performance evaluation of itself and its committees. The evaluation results shall be used to strengthen their future performance.

Guidelines

1. The performance of the Board and its committees shall be evaluated at least once a year.
2. The Board shall disclose performance evaluation results, whether as a whole or as individuals, in the corresponding annual report.
3. The Board shall use evaluation results to improve its and its committees performance.

Reference link for Board performance : <https://www.tpcsplc.com/img/upload/pdf20240401091029.pdf>
evaluation pdf

Page number of the reference link : 10

Corporate governance of subsidiaries and associated companies

Principle 3.6

The Board shall ensure that the Companys governance framework and policies appropriately extend to and are accepted by subsidiaries and other businesses in which it has a significant investment.

Guidelines

1. The Board shall consider and establish a subsidiaries governance policies, including:
 - 1) The appointment of a director, executive officer, or another authoritative post to a subsidiary. The senior executive team of the investing Company shall consider a director or an executive officer from within the group who possess the knowledge, ability, and expertise in the subsidiaries business to represent the Company as an investor or in compliance with the joint-venture agreement.
 - 2) The scope of duties and responsibilities of the position in 1).The Board shall also have the representative to oversee that the subsidiaries operations comply with its own policies. If the subsidiary has other investors, the Board shall require the Companys appointed representative to perform his or her role in the subsidiaries in the best interest of the subsidiary while maintaining compliance with the Companys policies.

3) The suitability and adequacy of the subsidiarys internal control, along with the conformity with relevant laws and regulations of all transactions.

4) The disclosure of the subsidiarys financial information, operating results, related party transactions, acquisition and disposition of assets, other important transactions, capital increases or decreases, termination, etc.

2. For any significant investment in a business, the Board shall make certain that the shareholders agreement or another agreement in place clearly defines the Companys ability to manage the subsidiarys affairs, partake in major decisions, and monitor the subsidiarys performance, which will enable the Company to prepare its financial statements in a timely manner and in conformity with relevant standards.

Reference link for Corporate governance of subsidiaries and associated companies : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 9-10

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

1. Responsibility Towards Stakeholders

It is the Boards policy to promote cooperation between the Company and its stakeholders to strengthen the Companys performance. To this end, the Board shall promote engagement and be vigilant of stakeholders interests pursuant to their legal rights. The Companys stakeholders are, namely, its shareholders, customers, trade partners, competitors, debtors, employees, local communities and society, the environment, and the government.

1) Shareholders

The Board of Directors shall perform its duties responsibly, prudently, earnestly, and honestly to generate continuous, sustainable, and good returns on investment for shareholders. In this regard, the Board shall adopt the following policies and practical guidelines:

1. The Board shall respect shareholders ownership rights and shall treat shareholders equitably.
2. Operations shall be undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and lead to sustainable growth.
3. The Board shall see to the advancement of the Companys businesses to ensure proper returns on investment for shareholders.
4. Significant information that affects or may affect shareholders interests shall be disclosed, whether in periodic accounting reports or ad-hoc reports, pursuant to the relevant laws and notifications. No action shall be taken to restrict shareholders access to the Companys information.
5. A report on the Boards accountability for financial statements shall be included in each years annual report.
6. Minority shareholders shall be given an opportunity to propose matters for inclusion in the meeting agenda and/or to nominate directorial candidates to be elected at an annual general meeting of shareholders.
7. Shareholders shall be granted an opportunity to submit questions relevant to the meeting in advance.
8. Shareholder meeting notices in both Thai and English shall be published on the Companys website at least 30 days prior to the meeting date to enable shareholders to arrange to be in attendance and to study the information.

9. Shareholders convenience shall be ensured. The meetings date, time, venue, and procedure shall not limit shareholders attendance. Shareholders unable to attend in person shall be able to assign a proxy to attend and vote on their behalf.
10. Conflicts of interest shall be dealt with prudently and rationally. Information about any conflict of interest shall be fully disclosed.
11. The Companys interests and assets shall be safeguarded as a reasonable person would safeguard his or her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated.

Reference link for Shareholder : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Employee

6) Employees

Regarding employees as a valuable resource and a key factor in the Companys success, the Board of Directors shall adopt the following policies and guidelines:

1. Employees human dignity and fundamental rights shall be respected at work. Employee data or confidential information shall not be disclosed or transmitted to third parties or unrelated persons.
2. Employees shall be treated in accordance with the provisions of law, regulations, and articles governing the Companys operations
3. Employment equality shall be promoted. There shall be no discrimination on the basis of gender, skin color, race, religion, age, disability, or any other status that is not directly related to work.
4. Training and knowledge exchange shall be sponsored and promoted to encourage learning and skill development throughout employment; The Company shall seek to strengthen employees career security and offer opportunities for advancement pursuant to each persons potential.
5. Employees participation in the determination of the Companys direction and development shall be promoted.
6. Fair compensation shall be offered, subject to employees knowledge, skills, duties, responsibilities, and performance.
7. Appropriate welfare and benefits shall be given to employees, e.g. medical expenses, provident fund contribution, and a savings cooperative.
8. Channels shall be provided for employees to communicate suggestions and complaints pertaining to work. All suggestions shall be considered, and remedies shall be determined in the best interest of all parties and with regard to good professional relations.
9. Facilities necessary for operations shall be provided. Working conditions shall be maintained with due regard to health, safety, and occupational hygiene as a means to promote and raise employees quality of life.
10. Employees of all levels shall be encouraged to participate in corporate social responsibility activities.

Reference link for Employee : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 24-25

Customer

2) Customers

Understanding that customer satisfaction and confidence are critical factors that contribute to the Companys sustainable success, the Board of Directors shall adopt the following policies and guidelines:

1. The Company shall manufacture and distribute products and services that are environmentally friendly and safe for consumers.
2. The Companys businesses shall be operated with commitment to developing goods and services, introducing innovations, and adding value to goods and services in order to continuously meet customer demand, along with the disclosure of critical information needed for decision-making without concealment or distortion of facts.

3. The Company's businesses shall be operated in an honest, earnest, and just manner. No action shall be taken to violate customers' rights. Moreover, consumer data shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
4. The Company shall never demand, receive, or consent to the direct or indirect receipt of any property or other dishonest benefit from a customer.
5. The Company shall adhere to trade agreements. Whenever adherence is not possible, customers shall promptly be notified in order to jointly find a remedial measure and to prevent losses.
6. The Company shall provide communication channels by which customers are able to file complaints to the Company. Complaints shall be processed with care and dealt with fairly.

Reference link for Customer : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Business competitor

4) Competitors

The Board of Directors shall ensure that the Company operates its businesses in accordance with the legal provisions. In this regard, the Board shall adopt the following policies and practical guidelines:

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

Reference link for Business competitor : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Business partner

3) Partners

The Board of Directors shall treat trading partners equitably and take into account mutual interests. In this regard, the Board shall adopt the following policies and practical guidelines:

1. The Company shall put a system in place to select environmentally friendly trading partners in the supply chain whose operations comply with relevant laws, as well as safety and occupational hygiene standards. Business partners shall be treated on the basis of fair competition, equality, and mutual respect.
2. Trading partners' secrets or information shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
3. The Company shall build good relations and understanding with trade partners, which will serve as the basis for knowledge exchange. The development and creation of value added to goods and services shall be jointly undertaken to promote mutual growth.
4. The Company shall adhere to trade agreements and provide accurate information. In the event that a violation is inevitable, the Company shall expeditiously engage in negotiations with trading partners in order to reach a mutual solution and prevent losses.
5. The Company shall not demand, receive, or consent to the receipt of any property or other benefit outside trade agreements.

Reference link for Business partner : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Creditor

5) Creditors

The Board of Directors shall make certain that the Company operates in a principled and disciplined manner in order to build trust among creditors. In this regard, the Board shall adopt the following policies and practical guidelines:

1. All creditors shall be treated equitably.

2. Contracts and terms shall be strictly adhered to.
3. Operations shall be administered to ensure creditors confidence in the Companys financial standing and credit rating.
4. Financial standing shall be accurately and timely disclosed.
5. In the event of an inability to comply with a particular term, the creditor shall be forthwith notified in order to reach a mutual solution and prevent losses.

Reference link for Creditor : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Government agencies

8) State Sector

To make sure that the Company operates in conformity with the rules and regulations enacted by the State, the Board of Directors shall adopt the following policies and guidelines.

1. The laws governing operations shall be studied and understood. Meanwhile, no activities that would violate the letters of the law shall be undergone.
2. Legal compliance shall be assured when conducting a transaction with any state official or agency.
3. Good relations between the Company and the state sector shall be fostered so long as they are within proper boundaries.
4. The Board shall comply with the relevant laws and business traditions in a particular country or locality.

Reference link for Government agencies : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 25-26

Community and society

7) Community and Society

The Board of Directors shall operate the Companys businesses with due regard to the duties and responsibilities owed to the nation, community, and society, as well as local traditions, in order to maintain social order. In this regard, the Board shall adopt the following policies and practical guidelines:

1. A business that could lead to social degradation shall not be undertaken, and the rights of any person in the community and society shall not be violated.
2. The consciousness of responsibilities towards the community and society as a whole shall always be instilled for the benefit of the Company and all of its employees.
3. Measures shall be provided for the prevention and remedy of any negative impact on the community and society caused by the Companys operations.
4. The preservation of local culture and traditions shall be promoted.
5. The Company shall cooperate with various agencies for community development.
6. Activities that benefit the public shall be sponsored.
7. Income shall be locally distributed through the employment of community members and the use of community products.
8. Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency, and fairness.

Reference link for Community and society : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

TPCS Public Company Limited adheres to the principles of good corporate governance to foster cooperation with all stakeholders. The board of directors acts with integrity to ensure sustainable and equitable returns for shareholders. The company focuses on delivering safe, environmentally friendly products and respecting customer confidentiality. TPCS is committed to transparent competition with partners and competitors, and strictly adheres to its obligations to creditors. All employees are treated equally, respected for their human dignity, and have a safe working environment. The company conducts business responsibly towards the community, conserves the environment, and complies with all laws. It has transparent conflict-of-interest management measures in place and prohibits insider trading. The giving or receiving of gifts must not affect business decisions. The company adheres to an anti-corruption policy and has a secure whistleblowing system. It respects the intellectual property of others and does not use company work without permission. The company upholds human rights without discrimination or exclusion of opinion and prioritizes occupational health and safety, including emergency preparedness.

Reference link for the full version of business code of conduct : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 21-33

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

2. Conflict of Interest

To deal with conflicts of interest, the Board shall adopt the following guidelines:

1. Conflicts of interest or connected transactions shall be administered prudently, fairly, and rationally. There shall be a transparent system for approving transactions that takes into account the Company's best interests. Directors with a vested interest in a particular matter shall not have the right to vote on it and shall be required to make a full disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Company's interests shall be upheld, subject to legality. No action that would constitute a conflict of interest with the Company shall be taken. In addition, no special benefits or privileges shall be given to any person.
3. Directors and executive officers shall be required to disclose their and related persons' interests in accordance with the prescribed rules.
4. Directors, executive officers, and employees with insider information shall be prohibited from trading the Company's securities during the 1-month period prior to public disclosure of the Company's financial statements and 24 hours after the Company's financial statements disclosure.

5. Directors and executive officers shall have the duty to report their holdings of the Company's securities to the Company. This includes the holdings of the Company's securities by their spouses, underage children, and any juristic person in which they and the said person collectively hold more than thirty percent (>30%) of the total voting rights and have the largest percentage of shares held in that juristic person. If there is a change in their holdings of the Company's securities, it must be reported to the Securities and Exchange Commission. Directors and executive officers shall also be required to inform the Company Secretary to disclose the matter to the Board of Director at the subsequent board meeting;
6. Company information or secrets acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.
7. Any information disclosure shall be made by authorized employees. Classes of confidentiality may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. Directors and senior executive officers shall be required to inform the Chairman about their trading of the Company's securities at least one (1) day before the trading date.

Reference link for Prevention of Conflicts of Interest : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 26-27

Anti-corruption

4. Anti-Fraud and Anti-Corruption Efforts

It is the Board of Directors policy to comply with anti-corruption laws. In this regard, the Board shall adopt the following guidelines:

1. Create consciousness, values, attitudes for employees in performing their duties according to the law, rules with integrity.
2. An efficient and effective internal control system shall be put in place. There shall be suitable supervision and a system of checks and balances to prevent employees from being involved in fraud and corruption.
3. Directors, executive officers, and employees shall be prohibited from performing any act that amounts to a demand or acceptance of any property or any other benefit, whether for themselves or for others, as an inducement to wrongfully perform or refrain from performing a duty or to act in a way that could result in a loss to the Company's legitimate benefits.
4. Directors, executive officers, and employees shall be prohibited from giving or offering to give any property or any other benefits to third parties to induce such persons to unlawfully or wrongfully perform or refrain from an act.
5. There shall be a transparent and accurate financial reporting system.
6. There shall be a channel for employees and related persons to provide notices of causes for suspicion with confidence of protection. Personnel shall be appointed to examine all notices of suspicion given.

Reference link for Anti-corruption : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 27-28

Whistleblowing and Protection of Whistleblowers

3. Informants and Complaints

The Board of Directors shall afford employees and stakeholders an opportunity to give information or file a complaint on a matter that could constitute a violation of the law, or a dishonest or wrongful act of an employee, including irregular behavior that could cause a problem or loss to the Company. The Company shall also accept complaints on cases where the rights of an employee or stakeholder has been infringed upon or where they have been treated unfairly. Suitable channels and procedures shall be provided by the Company in this regard.

The Company shall hear and process all complaints impartially, transparently, and fairly. Systematic and just measures for the protection of complainants shall be afforded. Information provided by the complainant shall be kept confidential in the Company.

Measures for the Protection of Complainants

1. A complainant may choose to remain anonymous if he/she deems that disclosure could lead to insecurity or loss.
2. The Company shall keep relevant information a secret and take into account the safety of the complainant. Measures shall be prescribed for the protection of complainants who are employees, including those who cooperate in the investigation of facts. These persons shall be protected from unfair treatment as a consequence of the complaint, e.g. disturbances during work, reassignment, or termination of employment.

