

TPCS<sup>+</sup>  
PUBLIC COMPANY LIMITED

2025



SUSTAINABILITY  
REPORT

INVESTING FOR A SUSTAINABLE FUTURE

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## VISION

**TPCS** is aiming to be the leader in curating innovation to meet the demands of a new generation of consumer, with a promise to contribute towards sustainable growth.

## MISSION

- **TPCS** will never stop creating and curating new consumer-centric innovation.
- **TPCS** will withstand future revolutions by expanding into various business sectors, establishing a deep understanding to ensure future success.
- **TPCS** promises to run a people centric business and will always put the needs of stakeholders first.

## Core Values



### Technology

Innovation cannot be achieved without striving for technological advancement to meet the needs of people.



### People

We encourage creativity so that innovation can be developed. TPCS is open to new ideas to produce successful consumer solutions and future innovation.



### Creativity

We recognise the importance of people. Therefore we put skills, well being and fairness for our people first in our decision making



### Sustainability

We are committed to sustainability across Environmental, Social, and Governance (ESG) dimensions. By developing and selecting diverse innovations that benefit society and the environment, combined with appropriate risk management, we aim to build a strong foundation for the organization.

## About the Report

TPCS (Public) Company Limited has created this report to communicate the company's corporate social and environmental responsibility policies for continuous sustainable development. The Sustainability Report 2025 is the 11th report. The company has developed work processes, collected performance information and developed the report format in line with the Global Reporting Initiative Standards (GRI Standards) on the level of core indicators and has renamed the report into from the CSR Report to Sustainability Report.

## Scope of the Report

This report covers activities from 1 January to 31 December 2025 and reports the economic, social, and environmental performance of companies in the TPCS Group in line with the corporate social responsibility policy in order to realize the organization's vision and mission for good corporate governance and sustainable development.

For additional questions or suggestions, contact the CSR coordinator by  
Email: [csr@tpcsplc.com](mailto:csr@tpcsplc.com) Tel: 0-2294-0071

This report can be downloaded from the company's website,  
**[www.tpcsplc.com](http://www.tpcsplc.com)** Otherwise, scan the QR code to access the website



## Message From Chairman

In 2025, TPCS Public Company Limited continued to face challenges arising from a highly uncertain business environment—including global economic volatility, geopolitical conflicts, and climate-related risks—which affected manufacturing, supply chains, and operating costs. Nevertheless, the Board of Directors set a clear direction and closely oversaw the Company's operations to ensure that TPCS could adapt and conduct business with stability and sustainability.



Based on the lessons learned and experience from the past year, the Company reviewed its strategies and risk management across all dimensions, with a focus on strengthening organizational resilience, maintaining business continuity, and managing resources efficiently. These efforts aim to address the impacts of climate change, natural disasters, and volatility throughout the supply chain, while ensuring balanced and fair care for all stakeholders.

During the period 2025–2027, the Company is committed to conducting its business under a concrete ESG framework, with a focus on reducing environmental impacts, respecting human rights and labor, strengthening the stability and transparency of the supply chain, and leveraging technology and innovation to enhance operational efficiency. These efforts aim to create long-term value for shareholders, customers, society, and the country as a whole.

Over the past 49 years, TPCS Public Company Limited has conducted its business on a foundation of good corporate governance, responsibility toward society and the environment, and continuous development. This achievement is reflected in the trust and confidence of stakeholders, as well as the Company's SET ESG Rating of A and the CSR-DIW Award.

On behalf of the Board of Directors, I would like to express my sincere appreciation to our shareholders, customers, suppliers, business partners, employees, and all stakeholders for their continued support. I would also like to reaffirm our commitment to governing and driving the organization with transparency, good corporate governance, and strong ethical principles, to ensure stable and sustainable long-term growth.




Mr. Suchai Narongkananukul  
Chairman

## Sustainable Development Policy

TPCS Public Company Limited was committed to sustainable business development by managing to create connections throughout the business chain. Using resources, developing products, manufacturing, managing warehouses, transporting, dealing and after-sales product managing. We integrated technology and innovation for maximum efficiency for the requirement of stakeholders. Along with the principles of well corporate governance, social responsibility policy and environmental policy. To create a balance of values in 3 dimensions, the economic dimension, the social dimension and the environmental dimension.

## Sustainability strategy

With our firm commitment to developing the organization toward sustainability, TPCS gives priority to operating with corporate social responsibility in every area in order to build good relations and benefits for all company stakeholders. The Company adheres to the principles of good governance, business ethics, board ethics, executive ethics and employee ethics in economic, social and environmental activities in order to drive the organization toward sustainability

Economy	Society	Environment
<p>The company strives to develop high-quality products that satisfy clients through continuous development and improvements, while conducting business with the interests of all stakeholders in the business value chain in mind.</p> 	<p>The company promotes, supports and participates in community development in order to promote good relations and sustainable development. The company gives importance to taking care of employees in improving their knowledge and capabilities, quality of life, and work safety with consideration given to human rights.</p> 	<p>The company operates with consideration to environmental impact potentially caused by the company's business activities. In doing so, the company raises awareness and has set in place measures for controlling the utilization of resources to appreciate their value and maximize benefits for the organization and society as a whole.</p> 

## General Information of TPCS

- Business of TPCS
- Business Location
- Annual Performance
- Good Corporate Governance
- Sustainability Management
- Stakeholder Engagement
- Materiality

## Business of TPCS

TPCS (Public) Company Limited and other companies in the TPCS Group are engaged in the manufacturing and distribution of non-woven fabric in the category of industrial products and materials capable of production expansion to related industries through use of modern machinery and technologies.

### Products for Industry

Apparel, air conditioning for air filters, materials used in automotive industry, etc.

**Revenue Share 62.04%**

### Products for Health Care

Face masks, back and ankle supports, etc.

### Products for Home Textile

Mattress, Toppers, head pillows, body pillows, blankets, mattress pads; children's products such as playpen, bedding products for children, etc.

**Revenue Share 37.96%**

**In 2025, the company's sales and service revenue totaled at 1,325.25 million baht.**

## Company Revenue Structure and Subsidiary for 2025

### Sales and Services

Product Category	Amount (million baht)	Percentage
Industry	822.12	62.04
Health Care and Home Textile	503.13	37.96
Total	1,325.25	100.00

### Sales by Geography

Geography	Amount (million baht)	Percentage
Domestic	1,061.41	81.74
International	237.12	18.26
Total	1,298.53	100.00