Reference link for Whistleblowing and Protection of Whistleblowers pdf : <https://www.tpcsplc.com/img/upload/pdf20240401091029.pdf>
Page number of the reference link : 32-33

Prevention of Misuse of Inside Information

Directors, executive officers, and employees with insider information shall be prohibited from trading Companys securities during the 1-month period prior to public disclosure of the Companys financial statements and 24hours, after the Companys financial statements disclosure.

Reference link for Prevention of Misuse of Inside Information : www.tpcsplc.com/img/upload/pdf20240401091029.pdf
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Gift giving or receiving, entertainment, or business hospitality

3. Giving or Receiving a Gift, Entertainment, and Hospitality

While the Board of Directors aspires to operate within the framework of fair competition, it understands that giving or receiving a gift, entertainment. and hospitality is sometimes a necessary customary practice that fosters good relations. In this regard, the Board shall adopt the following guidelines:

1. A gift, entertainment, and hospitality that may influence a decision shall always be prohibited. If it is customary to give or to receive a gift, entertainment, and hospitality whose value is in excess of normal practices, a report shall be filed to the respective supervisor.
2. In the case of an assignment or authorization by a supervisor to assist with an external agency, a sum of money, an object, or a gift may be received in accordance with the applicable rules or standards prescribed by that external agency, e.g. gifts, lucky draw prizes, etc.
3. In the case where an agent, contractual party, partner, or any other person wishes to offer a gift, entertainment, or hospitality in the name of the Company, prior authorization from the Company shall always be required.
4. Expenses pertaining to these matters shall be maintained within a reasonable budget.

Reference link for Gift giving or receiving, entertainment, or business hospitality : www.tpcsplc.com/img/upload/pdf20240401091029.pdf
Page number of the reference link : 27

Compliance with laws, regulations, and rules

Directors and Executive Officers

1. Directors and executive officers shall perform their duties responsibly, prudently, honestly, in good faith, and in compliance with the law, Articles of Association, relevant notifications, and shareholders meeting resolution;

Employees

2. Employees shall comply with relevant laws, policies, working regulation, relevant regulations, and notifications.
11. Employees shall conduct themselves as good citizens who comply with the Constitution and relevant laws. Political rights shall be exercised appropriately. Employees shall also avoid any involvement in an activity that is unlawful or inconsistent with public order or the good morals of the people.

Reference link for Compliance with laws, regulations, and rules : www.tpcsplc.com/img/upload/pdf20240401091029.pdf
Page number of the reference link : 30,31

Information and assets usage and protection

2. Maintenance of Company Assets

Directors, executive officers, and employees are accountable for efficiently maintaining the Company's assets and assets under its care. In this regard, the following guidelines shall be adopted:

1. Assets shall be used for business operations and not for personal gain or for the benefit of outsiders.
2. Interests and assets shall be safeguarded to prevent losses, damage, or wrongful use pursuant to the standards of a reasonable person caring for his or her property. Direct and indirect wrongful exploitation of benefits shall be eliminated.
3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to access another person's protected system or data, including to spy on, damage, destroy, modify, change, or corrupt another person's data in any manner that could be considered a violation of computer-crime laws, shall be prohibited. An information security system consistent with international standards shall be installed.
5. Email and internet access provided shall be used cautiously for business purposes as to not prejudice the Company's reputation.
6. Passwords for access to the Company's data shall be kept secret and shall not be disclosed to unauthorized persons.
7. The Company's intellectual property works shall not be reproduced, adapted, or used for personal benefit or for the benefit of others without authorization from the Company.
8. Supervisors shall be notified of any finding of any rights infringement or any act that could lead to a rights infringement or any act that could potentially lead to a dispute relating to the Company's intellectual property.
9. The safekeeping of important documents of the Company shall be overseen to ensure full compliance with relevant laws and regulations. Upon the lapse of the safekeeping period, the relevant employee must oversee that the documents are destroyed by appropriate means.

Reference link for Information and assets usage and protection : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 31-32

Anti-unfair competitiveness

Partners

1. The Company shall put a system in place to select environmentally friendly trading partners in the supply chain whose operations comply with relevant laws, as well as safety and occupational hygiene standards. Business partners shall be treated on the basis of fair competition, equality, and mutual respect.

Competitors

1. The Company shall conduct its businesses within the rules of fair competition with due regard to business ethics and trade competition laws of various countries in which the Company operates.

Reference link for Anti-unfair competitiveness : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

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Information and IT system security

Principle 5.4

The Board shall make use of information technology to augment business opportunities and to further develop the Company's operations, which will bring about the achievement of the Company's objectives and targets.

Guidelines

1. The Board shall ensure sufficient information technology resources for operations.
2. The Board shall develop an information technology security policy and measures.

2. Maintenance of Company Assets

Directors, executive officers, and employees are accountable for efficiently maintaining the Company's assets and assets under its care. In this regard, the following guidelines shall be adopted:

1. Assets shall be used for business operations and not for personal gain or for the benefit of outsiders.
2. Interests and assets shall be safeguarded to prevent losses, damage, or wrongful use pursuant to the standards of a reasonable person caring for his or her property. Direct and indirect wrongful exploitation of benefits shall be eliminated.
3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to access another person's protected system or data, including to spy on, damage, destroy, modify, change, or corrupt another person's data in any manner that could be considered a violation of computer-crime laws, shall be prohibited. An information security system consistent with international standards shall be installed.
5. Email and internet access provided shall be used cautiously for business purposes as to not prejudice the Company's reputation.
6. Passwords for access to the Company's data shall be kept secret and shall not be disclosed to unauthorized persons.

Reference link for Information and IT system security : <https://www.tpcsplc.com/img/upload/pdf20240401091029.pdf>

Page number of the reference link : 15, 31-32

Environmental management

7. Environment

The Board of Directors shall undertake businesses with due regard to the Company's responsibilities towards the environment. In this regard, the Board shall adopt the following policies and practical guidelines:

1. Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard to the impact on natural resources and the environment. Regular revision and assessment of the Company's environmental performance shall be performed.
2. Organizational culture and consciousness of all employees shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.
3. Knowledge promotion and environmental training shall be extended to employees.
4. An environmental management system shall be promoted, including economical use of resources, treatment and rehabilitation of resources exploited, replenishment of resources, and sustainable environmental watch and impact prevention.
5. There shall be a system in place for selecting trade partners in the supply chain who operate in an environmentally friendly manner.
6. Environmentally friendly technology shall be developed and applied whenever possible.

Reference link for Environmental management : <https://www.tpcsplc.com/img/upload/pdf20240401091029.pdf>

Page number of the reference link : 29

Human rights

6. Non-Violation of Human Rights

With a great deal of respect for human rights, the Board of Directors shall adopt the following policies and guidelines:

1. There shall be no activities or support for activities that violate human rights.
2. Employees shall be provided with knowledge and understanding of human rights, which shall be applied to their respective functions.
3. There shall be no limitations to independence or differences in ideology, gender, race, religion, politics, or other matters. Nonetheless, expressing an opinion that could cause conflicts or divisions shall be best avoided.

4. Channels shall be provided for employees or persons who believe that their personal rights have been violated or that they have been treated unfairly to file a complaint with to Company. Such complaints shall be heeded and processed fairly.

Reference link for Human rights : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 28

Safety and occupational health at work

8. Occupational Safety and Health

Attaching importance to occupational safety and health, the Board of Directors shall adopt the following guidelines:

1. Business undertakings shall comply with safe and healthy work environment laws, regulations, and policies with due regard to the safety of life and property, as well as to the impact on the health of employees, trading partners, and stakeholders. Regular monitoring and safety assessment shall be conducted.
2. Occupational safety shall be promoted. Work regulations, procedures, and standards shall be prescribed according to the level of risk. The safety of the working condition, work environment, and work procedures shall be improved. Protective tools and equipment shall be provided to employees.
3. Preparations shall be made for emergency events. An emergency plan shall be devised. Regular drills and improvements shall be carried out to prevent and minimize any loss of life or property of the Company, employees, trading partners, and related persons.
4. A safe workplace culture shall be fostered for the entire organization to ensure sustainable and safe operations.

Reference link for Safety and occupational health at work : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Page number of the reference link : 29

Promotion of compliance with the business code of conduct

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

TPCS Public Company Limited

In addition to investors trust and confidence, the Board of Directors (the Board) of TPCS PLC. (the Company) believes that compliance with the Good Corporate Governance Code, which is the foundation of sustainable development and business value creation, will bring about competitiveness and desirable profitability. To this end, the Board has considered long-term effects, ethical business practices, respect for and responsibility towards shareholders and stakeholders, benefits to society, eco-friendly developments, the minimization of environmental impact, and the ability to cope with change.

Pursuant to the Corporate Governance Code for Listed Companies 2017, the Board has issued The Good Corporate Governance Code. This latest edition shall be acknowledged and implemented by all directors, executive officers, and employees. It comprises the following elements:

- The Good Corporate Governance Policy
- The 8 Good Corporate Governance Principles
- The Business Ethics
- The Code of Conduct for Directors, Executive Officers, and Employees

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : www.tpcsplc.com/img/upload/pdf20240401091029.pdf

Participation in anti-corruption networks

| | |
|--|---|
| Participation or declaration of intent to join anti-corruption networks | : Yes |
| Anti-corruption networks or projects the company has joined or declared intent to join | : Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : ใบประกาศRe-Cer-CAC2025.jpg |

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

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

| | |
|--|-------|
| In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter | : Yes |
| Material changes and developments in policy and guidelines over the past year | : Yes |

The company reviews its policies annually to revise and update them to be current, consistent with best practices, and to ensure compliance with the latest laws and regulations.

In 2025, the Board of Directors approved the Human Rights Policy and the Confidentiality and Information Governance Policy.

The policies reviewed and approved by the Board of Directors meeting on December 16, 2025, are as follows:

- Confidentiality and Information Governance Policy
- Risk Management Policy
- Information Technology Risk Management Policy
- Information Technology Security Policy
- Information Technology Resource Allocation and Management Policy
- Company Securities Trading Policy
- Subsidiary and Associates Governance Policy
- Information Disclosure Policy
- Succession Plan Policy for Chief Executive Officers and Senior Executives
- Quality Policy
- Sustainable Development Policy
- Environmental Policy
- Social Responsibility Policy

- Whistleblowing Policy
- Human Rights Policy
- Anti-Corruption Policy (Revised Edition 1) and Practices under the Policy 4th Revised Edition and Practical Guide to Preventing and Anti-Corruption
- Principles of Good Corporate Governance (3rd Revised Edition)
- Tax Policy
- Personal Data Protection Policy
- Digital Asset Investment Policy

Implementation of the CG Code for listed companies

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

Other corporate governance performance and outcomes

In 2025, the company received the following assessments regarding its compliance with good corporate governance principles:

- The 2025 Corporate Governance Assessment for Listed Companies resulted in a Very Good (4-star) rating from the Thai Institute of Directors Association
- The 2025 Annual General Meeting Quality Assessment resulted in a perfect score of 100, receiving an excellent and exemplary assessment (5 medals) from the Thai Investors Association.
- The company passed its sustainability assessment, resulting in its inclusion in the SET ESG Ratings Sustainable Stocks List for the sixth consecutive year.
- The company received renewal certification for its membership in the Thai Private Sector Anti-Corruption Coalition (Re-Certification Round 3).
- The company received the CSR-DIW Continuous Award and Green Industry Level 3 certification (environmental management system equivalent to ISO 14001) from participating in the CSR DIW project, which promotes social responsibility and sustainable development among industrial enterprises, organized by the Department of Industrial Works.

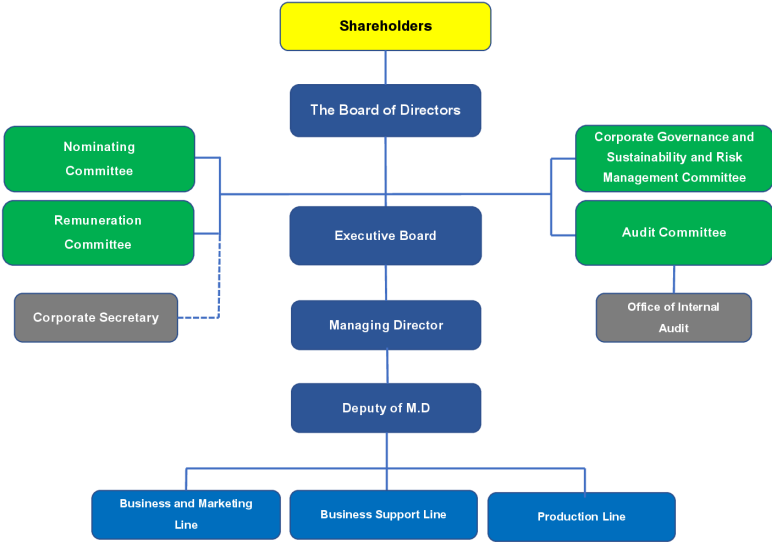
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

| | 2023 | | 2024 | | 2025 | |
|---|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|
| | Male (persons) | Female (persons) | Male (persons) | Female (persons) | Male (persons) | Female (persons) |
| Total directors | 11 | | 11 | | 11 | |
| | 8 | 3 | 8 | 3 | 7 | 4 |
| Executive directors | 5 | | 4 | | 4 | |
| | 4 | 1 | 3 | 1 | 3 | 1 |
| Non-executive directors | 6 | | 7 | | 7 | |
| | 4 | 2 | 5 | 2 | 4 | 3 |
| Independent directors | 4 | | 4 | | 4 | |
| | 4 | 0 | 4 | 0 | 3 | 1 |
| Non-executive directors who have no position in independent directors | 2 | | 3 | | 3 | |
| | 0 | 2 | 1 | 2 | 1 | 2 |

| | 2023 | | 2024 | | 2025 | |
|---|----------|------------|----------|------------|----------|------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 100.00 | | 100.00 | | 100.00 | |
| | 72.73 | 27.27 | 72.73 | 27.27 | 63.64 | 36.36 |
| Executive directors | 45.45 | | 36.36 | | 36.36 | |
| | 36.36 | 9.09 | 27.27 | 9.09 | 27.27 | 9.09 |
| Non-executive directors | 54.55 | | 63.64 | | 63.64 | |
| | 36.36 | 18.18 | 45.45 | 18.18 | 36.36 | 27.27 |
| Independent directors | 36.36 | | 36.36 | | 36.36 | |
| | 36.36 | 0.00 | 36.36 | 0.00 | 27.27 | 9.09 |
| Non-executive directors who have no position in independent directors | 18.18 | | 27.27 | | 27.27 | |
| | 0.00 | 18.18 | 9.09 | 18.18 | 9.09 | 18.18 |

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

| | 2023 | | 2024 | | 2025 | |
|-----------------------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average age of board of directors | 60 | | 64 | | 65 | |
| | 60 | 61 | 64 | 62 | 68 | 59 |

The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>1. Mr. SUCHAI NARONGKANANUKUL Gender: Male Age : 79 years Highest level of education : Bachelor's degree Study field of the highest level of education : Architecture Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 106,260 Shares (0.098389 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 1,900 Shares (0.001759 %) | <p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | <p>21 Jul 1987</p> | <p>Corporate Management, Architecture, Leadership, Strategic Management, Business Administration</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|--|
| <p>2. Mr. KORAVIT NARONGKANANUKUL Gender: Male Age : 33 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 979,370 Shares (0.906824 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 27 Apr 2021 | <p>Marketing, Digital Marketing, Brand Management, Business Administration, Leadership</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>3. Mr. ARNUT RATTANAPATHIMAKORN Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 322,140 Shares (0.298278 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 24,170 Shares (0.022380 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | <p>26 Apr 1991</p> | <p>Automotive, Industrial Materials & Machinery, Engineering, Business Administration, Corporate Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|--|
| <p>4. Mr. SOMNUEK THUNGPUKDEE Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 150 Shares (0.000139 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 12 Nov 2018 | Automotive, Industrial Materials & Machinery, Engineering, Data Analysis, Corporate Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>5. Ms. RACHANEE LUEVIPASAKUL Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 70,930 Shares (0.065676 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 11 Aug 2022 | Human Resource Management, Sustainability, Procurement, Governance/ Compliance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>6. Ms. SIRIKUL DHANASARN SILP Gender: Female Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 498,120 Shares (0.461222 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 21 Jul 1987 | <p>Fashion, Brand Management, Corporate Management, Governance/ Compliance, Business Administration</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>7. Ms. NATTHAKAN THANAWADEE Gender: Female Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 20 Dec 2023 | Accounting, Finance, Business Administration, Audit |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>8. Mr. PADOONG TECHASARINTR Gender: Male Age : 85 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 26 Apr 1999 | Accounting, Finance, Audit, Governance/ Compliance, Data Analysis |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>9. Dr. UTID TAMWATIN Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 8 Aug 2019 | <p>Law, Governance/ Compliance, Business Administration, Strategic Management, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>10. Dr. PISIT LEEAHTAM Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 23 Apr 2024 | Economics, Audit, Governance/ Compliance, Business Administration, Finance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|----------------------------|
| <p>11. Asst. Prof. Dr. JIRADA PETAIBANLUE Gender: Female Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p> | 29 Apr 2025 | Accounting, Finance, Audit |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

| List of directors | Position | Date of resignation / termination | Replacement director |
|-------------------|----------|-----------------------------------|----------------------|
|-------------------|----------|-----------------------------------|----------------------|

| List of directors | Position | Date of resignation / termination | Replacement director |
|---|--|-----------------------------------|--|
| 1. Mr. NATAVUDH PUNGCHAROENPONG Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %) | Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No | 29 Apr 2025 | Asst. Prof. Dr. JIRADA PETAIBANLUE Appointment date of replacement director : 29 Apr 2025 |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| Total (persons) | | 4 | 7 | 4 | 3 | 7 |

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--|------------------------------------|---------------------|-------------------------|-----------------------|---|--|
| 1. Mr. SUCHAI NARONGKANANUKUL | Chairman of the board of directors | | ✓ | | ✓ | ✓ |
| 2. Mr. KORAVIT NARONGKANANUKUL | Director | ✓ | | | | ✓ |
| 3. Mr. ARNUT RATTANAPATHIMAKORN | Director | ✓ | | | | ✓ |
| 4. Mr. SOMNUEK THUNGPUKDEE | Director | ✓ | | | | ✓ |
| 5. Ms. RACHANEE LUEVIPASAKUL | Director | ✓ | | | | ✓ |
| 6. Ms. SIRIKUL DHANASARNSILP | Director | | ✓ | | ✓ | ✓ |
| 7. Ms. NATTHAKAN THANAWADEE | Director | | ✓ | | ✓ | ✓ |
| 8. Mr. PADOONG TECHASARINTR | Director | | ✓ | ✓ | | |
| 9. Dr. UTID TAMWATIN | Director | | ✓ | ✓ | | |
| 10. Dr. PISIT LEEAHTAM | Director | | ✓ | ✓ | | |
| 11. Asst. Prof. Dr. JIRADA PETAIBANLUE | Director | | ✓ | ✓ | | |
| Total (persons) | | 4 | 7 | 4 | 3 | 7 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|-------------------------------------|------------------|-------------|
| 1. Economics | 1 | 9.09 |
| 2. Fashion | 1 | 9.09 |
| 3. Automotive | 2 | 18.18 |
| 4. Industrial Materials & Machinery | 2 | 18.18 |
| 5. Law | 1 | 9.09 |
| 6. Marketing | 1 | 9.09 |
| 7. Accounting | 3 | 27.27 |
| 8. Finance | 4 | 36.36 |
| 9. Human Resource Management | 1 | 9.09 |
| 10. Sustainability | 1 | 9.09 |
| 11. Procurement | 1 | 9.09 |
| 12. Data Analysis | 2 | 18.18 |
| 13. Digital Marketing | 1 | 9.09 |
| 14. Brand Management | 2 | 18.18 |
| 15. Corporate Management | 4 | 36.36 |
| 16. Engineering | 2 | 18.18 |
| 17. Architecture | 1 | 9.09 |
| 18. Leadership | 2 | 18.18 |
| 19. Strategic Management | 2 | 18.18 |
| 20. Risk Management | 1 | 9.09 |
| 21. Audit | 4 | 36.36 |
| 22. Governance/ Compliance | 5 | 45.45 |

| Skills and expertise | Number (persons) | Percent (%) |
|-----------------------------|------------------|-------------|
| 23. Business Administration | 7 | 63.64 |

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

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting

The company has a chairman of the Board of Directors who is not an Independent Director. The Chairman of the Board of Directors and the Managing Director are members of the same family. The Chairman of the Board of Directors is a member of the Executive Committee. Therefore, the Company has measures to appoint an Independent Director (Lead Independent Director) to consider setting the meeting agenda for the Board of Directors, namely Mr. Padoong Techasarintr.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors is established with the objective to oversee corporate governance to ensure the best interest of the Company and stakeholders in accordance and compliance with corporate policies, relevant legal and regulatory requirements, corporate objectives and regulations, as well as resolutions of the Board of Directors and the Shareowners meetings. In carrying out its duties, the Board of Directors must do so with responsibility, caution, integrity, as any reasonable business professional in similar situations, with trade bargaining power devoid of any influence as a company director.

Reference link for the board charter : <https://www.tpcsplc.com/committee>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee is established with the responsibility for providing support to the Board of Directors in good corporate governance, especially in regards to the process of disclosure of financial statements, internal control systems, process in monitoring and all relevant legal and regulatory requirements.

Reference link for the charter

<https://www.tpcsplc.com/committee>

Executive Committee

Role

- Others
- executing corporate business management

Scope of authorities, role, and duties

The Executive Committee has the status of executive management, established for the purpose of executing corporate business management as assigned by the Companys Board of Directors. In carrying out its duties, the Executive Committee must do so with responsibility, caution, integrity, as any reasonable business professional in similar situations, with trade bargaining power devoid of any influence as a member of the Companys Executive Committee.

Reference link for the charter

<https://www.tpcsplc.com/committee>

Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

The Remuneration Committee was appointed to support the execution of the duties and responsibilities of the Company's Board of Directors in implementing Corporate Governance Code, especially in terms of consideration of the criteria and form in offering remuneration to Company directors to ensure transparency and fairness.

Reference link for the charter

<https://www.tpcsplc.com/committee>

Nomination Committee

Role

- Director and executive nomination
- Others
- selection Company directors and Highest management

Scope of authorities, role, and duties

The Nomination Committee was established to support the execution of the duties and responsibilities of the Company's Board of Directors in implementing Corporate Governance Code, especially with regard to the selection of qualified persons to assume the position of Company directors to ensure transparency of the selection process.

Reference link for the charter

<https://www.tpcsplc.com/committee>

Corporate Governance and Sustainability and Risk Management Committee

Role

- Risk management
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

The Corporate Governance and Sustainability and Risk Management Committee was established to support the Board of Directors in aspects of good corporate governance Sustainability and Risk Management, especially in overseeing operation activities so as to achieve set objectives and targets. This will create added value and confidence for shareowners and all stakeholders. Including promoting the organization to grow sustainably in terms of economy, society and environment.

Reference link for the charter

<https://www.tpcsplc.com/committee>

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|--|--|---|
| <p>1. Mr. PADOONG TECHASARINTR^(*) Gender: Male Age : 85 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p> | 24 Dec 1999 | Accounting, Finance, Audit, Governance/ Compliance, Data Analysis |
| <p>2. Dr. UTID TAMWATIN Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p> | <p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p> | 8 Aug 2019 | Law, Governance/ Compliance, Business Administration, Strategic Management, Risk Management |
| <p>3. Dr. PISIT LEEAHTAM^(*) Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p> | <p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p> | 13 May 2024 | Economics, Audit, Governance/ Compliance, Business Administration, Finance |

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|---|--|----------------------------|
| 4. Asst. Prof. Dr. JIRADA PETAIBANLUE ^(*) Gender: Female Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes | Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director | 13 May 2025 | Accounting, Finance, Audit |

Additional explanation :

(*) Directors with expertise in accounting information review

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

| List of directors | Position | Date of resignation / termination | Replacement committee member |
|--|--|-----------------------------------|--|
| 1. Mr. NATAVUDH PUNGCHAROENPONG Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No | Member of the audit committee (Non-executive directors, Independent director) | 29 Apr 2025 | Asst. Prof. Dr. JIRADA PETAIBANLUE Appointment date of replacement committee member : 13 May 2025 |

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|---|--|--|
| <p>1. Mr. SUCHAI NARONGKANANUKUL Gender: Male Age : 79 years Highest level of education : Bachelor's degree Study field of the highest level of education : Architecture Thai nationality : Yes Residence in Thailand : Yes</p> | <p>The chairman of the executive committee</p> | <p>24 Dec 1999</p> |
| <p>2. Mr. KORAVIT NARONGKANANUKUL Gender: Male Age : 33 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>10 Aug 2020</p> |
| <p>3. Mr. ARNUT RATTANAPATHIMAKORN Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>24 Dec 1999</p> |
| <p>4. Mr. SOMNUEK THUNGPUKDEE Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 May 2011</p> |

| List of committee members | Position | Appointment date of executive committee member |
|---|-----------------------------------|--|
| <p>5. Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> | Member of the executive committee | 25 Feb 2004 |
| <p>6. Ms. DARUNEE SUPO</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> | Member of the executive committee | 8 May 2014 |
| <p>7. Mrs. SUWANNEE NAIPONGPRASIT</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Bachelor of Education</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> | Member of the executive committee | 11 May 2022 |
| <p>8. Mr. Tawatchai Tungworakittaworn</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> | Member of the executive committee | 13 May 2024 |

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

Other Subcommittees

| Subcommittee name | Name list | Position |
|---|------------------------------|--|
| Remuneration Committee | Ms. SIRIKUL DHANASARNSILP | The chairman of the subcommittee |
| | Mr. PADOONG TECHASARINTR | Member of the subcommittee (Independent director) |
| | Mr. ARNUT RATTANAPATHIMAKORN | Member of the subcommittee |
| | Dr. UTID TAMWATIN | Member of the subcommittee (Independent director) |
| Nomination Committee | Mr. SUCHAI NARONGKANANUKUL | The chairman of the subcommittee |
| | Mr. KORAVIT NARONGKANANUKUL | Member of the subcommittee |
| | Dr. UTID TAMWATIN | Member of the subcommittee (Independent director) |
| | Mr. BOONSITHI CHOKWATANA | Member of the subcommittee |
| Corporate Governance and Sustainability and Risk Management Committee | Dr. PISIT LEEAHTAM | The chairman of the subcommittee (Independent director) |
| | Mr. PADOONG TECHASARINTR | Member of the subcommittee (Independent director) |
| | Dr. UTID TAMWATIN | Member of the subcommittee (Independent director) |
| | Mr. ARNUT RATTANAPATHIMAKORN | Member of the subcommittee |
| | Mr. SOMNUEK THUNGPUKDEE | Member of the subcommittee |

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

| Subcommittee name | Name list | Position | Date of resignation / termination | Replacement committee member |
|----------------------|--------------------------|----------------------------|-----------------------------------|------------------------------|
| Nomination Committee | Mr. BOONSITHI CHOKWATANA | Member of the subcommittee | 13 May 2025 | - |

Information on the executives

Information on the executives

List and positions of the executive

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

| List of executives | Position | First appointment date | Skills and expertise |
|---|---|------------------------|---|
| <p>1. Mr. KORAVIT NARONGKANANUKUL Gender: Male Age : 33 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Managing Director (The highest-ranking executive)</p> | <p>20 Dec 2023</p> | <p>Marketing, Digital Marketing, Brand Management, Business Administration, Leadership</p> |
| <p>2. Mr. ARNUT RATTANAPATHIMAKORN Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Director of Production</p> | <p>1 Jan 2006</p> | <p>Automotive, Industrial Materials & Machinery, Engineering, Business Administration, Corporate Management</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|---|---|------------------------|--|
| <p>3. Mr. SOMNUEK THUNGPUKDEE</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Factory Manager | 21 Apr 2017 | Automotive, Industrial Materials & Machinery, Engineering, Data Analysis, Corporate Management |
| <p>4. Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Human Resources, Administration Manager | 1 Jan 2006 | Human Resource Management, Sustainability, Procurement, Governance/ Compliance |

| List of executives | Position | First appointment date | Skills and expertise |
|---|--------------------------------------|------------------------|--|
| <p>5. Ms. DARUNEE SUPO^{(*)(**)} Gender: Female Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p> | Accounting and Finance Manager (CFO) | 8 May 2014 | Accounting, Finance, Audit, Data Analysis, Risk Management |
| <p>6. Mrs. SUWANNEE NAIPONGPRASIT Gender: Female Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Education Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Factory Manager | 21 Apr 2017 | Automotive, Industrial Materials & Machinery, Governance/ Compliance |

| List of executives | Position | First appointment date | Skills and expertise |
|---|------------------------|------------------------|---|
| 7. Mr. Tawatchai Tungworakittaworn Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | IT Manager | 13 May 2024 | Data Analysis, Engineering, IT Management, Digital Marketing, Governance/ Compliance |
| 8. Mr. Supachai Taechalapanarusmie Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | Internal Audit Manager | 6 Jun 2016 | Accounting, Finance, Audit, Data Analysis |

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

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

Organization structure of the highest-ranking : 31 Dec 2025
 executive and the next four executives as of date

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

Remuneration policy for executive directors and executives

Managing Director and Human Resources Manager will consider the remuneration of the executives according to the compensation structure in the same industry, various factors are accounted for they are responsibility, performance of the company, achievement of the assigned policy, the ability to manage and develop the business in line with the company's growth direction. With regard to the determination of appropriate remuneration able to motivate and maintain quality personnel in order to be the main force of the company in driving the organization.