Registered Capital: 108 million baht

Paid-up Capital: 108 million baht

The company had 662 employees as of 31 December 2025

## Brands under TPCS

Wellap

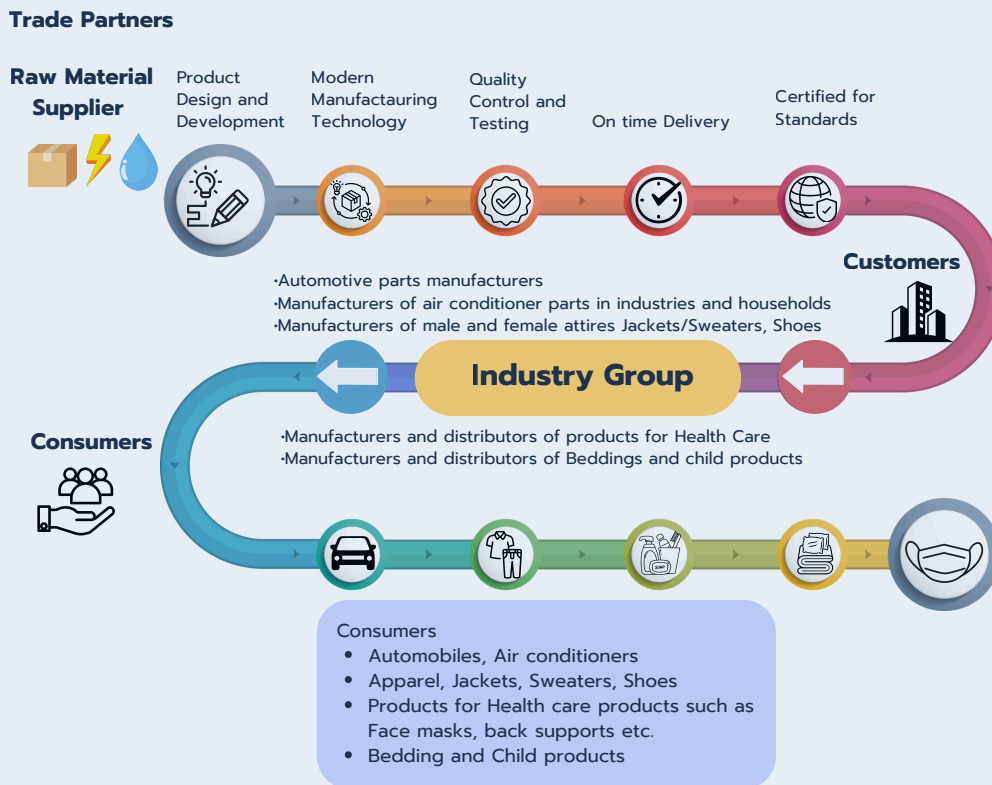
TOPEC

Welcare

  
BABY CASTLE

VE:LA  
DESIGNED BY DERMATOLOGIST

## 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

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.

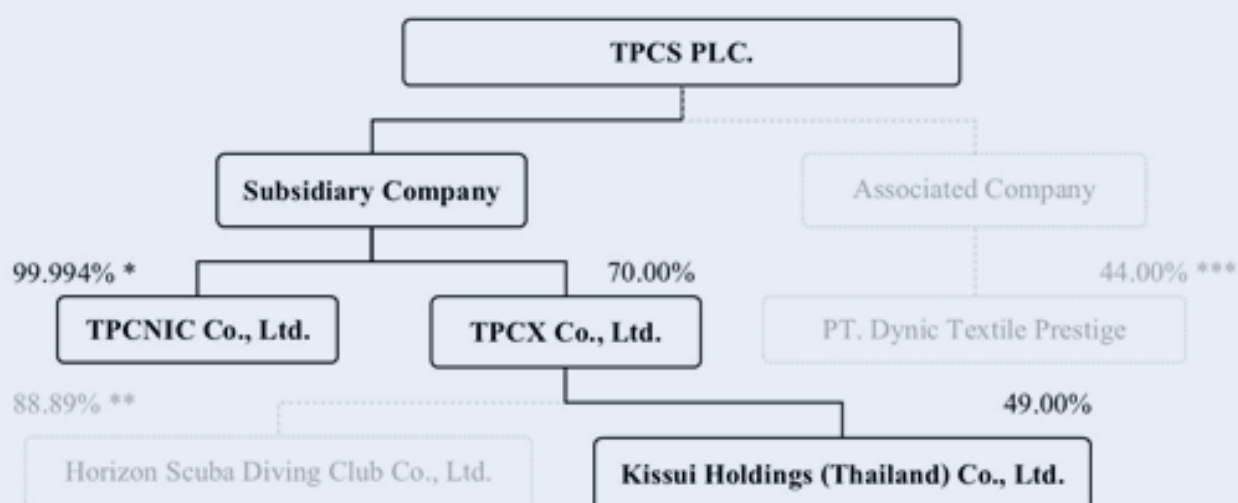
### Certified for Standards

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.