The Board of Directors and the Remuneration Committee are of the opinion that Remuneration policy and method including compensation structure. There are suitable for their responsibilities and can motivate directors and executives to lead the organization to achieve its goals and can be compared with the level operating in the same industry.

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

The Board of Directors and the Remuneration Committee are of the opinion that Remuneration policy and method including compensation structure. There are suitable for their responsibilities and can motivate directors and executives to lead the organization to achieve its goals and can be compared with the level operating in the same industry.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total remuneration of executive directors and executives (baht) | 31,983,660.00 | 37,268,214.66 | 37,298,734.50 |

Executive Board Director Remuneration includes meeting allowances

Executive Remuneration includes salary, bonus and retirement benefits.

Other remunerations of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|------|------|------------|
| Company's contribution to provident fund for executive directors and executives (Baht) | N/A | N/A | 392,408.00 |
| Employee Stock Ownership Plan (ESOP) | No | No | No |
| Employee Joint Investment Program (EJIP) | No | No | No |

The provident fund, in which executives who are members receive matching contributions at a rate of 4% of their salaries.

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and : 0.00
executives in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|---------------------|---------------------|------------------|
| 1. Ms. DARUNEE SUPO | darunee@tpcsplc.com | 02-294-0071*130 |

List of the company secretary

| General information | Email | Telephone number |
|--------------------------------------|-----------------------|---------------------|
| 1. Ms. AMORNRATH PIRIYATANACHOSTE | amornrath@tpcsplc.com | 02-294-0071*220-221 |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|--------------------------------------|----------------------|------------------|
| 1. Mr. SUPACHAI TECHALAPANARASMEE | supachai@tpcsplc.com | 02-294-0017*211 |

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

| General information | Email | Telephone number |
|---------------------|-------|------------------|
|---------------------|-------|------------------|

| General information | Email | Telephone number |
|---------------------|---------------------|------------------|
| 1. Ms. DARUNEE SUPO | darunee@tpcsplc.com | 02-294-0071*130 |

Company's auditor

Details of the companys auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|--|------------------|--|--|
| <p>NEXIA ASV (THAILAND) LIMITED CHONG NONSI YAN NAWA Bangkok 10120 Telephone number +66 2294 8504</p> | 965,000.00 | <p>Types of non-audit service : Verify compliance with BOI conditions.</p> <p>Details of non-audit service : Verify compliance with BOI conditions.</p> <p>Amount paid during the fiscal year 60,000.00 baht Total non-audit fee 60,000.00 baht</p> | <p>1. Mrs. KWUNJAI KIATGUNGWALGRI Email: kwunjaik@nexiaasv.co.th License number: 5875</p> <p>2. Mr. PRASITPORN KESAMA Email: prasitpornk@nexiaasv.co.th License number: 9910</p> <p>3. Mr. ANUSORN KIATGUNGWALGRI Email: anusornk@nexiaasv.co.th License number: 2109</p> <p>4. Mr. SATIS KIATGUNGWALGRI Email: satisk@nexiaasv.co.th License number: 9760</p> <p>5. Ms. JUTHAMAS KRAIKITTIWUT Email: juthamask@nexiaasv.co.th License number: 9356</p> <p>6. Ms. BOONPEN LIKITVARIN Email: boonpenl@nexiaasv.co.th License number: 8668</p> |

Details of the auditors of the subsidiaries

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|-------------------|--------------------|---|
| <p>NEXIA ASV (THAILAND) LIMITED CHONG NONSI YAN NAWA Bangkok 10120 Telephone number +66 2294 8504</p> | <p>401,000.00</p> | <p>-</p> | <p>1. Mrs. KWUNJAI KIATGUNGWALGRI Email: kwunjaik@nexiaasv. co.th License number: 5875</p> <p>2. Mr. PRASITPORN KESAMA Email: prasitpornk@nexiaasv.co.th License number: 9910</p> <p>3. Mr. ANUSORN KIATGUNGWALGRI Email: anusornk@nexiaasv. co.th License number: 2109</p> <p>4. Mr. SATIS KIATGUNGWALGRI Email: satisk@nexiaasv.co. th License number: 9760</p> <p>5. Ms. JUTHAMAS KRAIKITTIWUT Email: juthamask@nexiaasv.co.th License number: 9356</p> <p>6. Ms. BOONPEN LIKITVARIN Email: boonpenl@nexiaasv.co.th License number: 8668</p> |

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In 2025, the Thai economy faced severe challenges, with the Gross Domestic Product (GDP) expanding by only 2.4%. Although the household debt-to-GDP ratio declined, the average debt burden per household surged, resulting in sluggish purchasing power and private sector consumption. Additionally, the automotive industry, a core sector, lowered its production targets due to carbon trade barriers and competition from electric vehicles (EVs). Meanwhile, external factors such as trade wars, geopolitical tensions, volatility in energy costs, and gold prices continued to exert pressure, making economic recovery difficult.

Amidst these challenges, the Company successfully maintained its financial strength. For the 2025 fiscal year, total revenue amounted to 1,417.03 million Baht, comprising sales and service revenue of 1,325.25 million Baht, other income of 61.32 million Baht, and an unrealized gain from the fair value adjustment of financial assets of 30.45 million Baht. Total revenue increased by 130.08 million Baht, or 10.11%, from the previous year. The net profit attributable to the parent company was 90.60 million Baht, equivalent to 0.84 Baht per share.

Consequently, the Board of Directors' Meeting No. 1/2026 resolved to propose to the 2026 Annual General Meeting of Shareholders the approval of a dividend payment at the rate of 0.70 Baht per share, totaling 75.60 million Baht. Previously, in 2025, the Company paid a dividend of 0.25 Baht per share, totaling 27 million Baht, on May 27, 2025, in accordance with the resolution of the Annual General Meeting of Shareholders.

Regarding the business direction and outlook for 2026, the Board of Directors assesses that the business sector will continue to face challenges from a highly uncertain environment. These include external factors directly impacting the supply chain and energy prices, as well as internal concerns regarding political stability and the continuity of economic stimulus policies, which have led to a continued slowdown in the overall investment climate. Furthermore, the industrial sector is experiencing a shortage of high-skilled labor, a primary driver significantly pushing up labor costs.

To navigate this situation, the Company has adjusted its proactive strategies in raw material sourcing management, production development, and expanding promotional advertising channels to enhance customer reach. The Company will integrate Artificial Intelligence (AI) and digital systems to overcome limitations in personnel and production, thereby increasing competitiveness. However, these adaptations will inevitably result in higher operating costs due to necessary investments in technological infrastructure, software licensing fees, cybersecurity systems, and the recruitment and development of specialized AI personnel, who command high compensation in line with market demand. The Board of Directors considers these increased costs as a necessary strategic investment to build resilience and foster long-term sustainable growth.

In terms of sustainability and corporate governance, in 2025, the Company's membership from the Thai Private Sector Collective Action Against Corruption (CAC) was renewed (Re-Certification) for the 3rd consecutive round. This reaffirms our commitment to transparent business operations, from policymaking to the operational level, fostering collaboration with both internal and external stakeholders. Additionally, the Company received a Corporate Governance Report (CGR) assessment rating of "Very Good" and the AGM Checklist rating of "Excellent" (100 points). We were also selected for the SET ESG Ratings for the 6th consecutive year and received the CSR-DIW Continuous Award at the Green Industry Level 3 for the 10th consecutive year.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

| List of directors | Position | First appointment date of director | Skills and expertise |
|------------------------------|------------------------------------|------------------------------------|--|
| Mr. SUCHAI NARONGKANANUKUL | Chairman of the board of directors | 21 Jul 1987 | Corporate Management, Architecture, Leadership, Strategic Management, Business Administration |
| Mr. ARNUT RATTANAPATHIMAKORN | Director | 26 Apr 1991 | Automotive, Industrial Materials & Machinery, Engineering, Business Administration, Corporate Management |

List of newly appointed director to replace the ex-director

| List of directors | Position | First appointment date of director | Skills and expertise |
|------------------------------------|----------|------------------------------------|----------------------------|
| Asst. Prof. Dr. JIRADA PETAIBANLUE | Director | 29 Apr 2025 | Accounting, Finance, Audit |

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

Selection of independent directors

Criteria for selecting independent directors

(1) Criteria for the selection of independent directors and nomination process

The Board's policy requires the Nomination Committee to seek individuals of appropriate qualifications, with initial consideration given to new director candidates from the Director Pool database. Director candidates are selected based on Board diversity, core qualifications, multi-disciplinary expertise, leadership, vision, integrity and ethics, a transparent professional background, gender diversity, and must not be prohibited by laws and regulations of the company and nominate competent candidate(s) who are eligible by law and regulations, set out by the Stock Exchange of Thailand and the Securities and Exchange Commission. The directors selected are in line with the company's business strategy. and not being sexual prejudice for their nominations to the Board of Directors for approval, unless in the case of independent directors retired by rotation to propose to the AGM for approval individually.

If the term is not retired by rotation and the remaining term is not less than 2 months, the Board of Directors shall elect a director to replace the vacant position at the next Board of Directors meeting. Persons who become directors of the said company shall be in office only for the remaining term of the director he replaces.

Determination of Independent Directors

Independent Director means a person who is qualified and independent of management and the major shareholders

The company has given the definition of each "independent director" of the company equal to the announcement of the Capital Market Supervisory Board No. Tor Chor. 4/2552 as follows:

- (1) holding shares not exceeding one percent of the total number of shares with voting rights of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by related persons of such independent director;
- (2) neither being nor used to be an executive director, employee, staff, advisor who receives salary, or controlling person of the company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of appointment as an independent director. Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the company;
- (3) not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the company or its subsidiary company;
- (4) neither having nor used to have a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, in the manner which may interfere with his independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of appointment as an independent director.

The term business relationship under the first paragraph shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the company or his counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the company or twenty million baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences;

- (5) neither being nor used to be an auditor of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of appointment as an independent director;
- (6) neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding two million baht per year from the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of appointment as an independent director;
- (7) not being a director appointed as representative of directors of the company, major shareholder or shareholder who is related to major shareholder;

- (8) not undertaking any business in the same nature and in competition to the business of the company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the company or its subsidiary company;
- (9) not having any other characteristics which cause the inability to express independent opinions with regard to the companys business operations.

After being appointed as independent director with the qualifications under (1) to (9), the independent director may be assigned by the board of directors to take part in the business decision of the company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, provided that such decision shall be in the form of collective decision.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The company provided the opportunity for minority shareholder to nominate candidates to be appointed company directors, prior to the holding of shareholders meeting, according to the criteria set forth by the company. Shareholder can find detail document at the companys website; www.tpcsplc.com. The Nomination Committee will select those who meet the criteria. To be included in the agenda on election of directors, proposed to the Board of Directors for consideration and approval. Before proposing to the annual general meeting of shareholders for consideration and approval individually.

Method of director appointment : Others : A shareholder has one share and equal to one vote. To elect only one or more to be directors but shall not be divided of the vote to any others or how much.

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|--|
| 1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the board of directors) | Participating | Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |
| 2. Mr. KORAVIT NARONGKANANUKUL (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |
| 3. Mr. ARNUT RATTANAPATHIMAKORN (Director) | Participating | Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |
| 4. Mr. SOMNUEK THUNGPUKDEE (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|--|
| 5. Ms. RACHANEE LUEVIPASAKUL (Director) | Participating | Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD • 2025: ESG and Sustainable Value Creating |
| 6. Ms. SIRIKUL DHANASARNSILP (Director) | Participating | Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |
| 7. Ms. NATTHAKAN THANAWADEE (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Certificate in ESG Management (C-ESG) • 2025: ESG101 Fundamentals of sustainability knowledge. • 2025: ESG201 ESG Risks • 2024: DCP356/2024 • 2024: Sustainability-related Financial Disclosures by IOD |
| 8. Mr. PADOONG TECHASARINTR (Director, Independent director) | Participating | Other <ul style="list-style-type: none"> • 2025: ESG Legal Risk Prevention and Due Diligence • 2025: RFP-Refreshment Training Program (RFP 18/2025) |
| 9. Dr. UTID TAMWATIN (Director, Independent director) | Non-participating | - |
| 10. Dr. PISIT LEEAHTAM (Director, Independent director) | Participating | Other <ul style="list-style-type: none"> • 2025: CG in New Normal by SAHA Group x Thai IOD |

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|--|
| 11. Asst. Prof. Dr. JIRADA PETAIBANLUE (Director, Independent director) | Participating | Other <ul style="list-style-type: none"> • 2025: Financial Reporting Standards (TFRS 18) • 2025: Financial Reporting Standards for CFO |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Every year, all directors must assess work performance of each director. Each director must assess his or her own performance by referring to the SET performance assessment form. The director will then notify the results to the board of director.

With a scoring system of 100%;

More than 90% = very good,

More than 70% = good,

More than 50% = fair

Less than or equal 50% = poor

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

Every year, all directors must assess work performance of each director. Each director must assess his or her own performance by referring to the SET performance assessment form. The director will then notify the results to the board of director.