## Shareholding Structure of the Company Group Subsidiary and Associated Company



### TPCNIC Co., Ltd.

*(\*The Board of Directors' Meeting No. 1/2568 on 24 February 2025 resolved to approve the purchase of shares from joint venture partners in the amount of 49 percent by March 2025. Resulting in the Company holding shares of TPCNIC Co., Ltd. at 99.994 %)*

Operating the business of a manufacturer and distributor of Cabin Filters  
The factory is located in the Industrial Park, Amphoe Sri Racha, Chonburi Province.

### TPCX Co., Ltd.

Operating the business of all types of digital assets, marketing businesses, advertisements and advertising agencies.

The Head Office is located in Bangkok.

### Kissui Holdings (Thailand) Co., Ltd.

Operating the business of investing in shares of any company, both domestic and international.  
(food businesses and restaurants)

The Head Office is located in Bangkok.

### Horizon SCUBA Diving Club Co., Ltd.

*(\*\* The Board of Directors' meeting No. 1/2568 on February 24, 2025, resolved to approve the dissolution of Horizon SCUBA Diving Club Co., Ltd, an indirect subsidiary of TPCS. The Company dissolution was registered on March 6, 2025.)*

Operating a full-service business of diving and travel

The Head Office is located in Bangkok.

### PT. DYNIC TEXTILE PRESTIGE

*(\*\*\* The Board of Directors' Meeting No. 4/2567 on November 12, 2024, approved the sale of all shares (44%) to the joint venture partners and the Company received payment for the shares on January 17, 2025.)*

Operating the business of manufacturer of Non-woven fabrics for industrial factories and retail customers.

The Head Office and factory are located in Indonesia.

## Business Location

### Bangkok

1 PCS (Public) Company Limited  
(Head Office)  
489 Rama 3 Rd., Bang Khlo,  
Bang Kho Laem, Bangkok 10120  
Tel: 0-2294-0071

2 TPCNIC Company Limited  
(Head Office)  
489 Rama 3 Rd., Bang Khlo,  
Bang Kho Laem, Bangkok 10120  
Tel: 0-2294-0071

3 TPCX Company Limited  
(Head Office)  
489 Rama 3 Rd., Bang Khlo,  
Bang Kho Laem, Bangkok 10120  
Tel: 0-2291-3212

### Chonburi

1 TPCS (Public) Company Limited  
(Sriracha Industrial Park of Sahapat Co.,Ltd.)  
600, 624/5-8, 600/49 Moo 11, Sukhapibarn 8,  
Nongkham, Sriracha, Chonburi 20230  
Tel: 038-480-004

2 TPCNIC Company Limited  
(Sriracha Industrial Park of Sahapat Co.,Ltd.)  
624/5-8 Moo 11, Sukhapibarn 8, Nongkham,  
Sriracha, Chonburi 20230  
Tel: 038-480-004



## Performance For 2025

Economy		
Business Ethics	Number of Corporate Governance Complaints	0 Times
Customer and Product Responsibility	Number of Customer Privacy Complaints	0 Times
	Number of Safety and Environmental Impact Complaints for Use of Products	0 Times
	Customer Satisfaction Survey Results for Products and Services	90.65%
Employees		
Human Resources Development	Mean Number of Training Hours (hours/person/year)	6
Occupational Safety and Health	Injury Rate (IR)(times/200,000 work hours)	2
	Rate of Work-Related Diseases (ORD) (persons/200,000 work hours)	0
	Rate of Accidents Requiring Suspension of Work Activities (LDR)(days/200,000 work hours)	11.76
	Rate of Leaves Due to Work-Related Illnesses (AR) (persons/200,000 work hours)	0
	Number of Work-Related Deaths (persons)	0

## Performance For 2025

<b>Society</b>		
Human Rights	Number of Significant Human Rights Complaints	0 Times
Compliance to Social Laws	Number of Significant Violations of Social Laws and Regulations	0 Times
Engagement in Community Development and Social Activities	Number of Significant Complaints	0 Times
	Percent of Locally-Sourced Employees (in provinces where factories are located)	54.64%
<b>Environment</b>		
Compliance with Environmental Laws	Number of Complaints about Nuisance or Disturbance	0 Times
	Number of Times of Significant Fines	0 Times

## Good Corporate Governance

The board of directors gives importance to adhering to good corporate governance principles, which form the key foundation for developing and creating sustainable business value, and ensures investor confidence to promote business competitiveness and good business returns and considers long-term impacts while respecting rights of and being held responsible by shareholders and stakeholders for the benefit of society and improvement or minimization of negative environmental impacts in addition to adapting successfully in line with changing circumstances.