With a scoring system of 100%;

More than 90% = very good,

More than 70% = good,

More than 50% = fair

Less than or equal 50% = poor

In the Board of Directors meeting No.1/2569 on February 24 2026 all directors assessed and acknowledgement work performance of the Board of Directors and Sub-committee in year 2025. The summary of this assessment was presented to the Board as follows;

1) Self-Assessment to evaluate entire of the Board of Directors which has topics as the structure and qualification of the directors, the roles and responsibilities, the meeting, the duty and acting, the relationships with the management and the skill development of the director and the executive. The overall summary of assessment findings showed an average of 92.53 %, regarded as Very good.

2) Self-Assessment to evaluate sub-committees which has topics as the structure and qualification of the sub-committees, the meeting, the roles responsibilities and duty. The overall summary of assessment findings showed as follows;

- The Nomination Committee had the average score 93.75 % rated Very good
- The Remuneration Committee had the average score 94.00 % rated Very good
- The Audit Committee had the average score 99.43 % rated Very good
- The Corporate Governance and Sustainability and Risk Management Committee had the average score 96.60 % rated Very good
- The Executive Board had the average score 94.74 % rated Very good

3) Self-Assessment to evaluate individual of the Audit Committee: There are 4 topics used in the assessment, consist of composition and qualifications of the audit committee, tenure of the audit committee, meeting of the audit committee, roles, duties and responsibilities of the audit committee. The summary of the 4 individual assessment were 100%, 97.66%, 99.22%, 100%, or on average 99.22%, which are in Very good criteria.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The company's senior executives are on the executive board, whose performance is evaluated according to the executive board's criteria. The average score in 2025 was 94.74%, classified as very good.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 6
 past year (times)
 Date of AGM meeting : 29 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

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

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the board of directors) | 6 | / | 6 | 1 | / | 1 | | / | |
| 2. Mr. KORAVIT NARONGKANANUKUL (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 3. Mr. ARNUT RATTANAPATHIMAKORN (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 4. Mr. SOMNUEK THUNGPUKDEE (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 5. Ms. RACHANEE LUEVIPASAKUL (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 6. Ms. SIRIKUL DHANASARNILP (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 7. Ms. NATTHAKAN THANAWADEE (Director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 8. Mr. PADOONG TECHASARINTR (Director, Independent director) | 6 | / | 6 | 1 | / | 1 | | / | |
| 9. Dr. UTID TAMWATIN (Director, Independent director) | 6 | / | 6 | 1 | / | 1 | | / | |

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 10. Dr. PISIT LEEAHTAM (Director, Independent director) | 5 | / | 6 | 1 | / | 1 | | / | |
| 11. Asst. Prof. Dr. JIRADA PETAIBANLUE (Director, Independent director) | 5 | / | 5 | 0 | / | 0 | | / | |
| 12. Mr. NATAVUDH PUNGCHAROENPONG (Director, Independent director) | 0 | / | 1 | 0 | / | 1 | | / | |

Summary of the board of directors meeting attendance rate

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|---|--|-----------------------------|-----------------------------|
| 1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the board of directors) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 2. Mr. KORAVIT NARONGKANANUKUL (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 3. Mr. ARNUT RATTANAPATHIMAKORN (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 4. Mr. SOMNUEK THUNGPUKDEE (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 5. Ms. RACHANEE LUEVIPASAKUL (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|--|--|-----------------------------|-----------------------------|
| 6. Ms. SIRIKUL DHANASARNILP (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 7. Ms. NATTHAKAN THANAWADEE (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 8. Mr. PADOONG TECHASARINTR (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 9. Dr. UTID TAMWATIN (Director) | 6/6 (100.00%) | 1/1 (100.00%) | N/A |
| 10. Dr. PISIT LEEAHTAM (Director) | 5/6 (83.33%) | 1/1 (100.00%) | N/A |
| 11. Asst. Prof. Dr. JIRADA PETAIBANLUE (Director) | 5/5 (100.00%) | N/A | N/A |
| 12. Mr. NATAVUDH PUNGCHAROENPONG (Director) | 0/1 (0.00%) | 0/1 (0.00%) | N/A |
| Average meeting attendance rate | 90.28% | 90.91% | N/A |

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors earlier appointed The Remuneration Committee to set the budget and allocation criteria for the directors, based on the comparison with other companies within the same business category, business expansion, the company's growth rate and its performance results, the authority, duty, responsibility scope, and performances by the directors, in term of meeting allowance and yearly remuneration. Such proposal shall be proposed to The Board of Directors meeting for consideration prior to submitting to the shareholders meeting for final approval of said remuneration budget.

Remuneration of the board of directors ⁽¹⁾

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the board of directors) | | | 142,000.00 | | N/A |
| Board of Directors (Chairman of the board of directors) | 72,000.00 | N/A | 72,000.00 | No | |
| Executive Committee (The chairman of the executive committee) | 60,000.00 | N/A | 60,000.00 | No | |
| Nomination Committee (The chairman of the subcommittee) | 10,000.00 | N/A | 10,000.00 | No | |
| 2. Mr. KORAVIT NARONGKANANUKUL (Director) | | | 104,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| Nomination Committee (Member of the subcommittee) | 8,000.00 | N/A | 8,000.00 | No | |
| 3. Mr. ARNUT RATTANAPATHIMAKORN (Director) | | | 136,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 16,000.00 | N/A | 16,000.00 | No | |
| Corporate Governance and Sustainability and Risk Management Committee (Member of the subcommittee) | 24,000.00 | N/A | 24,000.00 | No | |
| 4. Mr. SOMNUEK THUNGPUKDEE (Director) | | | 114,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Executive Committee (Member of the executive committee) | 30,000.00 | N/A | 30,000.00 | No | |
| Corporate Governance and Sustainability and Risk Management Committee (Member of the subcommittee) | 24,000.00 | N/A | 24,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 5. Ms. RACHANEE LUEVIPASAKUL (Director) | | | 96,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| 6. Ms. SIRIKUL DHANASARNILP (Director) | | | 80,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Remuneration Committee (The chairman of the subcommittee) | 20,000.00 | N/A | 20,000.00 | No | |
| 7. Ms. NATTHAKAN THANAWADEE (Director) | | | 60,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| 8. Mr. PADOONG TECHASARINTR (Director, Independent director) | | | 420,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Audit Committee (Chairman of the audit committee) | 320,000.00 | N/A | 320,000.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 16,000.00 | N/A | 16,000.00 | No | |
| Corporate Governance and Sustainability and Risk Management Committee (Member of the subcommittee) | 24,000.00 | N/A | 24,000.00 | No | |
| 9. Dr. UTID TAMWATIN (Director, Independent director) | | | 292,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | No | |
| Audit Committee (Member of the audit committee) | 184,000.00 | N/A | 184,000.00 | No | |
| Nomination Committee (Member of the subcommittee) | 8,000.00 | N/A | 8,000.00 | No | |
| Corporate Governance and Sustainability and Risk Management Committee (Member of the subcommittee) | 24,000.00 | N/A | 24,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Remuneration Committee (Member of the subcommittee) | 16,000.00 | N/A | 16,000.00 | No | |
| 10. Dr. PISIT LEEAHTAM (Director, Independent director) | | | 264,000.00 | | N/A |
| Board of Directors (Director) | 50,000.00 | N/A | 50,000.00 | No | |
| Audit Committee (Member of the audit committee) | 184,000.00 | N/A | 184,000.00 | No | |
| Corporate Governance and Sustainability and Risk Management Committee (The chairman of the subcommittee) | 30,000.00 | N/A | 30,000.00 | No | |
| 11. Asst. Prof. Dr. JIRADA PETAIBANLUE (Director, Independent director) | | | 150,000.00 | | N/A |
| Board of Directors (Director) | 50,000.00 | N/A | 50,000.00 | No | |
| Audit Committee (Member of the audit committee) | 100,000.00 | N/A | 100,000.00 | No | |
| 12. Ms. DARUNEE SUPO (Member of the executive committee) | | | 36,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| 13. Mrs. SUWANEE NAIPONGPRASIT (Member of the executive committee) | | | 36,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| 14. Mr. Tawatchai Tungworakittaworn (Member of the executive committee) | | | 36,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 36,000.00 | N/A | 36,000.00 | No | |
| 15. Mr. BOONSITHI CHOKWATANA (Member of the subcommittee) | | | 8,000.00 | | N/A |
| Nomination Committee (Member of the subcommittee) | 8,000.00 | N/A | 8,000.00 | No | |
| 16. Mr. NATAVUDH PUNGCHAROENPONG (Director, Independent director) | | | 46,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|--------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 0.00 | N/A | 0.00 | No | |
| Audit Committee (Member of the audit committee) | 46,000.00 | N/A | 46,000.00 | No | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|--|-------------------|-----------------------------|--------------|
| 1. Board of Directors | 652,000.00 | 0.00 | 652,000.00 |
| 2. Audit Committee | 834,000.00 | 0.00 | 834,000.00 |
| 3. Executive Committee | 306,000.00 | 0.00 | 306,000.00 |
| 4. Remuneration Committee | 68,000.00 | 0.00 | 68,000.00 |
| 5. Nomination Committee | 34,000.00 | 0.00 | 34,000.00 |
| 6. Corporate Governance and Sustainability and Risk Management Committee | 126,000.00 | 0.00 | 126,000.00 |

Summary of the remuneration of the board of directors

| | 2023 | 2024 | 2025 |
|------------------------------------|------------|--------------|--------------|
| Meeting allowance (Baht) | 650,000.00 | 1,478,000.00 | 2,020,000.00 |
| Other monetary remuneration (Baht) | 0.00 | 0.00 | 0.00 |

| | 2023 | 2024 | 2025 |
|--------------|------------|--------------|--------------|
| Total (Baht) | 650,000.00 | 1,478,000.00 | 2,020,000.00 |

Remark: ⁽¹⁾ The meeting allowance of the Executive Committee is included in the management expenses (not the amount approved by shareholders).

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company
representatives in establishing important policies,
Disclosure of financial condition and operating results,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating
the core business is appropriate and sufficient in the
subsidiary operating the core business

Policy on Supervision of the Subsidiary and the Associated Company

The Board of Directors puts emphasis on supervision of the subsidiary and the associated company that the Company has invested in with the intention of protection of the Companys interests of such investments. Therefore, the Company has specified policy on supervision of the subsidiary and the associated company as follows:

1. Appointment of personnel to be the director of the subsidiary and/or the associated company. The Board of Directors has assigned the Executive Committee to consider the director or the executive in the Group of Companies who is knowledgeable, capable and has expertise in such relevant businesses to represent the Company as a joint venture pursuant to shareholder proportion or joint venture agreement.
2. The appointed person who shall be the Companys representative shall perform duties for the best interests of the subsidiary or the associated company that he/she holds office.
3. The Companys appointed person is required to supervise the subsidiary on compliance with and disclosure of material information in the same criteria complied by the Company, such as connected transaction, asset acquisition or disposition transactions and etc.

4. Supervise on keeping of information and accounting records of the subsidiary and the associated company, so that the Company can inspect and use for preparation of the consolidated financial statement on time.
5. Monitor financial positions and performance of the subsidiary and the associated company constantly.
6. Supervise to ensure that the subsidiary has appropriated and adequate internal control system.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Board of Directors has a policy to deal with conflicts of interest, the Board shall adopt the following guidelines:

1. Conflicts of interest or connected transactions shall be administered prudently, fairly, and rationally. There shall be a transparent system for approving transactions that takes into account the Company's best interests. Directors with a vested interest in a particular matter shall not have the right to vote on it and shall be required to make a full disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Company's interests shall be upheld, subject to legality. No action that would constitute a conflict of interest with the Company shall be taken. In addition, no special benefits or privileges shall be given to any person.
3. Directors and executive officers shall be required to disclose their and related persons' interests in accordance with the prescribed rules.
4. Directors, executive officers, and employees with insider information shall be prohibited from trading the Company's securities during the 1-month period prior to public disclosure of the Company's financial statements and 24 hours, after the Company's financial statements disclosure.
5. Directors, executive officers, as well as their spouses and underage children, shall have the duty to report their holding of the Company's securities and any changes to their holding to the Board of Directors in the subsequent board meeting.
6. Company information or secrets acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.
7. Any information disclosure shall be made by authorized employees. Classes of confidentiality may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. Directors and senior executive officers shall be required to inform the Chairman about their trading of the Company's securities at least one (1) day before the trading date.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company maintains proper use of inside information in accordance with good corporate governance by setting policies and procedures for the support to directors and executives to use internal information of the company. That is not publicly available for personal gain. Including securities trading as follows:

- The Board of Directors has imposed the Directors and Executives of the Companys reporting obligations and report changes in holding of the Companys securities. Both its spouse and its underage children. To the Office of the Securities and Exchange Commission (SEC) under Section 59 and penalties under Section 275 of the Securities and Exchange Act BE 1992 (as amended) and submit a copy of this report to the Company Secretary on the same day that, the report is sent to the SEC. Also, report to the Board of Directors meeting every quarter.
- Set the directors, executives and employees who could access to important internal information that may affect the price change of securities do not act to seek benefits for themselves or others from internal information known before public disclosure and during the 1 month period prior to the disclosure of financial statements, the company prohibits directors, executives and employees use internal information to buy or sell securities, accept or transfer of the Companys

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Board of Directors of TPCS Public Company Limited has approved the resolution to sign a Declaration of Intent of Collective Action Coalition Against Corruption enacted by Thai Private Sector on February 27, 2014. In order to be in compliance with the companys Corporate Governance as well as corroborate its aims and Corporate Social Responsibility as a whole, the company follows the Anti-Corruption policy relevant to laws countering corruption by prohibiting the company directors, executives and employees from accepting or supporting every type of corruption both in direct and indirect manner, which is written for exercising it, which has been reviewed and approved by the Board of Directors Meeting No. 6/2566, dated December 20, 2023.

In 2025 has been reviewed by the Board of Directors Meeting No. 6/2568, dated December 16, 2025 as follows;

1. The Company shall not engage in and encourage any act in accepting bribes and payments of facilitation in any form
2. In the event that the company offering charitable donation or accepting donations, being a supporter or a recipient, giving political support, hiring government employees or state officials, including giving or receiving gifts, entertainment and hospitality, the Company will proceed with transparency and traceability.
3. Supporting enhancement of awareness and value for anti-corruption among the company directors, executives and employees to perform duties in accordance with relevant laws, notifications and regulations by preparing such manual for guidelines.
4. The company directors, executives and employees must not act as an intermediary in demanding and accepting gifts or benefits from government sectors or private sector, which induces to violate the laws. Moreover, it is illegal to use positions and/or duties to use the companys data to seek benefits for oneself or others.
5. Setting the system to report financial status transparently and accurately, providing an efficient and effective internal control system, and controlling check-and-balance system to be appropriate in order to prevent conducting any fraud or taking part in any fraud and corruption.
6. Monitoring and reviewing the anti-corruption policy, guidelines and regulations consistently for operation in order to adjust with business changes, laws and regulations.
7. Opening channel for reporting any suspected activity and ensuring that such reporters receive protection. Throughout the period, the company conducts business with integrity, fairness, and the complaint does not appear to be the case or business bribery of the company.

The Company was certified as a member of the Private Sector Collective Action Coalition Against Corruption from the Collective Action Coalition and has re-certified as a member (Re-Certification 3) on 30 September 2025.

Although this policy was established for the company, the company has been monitoring and evaluating the implementation of the policy. Communicated this policy to all subsidiaries and other companies under its supervision to build credibility and good image for the group as a whole.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

Any stakeholder or Employee, who attempts to act on behalf of the company or was involved in bribery or corruption, either directly or indirectly, shall be deemed to have committed a fraudulent offense against the rules, regulations, and company policies. Failure to follow the Code of Conduct of set out for Directors, Management and Employees may be reported to the company to act upon the complaint allowing for the accused to be treated fairly in practice. 1. The channels of complaint, practices are as follows: Direct verbal complaints or complaints in writing.

- Internal Audit Manager, Tel: 0-2294-0071 Ext. 210
- HR Manager, Tel: 0-2294-0071 Ext. 110
- Company Secretary, Tel: 0-2294-0071 Ext. 220
- Accounting Manager, Tel: 0-2294-0071 Ext. 130

2. Complaint via the company website at www.tpcsplc.com or E-mail Address: cac@tpcsplc.com, that will be sent to above complaint recipient.

3. Complaint box: The complaint box will be opened daily by unit manager and the documents will be sent to the Chairman of the Subcommittee on Good Governance.

4. Mail to TPCS Public Company Limited No. 489 Rama 3 Rd., Bang Khlo, Bang Kho Leam Bangkok 10120.

The company will hear and process all complaints impartially, transparently and fairly. Systematic and just measures for the protection of complainants are provided. Information provided by the complainant is kept confidential in the company.

In the past year, no clues or any complaints have been received.

Informant protection The company will keep relevant information secret and take into account the safety of the complainant by concealing their names, addresses, or any kinds of information which can identify the complainant. The information shall confidential limited to only those with the responsibility to investigate the complaint or who shall be deemed to comply with measures to protect the complainant as defined in the Code of directors, management and employees.

Investigation Audit

1. The complaint officer will investigate and gather facts or assign designated individuals or entities acting on behalf of the trustees.

2. Those investigators or receiving complaints can invite employees to give information or to send any documents relating to the investigation.

3. Where a decision is made on the evidence of a complaint, the recipient of the complaint shall report to senior management in order for them to report to the Committee on Good Governance and Risk Management, The Audit Committee and The Board of Directors operates refer the matter to the managing Director for further action.

If the complaint to be true, there will be disciplinary action or laws. HR&Admin. Department punished according to the regulations of the company or refers the matter for further proceedings.

In the case of complaints, causing damage to anyone, it is proposed to mitigate the damage to the victims rights and to be fair.

For urgent cases the receiving of complaints, reporting directly to the Managing Director to carry out urgent. Then report to senior management to report to the Corporate Governance and Sustainability and Risk management Committee or audit committee and then informed the Board of Directors.

Number of cases or issues related to whistleblowing

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

The monitoring of compliance with other corporate governance policy and guidelines

The Board of Directors has adopted corporate governance policies which comply with the principles of good corporate governance for listed companies, according to the Stock Exchange of Thailand. The company has published its corporate governance policies on the company website; www.tpcsplc.com and has reviewed them every year. Including training on CG, CSR, and Human Rights. Training is provided to new employees (orientation) before starting work on monthly.

In 2025, the Company has been assessed for compliance with good corporate governance principles as follows:

- Corporate Governance Report of Thai Listed Companies 2025. The award was granted by the Thai Institute of Directors Association under the support of the SEC and SET and is classified as **Very Good Four Stars level**.
- Assessment of arrangement quality of the Annual General Shareholders Meeting 2025 by the Thai Investors Association the Company received an **excellent and Role Model score (5 coins)** from Thai Investors Association.
- The company has passed the sustainability assessment continuously for **the 6th year. causing the company to be the company listed in the List of sustainable stocks SET ESG Ratings.**

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 12

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|---|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. PADOONG TECHASARINTR (Chairman of the audit committee) | 12 | / | 12 | 12/12 (100.00%) |
| 2 Dr. UTID TAMWATIN (Member of the audit committee) | 12 | / | 12 | 12/12 (100.00%) |
| 3 Dr. PISIT LEEAHTAM (Member of the audit committee) | 12 | / | 12 | 12/12 (100.00%) |
| 4 Asst. Prof. Dr. JIRADA PETAIBANLUE (Member of the audit committee) | 7 | / | 7 | 7/7 (100.00%) |
| 5 Mr. NATAVUDH PUNGCHAROENPONG (Member of the audit committee) | 3 | / | 4 | 3/4 (75.00%) |
| Average meeting attendance rate | | | | (95.00%) |

The results of duty performance of the audit committee

- **Review of Financial Statements**

Reviewed the quarterly financial statements and annual financial statements for 2025 of the Company and its subsidiaries. The Committee is of the opinion that the financial statements were properly prepared in accordance with applicable financial reporting standards, with adequate and complete disclosure of information and significant accounting policies. In addition, the Audit Committee convened one private meeting with the external auditor without the presence of management to discuss the auditors independence, recommendations concerning the internal control system, and the auditors opinion on key audit matters. The external auditor expressed an unqualified opinion on the financial statements and reported no significant observations.

The Audit Committee is of the opinion that the essence of such financial reporting is accurate in accordance with the financial reporting standards and information is completely, sufficiently and timely disclosed in the interests of the shareholders and the users of the financial statements that would have a significant impact on the Company's business operations.

- **Internal Control System and Internal Audit Work**

Reviewed the internal control systems of the Company and its subsidiaries to ensure their adequacy and appropriateness. Such review was conducted through consideration of internal audit reports, discussions, recommendations, and follow-up on the implementation of corrective actions, in order to evaluate the effectiveness of the internal control system, risk management, and good corporate governance practices. The Committee also considered and approved the internal audit plan for the year 2026, which was developed based on an assessment of the Company's business operations in conjunction with its risk management framework, to ensure prudent operations and the prevention or mitigation of risks.

The Audit Committee is of the opinion that the Company's internal audit function is adequate and appropriate in relation to the nature and scale of its business operations. No material deficiencies were identified that would have a significant impact on the Company's business operations.

- **Reviewed the Connected Transaction or Transaction which may have a Conflict of Interest**

Reviewed the transaction with the relevant business or the transaction which may have a conflict of interest to ensure that they were conducted in compliance with the notifications of the SEC, as well as other applicable laws and regulations relevant to the business. Such transactions were reasonable, transparent, and undertaken for the best interests of the Company and its shareholders. The Company also complied with the prescribed rules and disclosed information on related party transactions and transactions that may involve conflicts of interest in accordance with the laws and regulations of the Capital Market Supervisory Board.

- **Risk Management**

The Executive Board has established the risk management sub-committee and related working teams to assess and manage risks in order to mitigate potential impacts and ensure business continuity. The Company analyzed both internal and external factors, and formulated risk management plans to reduce the likelihood of occurrence and/or minimize the potential impact on its business operations to an acceptable level. In addition, the Audit Committee provided recommendations on the identification of emerging risks for consideration, to enhance the efficiency and effectiveness of the Company's risk response.

that would have a significant impact on the Company's business operations.

- **Good Corporate Governance and Anti-Corruption**

Reviewed the operations to ensure compliance with the securities and exchange laws, the regulations of the SET, and other laws relevant to the Company's business operations. The Committee also monitored regulatory changes to ensure that the Company remained in full compliance with applicable rules and laws, including personal data protection laws and other relevant legislation. In addition, the Committee reviewed the Company's anti-corruption practices to ensure compliance with established policies and measures. The Company has provided whistleblowing channels for reporting fraud or misconduct. During the year 2025, no complaints were received. Furthermore, the Company encouraged its business partners to participate in the Thai Private Sector Collective Action Against Corruption initiative.

- **Review of Charter and Self-Assessment**

The Audit Committee reviewed its Charter on an annual basis to ensure that its roles, duties, and responsibilities were aligned with the requirements of the SEC and the SET. In addition, the Audit Committee conducted an annual self-assessment in accordance with the corporate governance principles of the Stock Exchange of Thailand. The assessment results concluded that the Audit Committee had an appropriate structure and qualifications, and that its meetings and performance of duties were carried out effectively in compliance with good corporate governance practices and in accordance with the requirements of the SEC and the SET.

- **Considered on Appointment of the External Auditors**

Considered the selection and appointment of the external auditor for the year 2026, having considered the auditors performance, independence, credibility, and qualifications as prescribed by the SEC. The Committee was of the opinion that the current auditor has performed satisfactorily, demonstrated professional competence, and consistently provided sound advice on accounting standards. Accordingly, it was deemed appropriate to propose to the Board of Directors for submission to the Shareholders Meeting for approval the appointment of Mr. Anusorn Kiatgungwalgri, Mrs. Kwunjai Kiatgungwalgri, Mrs. Porntip Lertthanongsak, Mr. Prasitporn Kesama, Mr. Satis Kiatgungwalgri, Miss Boonpen Likitvarin, or Miss Juthamas Kraikittiwut from Nexia ASV (Thailand) Co., Ltd. as the external auditor for the year 2026, with a total review and audit fee of 965,000 Baht.

The Audit Committee performed its duties as stipulated in the Audit Committee Charter, utilizing its knowledge and abilities independently to ensure that the company's financial reports are accurate, reliable, adequately disclosed, and timely. It has promoted good corporate governance, appropriate risk management and internal controls commensurate with business operations, and considered and recommended the appointment of auditors. The

committee has also conducted annual performance evaluations, with the overall structure and performance of the Audit Committee being deemed effective and achieving its objectives satisfactorily.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

| List of Directors | Meeting attendance of Executive Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. SUCHAI NARONGKANANUKUL (The chairman of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 2 Mr. KORAVIT NARONGKANANUKUL (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 3 Mr. ARNUT RATTANAPATHIMAKORN (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 4 Mr. SOMNUEK THUNGPUKDEE (Member of the executive committee) | 10 | / | 12 | 10/12 (83.33%) |
| 5 Ms. RACHANEE LUEVIPASAKUL (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 6 Ms. DARUNEE SUPO (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 7 Mrs. SUWANNEE NAIPONGPRASIT (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 8 Mr. Tawatchai Tungworakittaworn (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| Average meeting attendance rate | | | | (97.92%) |

The results of duty performance of Executive Committee

- The Executive Committee reviewed and endorsed the corporate vision, mission, and values, as well as operational plans and goals for the upcoming year. It updated the Executive Committee Charter and the composition of essential internal sub-committees, such as the Credit Committee and Investment Committee, to ensure suitability for the current business environment.

- The Executive Committee prioritized stakeholder rights by endorsing the draft Fundamental Human Rights Policy and approving Fair Labor Practice Guidelines, demonstrating a commitment to employee welfare and all stakeholder groups. Additionally, it reviewed the Report of the Board of Directors' Responsibilities for Financial Statements to uphold transparency and accountability for financial disclosures to shareholders and investors.
- The Executive Committee prioritizes transparency and information disclosure, with the Company's financial position and performance results reported on a monthly and quarterly basis, with quarterly and annual reports provided to the Board of Directors. The Committee reviewed and approved key regulatory filings, including the Form 56-1 One Report, Sustainability Report, and Management Discussion and Analysis (MD&A), covering both financial and non-financial data. Furthermore, it monitored connected transactions, shareholding reports, and related-party transactions to prevent conflicts of interest.
- The Committee approved the updated Business Continuity Plan (BCP) to ensure operational resilience during crises and reviewed internal control systems to ensure efficiency. Anti-corruption efforts included endorsing the renewal of the Collective Action Against Corruption (CAC) membership and approving updated corruption risk assessment criteria. Strategic discussions (Strategy Sessions) were held to determine future directions, including product development, investment projects, Big Data utilization, production system enhancements, and liquidity management.
- The Committee regularly monitored performance across various areas, including investment results, asset acquisition or disposal, credit facility approvals, and progress throughout the year.
- In summary, the Executive Committee is responsible for managing the company's business in alignment with strategic directions, goals, and business policies. The Committee is dedicated to enhancing competitiveness and fostering continuous innovation while ensuring that all operations strictly comply with laws, corporate objectives, articles of association, and resolutions from both shareholders and the Board of Directors.

Meeting attendance of Remuneration Committee

Meeting Remuneration Committee (times) : 2

| List of Directors | Meeting attendance of Remuneration Committee | | | Average meeting attendance |
|--|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Ms. SIRIKUL DHANASARNSILP (The chairman of the subcommittee) | 2 | / | 2 | 2/2 (100.00%) |
| 2 Mr. PADOONG TECHASARINTR (Member of the subcommittee, Independent director) | 2 | / | 2 | 2/2 (100.00%) |
| 3 Mr. ARNUT RATTANAPATHIMAKORN (Member of the subcommittee) | 2 | / | 2 | 2/2 (100.00%) |

| List of Directors | Meeting attendance of Remuneration Committee | | | Average meeting attendance |
|---|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 4 Dr. UTID TAMWATIN (Member of the subcommittee, Independent director) | 2 | / | 2 | 2/2 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Remuneration Committee

In 2025, the Remuneration Committee held 2 meetings, with all members in attendance, representing 100% attendance. The Committee performed its duties as assigned by the Board of Directors, as stipulated in the Remuneration Committee Charter. Its responsibilities include determining the remuneration budget and considering the criteria for directors remuneration to ensure that the allocation of remuneration is appropriate, capable of motivating effective performance, and retaining knowledgeable and capable personnel within the Company. In addition, the Committee reviewed the Remuneration Committees Charter, reconsidered the remuneration criteria and budget, and conducted a performance evaluation of the entire Committee.

The Remuneration Committee determined the remuneration budget for directors by comparing it with other companies within the same industry, considering the Companys growth and operating results, the remuneration budget approved by the Annual General Meeting of Shareholders in the previous year, and the actual remuneration paid. The allocation of remuneration for directors and sub-committee members is considered based on their duties, responsibilities, and performance, within the budget limits approved by the shareholders. The Remuneration Committee has considered and determined that such remuneration is appropriate and aligned with their duties, responsibilities, and the Companys policies.

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 1

| List of Directors | Meeting attendance of Nomination Committee | | | Average meeting attendance |
|--|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. SUCHAI NARONGKANANUKUL (The chairman of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| 2 Mr. KORAVIT NARONGKANANUKUL (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |

| List of Directors | Meeting attendance of Nomination Committee | | | Average meeting attendance |
|---|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 3 Dr. UTID TAMWATIN (Member of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |
| 4 Mr. BOONSITHI CHOKWATANA (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Nomination Committee

In 2025, the Nomination Committee held 1 meeting, with all members in attendance, representing 100% attendance. The committee performed its duties to support the Board of Directors in the nomination of directors and the top management as follow:

In February, the Committee reviewed the Charter, the Rules and Procedures of the nominating directors and the top management to ensure their suitability and alignment with the Companys business strategy, and conducted a performance evaluation of the entire Committee. In addition, the Company provided shareholders with the opportunity to propose qualified candidates for consideration for election as directors at the 2025 Annual General Meeting of Shareholders in advance, during 131 December 2024. However, no shareholder proposed any candidate for election as a company director. Accordingly, the Nomination Committee considered the diversity of the Board structure, qualifications, educational background, knowledge, capabilities, expertise, leadership, vision, integrity and ethics, transparent work history, gender diversity and non-discrimination, as well as the absence of any prohibited characteristics under applicable laws and the Companys Articles of Association. The Committee therefore deemed it appropriate to re-nominate the directors retiring by rotation for another term, namely Mr. Suchai Narongkananukul and Mr. Arnut Rattanapathimakorn. As for Mr. Natavudh Pungcharoenpong, an independent director who completed his term and did not wish to continue for another term, the Nomination Committee considered and nominated Asst. Prof. Dr. Jirada Petaibanlue to serve as an independent director in his place. All three directors were approved individually by the 2025 Annual General Meeting of Shareholders.. The Nomination Committee had discreetly and reasonably performed its duty as assigned by the Board of Directors in compliance with the Charter of the Nomination Committee with its authority.

Meeting attendance of Corporate Governance and Sustainability and Risk Management Committee

Meeting Corporate Governance and Sustainability and Risk Management Committee (times) : 3

| List of Directors | Meeting attendance of Corporate Governance and Sustainability and Risk Management Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Dr. PISIT LEEAHTAM (The chairman of the subcommittee, Independent director) | 3 | / | 3 | 3/3 (100.00%) |
| 2 Mr. PADOONG TECHASARINTR (Member of the subcommittee, Independent director) | 3 | / | 3 | 3/3 (100.00%) |
| 3 Dr. UTID TAMWATIN (Member of the subcommittee, Independent director) | 3 | / | 3 | 3/3 (100.00%) |
| 4 Mr. ARNUT RATTANAPATHIMAKORN (Member of the subcommittee) | 3 | / | 3 | 3/3 (100.00%) |
| 5 Mr. SOMNUEK THUNGPUKDEE (Member of the subcommittee) | 3 | / | 3 | 3/3 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

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

The Corporate Governance and Sustainability and Risk Management Committee comprises independent directors and executive directors, with the Chairman of the Committee being an independent director. The duties and responsibilities performed by the Committee were as per specified in the Corporate Governance and Sustainability and Risk Management Committee Charter, which conformed to the best practices of the Office of the Securities and Exchange Commission. Their operations were mainly emphasized on compliance with the corporate governance principles, and arrangement of efficient risk management system to ensure that the Company has operated businesses with transparency, honesty and fairness for sustainability of the organization and for maximum interests of society and reduce the impact on the environment as well as being responsible to all stakeholders.

During 2025, the Committee held 3 meetings where all of committee members attended the meetings.

The Committee has divided the operations into 2 main aspects: corporate governance, Sustainability and risk management. The Corporate Governance and Sustainability Sub-committee and Risk Management Sub-committee have been appointed to support the operations of the Committee. Material works performed could be summarized as follow

On Corporate Governance and Sustainability:

1. Considered, reviewed, and approved the corporate governance principles including sustainable development policy, Whistleblowing and complaints policy and the policies currently implemented by the Company to be used as guidelines for business operations by the Company's directors and personnel.
2. Supported and encouraged the Company's directors, executives, and employees on compliance with the corporate governance principles and the anti-corruption policy as well as considered about the stakeholders in all aspects so that the Company's economic growth could be balanced with the social and environmental

development. Consequently, the assessment results of the Company's performance of various programs were in satisfactory levels, which include:

- The Company obtained a Very Good rating from the 2025 Corporate Governance Report of Thai Listed Companies (CGR) arranged by the Thai Institute of Directors (IOD).
- The Company was scored as Excellence and Role Model level from quality assessment by Thai Investors Association to arrange its 2025 Annual General Meeting of the Shareholders.
- Results of the application to participate in the 2025 Sustainability Assessment (SET ESG Ratings) arranged by the Stock Exchange of Thailand, made the company on the list of sustainable securities companies for 6th consecutive year.
- Result of the application for renewal of membership in the Thai Private Sector Anti-Corruption Coalition, the company received its 3rd renewal certification in the second quarter of 2025.
- The application results for the CSR-DIW Continuous Project in 2025 of the Department of Industrial Works resulted in the Company receiving the CSR-DIW Continuous Award and Certificate in Green Industry Level 3 for another year.

On Risk Management:

1. Considered and approved the action plan and risk management process for the year 2024 by considering risk factors and set guidelines for risk management in line with international standards COSO (The Committee of Sponsoring Organizations of the Treadway Commission) in which the risk management system is adequate and suitable with the Company's current circumstances.
2. The Company has continuously monitored the performance of risk management to ensure that the risks that may occur can be controlled to be at an acceptable level (risk appetite), which is classified as follows:
 - 2.1 Organizational risk management to support economic fluctuations both domestically and internationally, continuous development of a variety of new products, reinforcement and development of skilled personnel to enable sustainable, efficient and effective business operations.
 - 2.2 Business Process Risk Management
 - Risk management supporting product quality inspection and control processes. To prevent products that do not meet standards from being sent to customers.
 - Risk management related to human resource management aims to ensure that the company's business operations do not become disrupted or uncompetitive due to both insufficient personnel in key positions and the lack of potential personnel to develop innovations and improve company processes.

The company is able to manage all operational risks well. and has continuity.
3. Supported risk management in other areas such as support for answering risk assessment forms sustainability on topics related to risk management Corruption Risk.
4. Considered, reviewed, and approved the risk management policy, including promoted enterprise-wide risk management to raise awareness on risk management and other aspects.

The Committee also considered and reviewed the Corporate Governance and Sustainability and Risk Management Committee Charter, evaluated performance of the whole committee, and planned the meetings in advance every year.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainable Development Policy

TPCS Public Company Limited is committed to sustainable business development by managing to create connections throughout the business chain. since the use of resources for product development, manufacturing, warehousing, logistics, distribution, and after-sales product management by integrating technology and innovation for maximum efficiency. Responding to the needs of stakeholders according to the principles of good corporate governance, Social Responsibility Policy, and Environmental Policy to create value to balance in 3 dimensions, namely the economic dimension social dimension, and environmental dimensions.

Reference link for sustainability policy : <http://www.tpcsplc.com/img/upload/pdf20260313131840.pdf>

Sustainability management goals

Does the company set sustainability management : Yes
goals

Sustainability Management

The Board of Directors has established a Good Corporate Governance Policy to serve as a guideline for directors, executives, and all employees in their operations. The company firmly believes that conducting business under an efficient, transparent, and auditable management system, along with appropriate checks and balances and a sufficient internal control system, while respecting shareholders' rights and promoting equality, as well as considering the responsibilities toward stakeholders, will be key factors in strengthening the organizations stability and potential for balanced and sustainable long-term growth.

The company has also established policies on corporate social responsibility, environmental responsibility, and sustainable development to be implemented alongside the Good Corporate Governance principles. These policies serve as a framework for managing business operations in an integrated manner, covering economic, social, and environmental dimensions in alignment with sustainable development principles.

Sustainable Development Guidelines

The company's corporate social and environmental responsibility work aimed at driving the organization toward sustainability is supervised by the Corporate Governance and Sustainability and Risk Management Committee with the Subcommittee on Corporate Governance and Sustainability responsible for monitoring economic, social and environmental activities that take place.

United Nations SDGs that align with the : Goal 1 No Poverty, Goal 3 Good Health and Well-being,
organization's sustainability management goals Goal 4 Quality Education, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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

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

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

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

Last year, the company reviewed its sustainability policy, and the Board of Directors resolved to maintain the current sustainability policy, which remains appropriate for the company's operations.

Information on impacts on stakeholder management in business value chain

Business value chain

Primary activities

Product Design and Development

The company places importance on designing and developing products with consideration for environmental impacts throughout the entire product life cycle. This approach respond to customer needs and aligns with ethical principles and social responsibility.

Raw Material Sourcing

The company emphasizes responsible sourcing of raw materials by selecting business partners that operate ethically, respect human rights, treat labor fairly, and maintain appropriate environmental management practices. This supports sustainability throughout the supply chain and reduces social and environmental risks.

Modern Manufacturing Technology

The company adopts modern and efficient production technologies to improve resource efficiency, reduce energy consumption, minimize waste generation, and lessen environmental impacts.

Quality Control and Testing

The company has quality control and inspection systems in place to ensure that products meet defined standards, build customer confidence, and reduce quality-related risks that may affect consumers and society.

On Time Delivery

The company manages its logistics to ensure timely product delivery, reduce resource loss from unnecessary transportation, and enhance satisfaction and trust among customers and business partners.

Certified for Standards

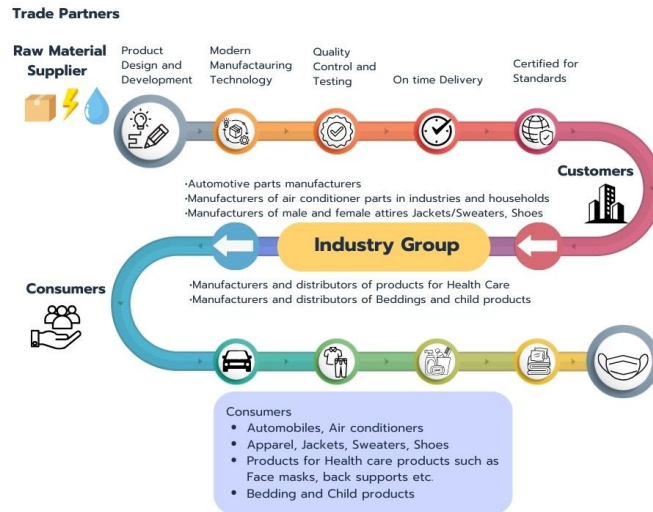
The company is committed to operating in compliance with relevant laws and standards in order to obtain certifications that elevate sustainable operational performance.

Product Safety

The company places the highest priority on product safety, from raw material selection and manufacturing processes to delivery, to ensure that products are safe for consumers, comply with legal requirements, and reflect social responsibility.

Business value chain diagram

Supply Chain of TPCS



Product Design and Development

The company places importance on designing and developing products with consideration for environmental impacts throughout the entire product life cycle. This approach respond to customer needs and aligns with ethical principles and social responsibility.

Raw Material Sourcing

The company emphasizes responsible sourcing of raw materials by selecting business partners that operate ethically, respect human rights, treat labor fairly, and maintain appropriate environmental management practices. This supports sustainability throughout the supply chain and reduces social and environmental risks.

Modern Manufacturing Technology

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Certified for Standards

The company is committed to operating in compliance with relevant laws and standards in order to obtain certifications that elevate sustainable operational performance.

Product Safety

The company places the highest priority on product safety, from raw material selection and manufacturing processes to delivery, to ensure that products are safe for consumers, comply with legal requirements, and reflect social responsibility.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain⁽²⁾

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|------------------------------|---------------------------|---------------------------------------|---|
| <u>Internal stakeholders</u> | | | |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|--|--|
| <ul style="list-style-type: none"> • Employees | <ul style="list-style-type: none"> - Fair compensation and benefits - A good working environment - Opportunities for career advancement and stability. - Opportunity to express opinions and participate in the organization. | <ul style="list-style-type: none"> - Comply with labor laws and human rights principles. - Ensure occupational safety and health. - Develop and train personnel by career path. - Provide channels for reporting tips/ complaints/ feedback. | <ul style="list-style-type: none"> • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar |
| <u>External stakeholders</u> | | | |
| <ul style="list-style-type: none"> • Suppliers • Community • Shareholders • Subcontractors • Customers | <ul style="list-style-type: none"> - Equal and fair treatment - Transparency and disclosure of information - Participation, assistance, promotion, and support for development - Reducing impact on communities and the environment - Quality products delivered on time | <ul style="list-style-type: none"> - Comply with the law. - Adhere to the principles of good corporate governance. - Conduct business ethically. | <ul style="list-style-type: none"> • Social Event • Online Communication • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey |

Remark: ⁽²⁾ None

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

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

Details of organization's material sustainability topics

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|---|
| - | <ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development |

Diagram of organizations material sustainability topics

Materiality

| | |
|---|---|
| <p>Economy:</p> <ol style="list-style-type: none"> 1. Business ethics. 2. Corporate governance. 3. Risk management. 4. Development and promotion of innovations. 5. Trade partner management. | <p>Very high: Issues to which key stakeholders give maximum attention and that might create a high level of risk across the entire organization if not managed effectively, in addition to being issues with urgent goals and performance management.</p> |
| <p>Society:</p> <ol style="list-style-type: none"> 6. Compliance with social laws. 7. Community participation and development. 8. Product quality management. 9. Human rights. 10. Human resource development. 11. Client and product responsibility. 12. Occupational health and safety. 13. Discussions with stakeholders. 14. Employee care. 15. Consumer-responsible marketing | <p>High: Issues to which stakeholders give great interest and that might create a high level of risk across the entire organization if not managed effectively, in addition to being issues with closely-monitored goals and performance management.</p> |
| <p>Environment:</p> <ol style="list-style-type: none"> 16. Compliance with environmental laws. 17. Energy management. 18. Waste management. 19. Air quality management. 20. Water management. | <p>Medium: Issues to which some stakeholders give interest and that might create risk for the organization if not managed effectively, in addition to having required performance indicators and information disclosures.</p> <p>Low: Issues to which few stakeholders give interest and that might not create any risk to the organization, in addition to having required performance indicators and information disclosures.</p> |

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
 Reference link for corporate sustainability report : <https://www.tpcsplc.com/sustainability-governance>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
 standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management

Risk Management Oversight

TPCS Public Company Limited (the "Company") recognizes the importance of risk management as a crucial tool for business administration, enabling the Company to achieve its business objectives efficiently and effectively, and enhancing its competitive potential. Therefore, the Company has established a risk management policy that requires personnel at all levels to participate in driving success, and has defined risk management guidelines consistent with international standards such as COSO (The Committee of Sponsoring Organizations of the Treadway Commission). This is coupled with the establishment of the Executive Committee, the Corporate Governance and Sustainability Committee, and the Risk Management Committee (at the Board of Directors level), as well as the Risk Management Sub-Committee (at the executive level), to oversee and ensure that overall risk management appropriately and effectively supports business operations.

Risk Management Strategy

The Company integrates its organizational risk management system in line with good corporate governance principles, taking into account the expectations, interests, and responsibilities of each stakeholder group within the organization. The risk management hierarchy is divided into 3 levels as follows:

1. Corporate Strategy Risk Management which emphasizes reviewing changes in the long-term competitive landscape (Business Landscape), corporate strategy and the direction of each business, and long-term risk management to create business sustainability. The Company has established a corporate-level strategic risk management working group to ensure efficient risk management and to define operational and communication channels in which the Board of Directors, Managing Director, and senior executives participate in management.

2. Business Process Risk Management related to Supply Chain Risk Management, which involves the process of creating and delivering value to customers, and key business processes that support the creation and delivery of that value. The Company continuously drives business process-level risk management through its organizational risk management channels, with the Board of Directors, Managing Director, senior executives, and middle management jointly considering and defining management guidelines.

3. Functional Process Risk Management which is the fundamental operational risk management that every department of the Company must be responsible for, to support operational excellence for the Company. Therefore, at this level, department managers are the primary drivers, and senior executives oversee it, also through the organizational risk management channels.

The classification of risk management levels helps the Company's risk assessment cover both short-term and long-term risk issues, the importance and urgency of each risk, involved personnel and resources, and relevance to each management level, etc. This enables the Company to manage risks effectively.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Climate Change Risks

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Climate change and disasters
- Other : Geopolitical Risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The severity of extreme weather from the El Nino/La Nina cycle, resulting from the effects of global warming and impacting global community cooperation to halt or slow down climate change, has led to government regulations or policies that drive global warming reduction plans, as well as public campaigns to collectively slow down climate change. This necessitates businesses to adapt in line with relevant trends.

Risk-related consequences

- The severe PM 2.5 dust problem in early 2026 will present clear business opportunities for face masks and air filter products, as well as cleaning products that may benefit from residual dust adhering to various surfaces.
- Droughts and heatwaves that may result from El Nino conditions could impact supply chains in areas previously affected, as well as the occurrence of "Rain Bombs" leading to short-term flooding, particularly in industrial estates.
- Business operating costs will increase due to the burden of managing and reporting carbon footprints, including potential additional carbon taxes and fees imposed on both the organization itself and its supply chain.
- Various global warming reduction initiatives will bring both negative impacts, such as scrutiny of raw material origins and the cost of environmental restoration, and positive impacts from serious and concrete implementation in line with various guidelines, which will enhance the organization's positive public image.

- Proactive environmental sustainability management will enhance competitiveness and opportunities for business collaboration with multinational corporations.

Risk management measures

- Manage relationships with partners, plan procurement and stock raw materials in advance to mitigate the risk of raw material shortages and potential price increases.
- Continuously forecast and review product demand trends to align production planning with raw material procurement plans and workforce planning.
- Improve drainage systems and address potential flooding caused by Rain Bombs. Due to the La Nina phenomenon
- Proactively manage environmental sustainability.
- Collaborate with partners throughout the supply chain to assess potential impacts and develop management plans to control costs at an acceptable level.

Risk 2 Risks from environmental impacts

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large customers or few customers
- Damage to company image and reputation
- Competition risk
- Climate change and disasters
- Other : Geopolitical Risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

Environmental impacts resulting from operations will lead to business disruptions, including instances of lawsuits, control or suspension of operations by government agencies, protests from employees, nearby communities, or the general public, and environmental issues affecting the health of employees and people in nearby communities. This also includes causing degradation to the natural environment in the vicinity. Consequently, the organization will be required to pay substantial compensation to those affected and undertake extensive environmental restoration. Furthermore, environmental impacts, both within the organization and among supply chain partners, will affect the organization's image and brand, and will consequently impact sales and marketing to consumers, as well as talent acquisition in the labor market.

Risk-related consequences

- The impact on corporate image regarding sustainability issues is becoming more severe today and extends throughout the supply chain, increasing organizational risk if appropriate supply chain partner management is lacking.

- Outstanding environmental management will promote a positive corporate image, which will be a crucial factor for customers/partners to consider purchasing products or conducting business with the company.

Risk management measures

- Define environmental policies to serve as internal organizational guidelines.
- Create an organizational culture and foster awareness among employees at all levels to cooperate and take responsibility for environmental management, efficient and sustainable resource utilization.
- Promote an environmental management system, encompassing economical resource use, treatment and restoration, substitution, monitoring, care, and prevention of impacts on natural resources and the environment sustainably.
- Promote the development and dissemination of environmentally friendly technologies.

Establish criteria for selecting and registering business partners (Approved Vendor List), along with regularly reviewing and auditing partners on environmental issues.

Risk 3 Risks from Safety, Occupational Health, and Working Environment

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Impact on human rights

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

- Accidents in the work process leading to injury or death will result in operational disruption, legal prosecution, and the obligation to pay compensation or medical expenses to those affected. Furthermore, occupational health and the working environment will impact the health of employees, which is a crucial factor for organizational productivity, leading to lower output and higher medical expenses for employees compared to industry competitors, thereby resulting in a loss of competitiveness in both the short and long term.
- Responsibility for the safety, occupational health, and working environment of employees, both within the organization and among supply chain partners, will impact the organization's image and brand, and will consequently affect both consumer-side sales and marketing, as well as talent acquisition in the labor market.

Risk-related consequences

- The impact on corporate image regarding sustainability issues is intensifying today and extending throughout the supply chain, increasing organizational risk if appropriate supply chain partner management is lacking.
- Outstanding environmental management will promote a positive corporate image, which will be a crucial factor for customers/partners to consider purchasing products or conducting business with the company.

Risk management measures

- Establish safety, occupational health, and working environment policies to serve as internal guidelines for the organization.

- Appoint an occupational health and safety working committee, comprising professional safety officers, to promote and continuously oversee operations to ensure appropriateness and compliance with laws and regulations.
- Establish criteria for selecting and registering partners (Approved Vendor List), along with regularly reviewing and inspecting partners on safety, occupational health, and working environment issues.

Risk 4 Risks from human rights impacts

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Safety, occupational health, and working environment

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

- Human rights violations by the organization will lead to business disruptions, including lawsuits, control or suspension of operations by government agencies, and protests from employee groups, nearby communities, or the general public.
- Human rights violation issues will result in the organization having to pay compensation to the victims and other relevant stakeholders.
- Human rights impacts, both within the organization and among supply chain partners, will affect the organization's image and brand, and will consequently impact sales and marketing to consumers and talent acquisition in the labor market.

Risk-related consequences

- The rapid advancement of communication through social media has intensified the impact of human rights violations. What was once primarily legal and regulatory damage has now become severe and rapidly spreading reputational damage, encompassing both direct violations by the organization and violations originating from partners throughout the supply chain.
- Proactive human rights management that goes beyond legal requirements and aligns with current trends will enhance the organization's positive image. This will attract more talent to work for the company and serve as a crucial factor for customers/partners when considering purchasing products or conducting business with the company.

Risk management measures

- Establish human rights policies and guidelines within the organization.
- Establish criteria for vendor selection and registration (Approved Vendor List), and regularly review and monitor partners on human rights issues.

Risk 5 Corruption Risk

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

- Corruption, both within the organization and between organizations, will affect the productivity and efficiency of business operations, as well as the financial status of the enterprise.
- Corruption between legal entities and government agencies will result in legal action against the individuals involved and the legal entity under the Organic Act on Anti-Corruption.
- Corruption will affect the organization's image and brand in the eyes of customers and consumers, and consequently impact the confidence of business partners in the supply chain to conduct business together.

Risk-related consequences

- The impact of current corruption is not limited to financial damage to the organization but also extends to penalties from government regulatory bodies at both individual and organizational levels, and the loss of reputation and trust from all stakeholders. The consequences could be severe enough to lead to business closure.

Risk management measures

- Establish policies and operational guidelines for anti-corruption within the organization.
- Develop work processes at critical points to reduce the likelihood of errors that could lead to corruption with external parties.
- Participate in the Private Sector Collective Action Coalition Against Corruption (CAC) to measure and develop anti-corruption performance.
- Provide annual training to raise awareness and knowledge regarding anti-corruption, in order to foster an anti-corruption culture within the organization.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The company has established a Business Continuity Management plan covering critical situations such as fire and earthquake, flood and storm, civil unrest or terrorism, epidemics, and cyber-attacks. The plan aims to both respond early to crises to mitigate business damage and potential impact on stakeholders, and to facilitate post-crisis recovery

to enable the company's business operations to resume within an appropriate timeframe, with a primary focus on systems critical to core business operations.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://www.tpcsplc.com/sus/8>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Supply chain management

The company recognizes the importance of managing the supply chain sustainably and in accordance with the principles of good corporate governance, social responsibility policy and environmental policy. To create value in a balance between 3 dimensions, namely the economic dimension, the social dimension, and the environmental dimension, which is considered an important foundation for developing and creating sustainable business value. Supply chain management is one of the important roles that supports business operations and sustainable development by building confidence among stakeholders through transparent procurement operations. Under the framework of ethical management in conducting business, we have prepared management practices regarding trading partners that cover and align with the Company's policies in various areas, including social/environmental aspects, social responsibility, governance principles. Take good care of business Including the code of ethics for business partners, etc. The company supports and encourages business partners or stakeholders to participate in applying the said principles as part of their practice and expanding the results to society at large and make the business sustainable further.

Management guidelines

The Company has created and published a Supplier Code of Conduct manual as a guideline for sustainable practices for TPCS's suppliers, considering the content and scope to be within the relevant requirements, regulations, and laws, which form the framework for sustainability practices for trading partners by focusing on making trading partners aware of the terms and regulations for business operations that are transparent and will help push TPCS's trading partners to operate ethically and be socially responsible to their partners who have a vested interest by taking care of the occupational health and safety of employees, including giving importance to the sustainable management of various related environments. The approach to supply chain management brings sustainability factors (Environmental, Social and Governance: ESG) into the procurement process that covers the process of selecting partners, registration, and quality control of raw materials including evaluating the annual performance of key trading partners regularly.

Reference link to sustainable supply chain : <https://www.tpcsplc.com/sus/8>
management plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.tpcsplc.com/sus/8>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%) | 47.62 | 75.00 | 54.17 |

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Research and development (R&D) expenses over the past 3 years (Million Baht) | 3.59 | 3.39 | 3.08 |

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Innovation in production processes, products, and services.

- Implementing Automation and IoT systems in production lines to reduce costs, increase efficiency, and minimize environmental impact.
- Focused on environmentally friendly, high-quality products that meet the lifestyle needs of modern consumers.
- Adjusting strategies by utilizing digital platforms to respond to ever-changing customer behaviors.

The company is recognized by customers and business partners as an innovation leader capable of meeting the demands of the modern market. We are committed to continuous development and expanding R&D investments to create sustainable products and foster organizational growth.

In 2024, the company developed innovative sustainable products such as Welcare Premium Ergo 7-Zone Pro Topper [Ergo Series] and Welcare Guest Futon-Bed, utilizing the "One Process, Multiple Products" concept. This sustainable production process can be developed into a variety of products to meet modern lifestyles, taking into account ergonomic principles to provide a better experience for consumers.

In 2025, TPCS drives innovation under the R&D Leadership strategy to develop Personal Care products that meet the needs of modern consumers. This is achieved by leveraging production technology, material science, and ergonomic design for Welcare's main products, namely Wet Wipes, Facial Tissue, and Toothbrush. Product development adheres to the "One Process, Multiple Products" concept, integrating Automation, Digital Platform, and international quality standards to enhance efficiency, reduce costs, be environmentally friendly, and create sustainable added value while maintaining innovation leadership in the industry.

Research and development policies in various areas, and the development of innovation in processes, products and/or services, or business models.

The company focuses on research and development (R&D) to drive innovation and sustainability, heading towards the future with cutting-edge innovation and technology. Emphasizing research and development to respond to market and technological changes, as well as to build long-term competitiveness. We are committed to developing innovations that not only add value for consumers but also drive the industry towards a sustainable future.

R&D and Innovation Vision and Mission

Vision: *"Committed to creating innovations that meet customer needs and lead the industry into the future."*

Mission: *"Develop modern processes, technologies, and products, while enhancing the quality of life for consumers."*

To maintain its leadership in the industry, the company focuses on innovation development through the following key approaches:

- Committed to developing new technologies and implementing automation systems in production processes to enhance efficiency, reduce costs, and respond to rapidly changing consumer demands.
- Collaboration with partners, including government agencies, academic institutions, and leading organizations, to accelerate innovation development and expand technological capabilities.
- Focused on patenting and protecting innovations developed by the company to create added value and competitive advantage.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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