The board of directors has evaluated the manual "Good Corporate Governance (Revision No. 3)" in line with good corporate governance principles of 2017 for a registered company (CG Code for listed companies 2017) such that the board of directors, executives and every company employee can learn about and adhere to them as work practice guidelines. The manual became effective on 21 December 2024 and is published on the company's website, [www.tpcsplc.com](http://www.tpcsplc.com)

## Corporate Governance Structure

### Board of Directors

**There are five sub-committees as follows: As of 31 December 2025**

Audit Committee: 4 persons

Remuneration Committee: 3 persons

Nominating Committee: 4 persons

Corporate Governance and Sustainability and Risk Management Committee : 5 persons

Executive Board: 8 persons

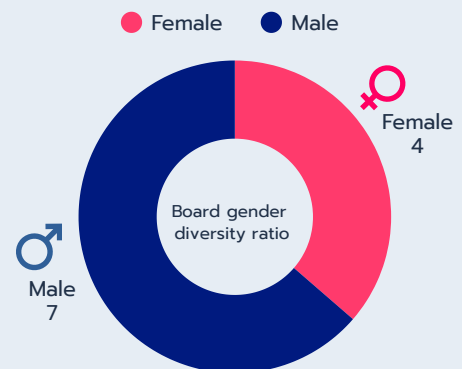
**The Board of Directors** consists of

**Total of 11 directors**

**(Female directors: 4 persons,  
representing 36.36% of the Board)**

Executive directors : 4 persons (36.36%)

Non-executive directors: 7 persons (63.64%)



- The number of independent directors totals at least 1 in 3 of the entire board and is not fewer than 3, which is fully in compliance with the regulations of the Capital Market Supervisory Board.
- The Company has 3 directors who do not participate in the Company's management, representing 27.27 percent of the total Board.
- The chairman of the board is not the same person as the managing director.
- The company has 3 non-executive directors who possess work experience related to the company's business.
- The company's directors and high-ranking executives have never been employees or shareholders of external auditing companies from which the company employed services over the past two years.
- The rate of the board of directors' attendances to meetings of the board of directors and various sub-committees is at least 75 percent of all meetings held in the entire year.

## **Recruitment of Members to the Board of Directors**

The Board of Directors has established a policy assigning the Nomination Committee to be responsible for identifying and nominating suitably qualified individuals. In this regard, the Committee gives priority to considering candidates from the Director Pool database as the primary source for director nomination.

The selection of individuals to be appointed as directors is based on consideration of diversity in the Board structure, fundamental qualifications, and expertise across various professional fields. Candidates are required to demonstrate leadership, vision, integrity, and ethical conduct, with a transparent work history. Consideration is also given to gender diversity and non-discrimination, and candidates must not possess any prohibited characteristics as prescribed by applicable laws or the Company's regulations.

In addition, the nomination of independent directors must comply with the qualifications specified under the notifications of the Capital Market Supervisory Board. The nominated directors must also be aligned with the Company's business strategy. The Nomination Committee will propose the selected candidates to the Board of Directors for approval prior to submitting them to the Annual General Meeting of Shareholders for election on an individual basis, by a majority vote of the shareholders present at the meeting and entitled to vote.

However, in the case of a vacancy arising other than upon term expiration, and where the remaining term is not less than two months, the Board of Directors shall appoint a replacement director at the next Board meeting. The director so appointed shall hold office only for the remaining term of the director whom he or she replaces.

## **Director Election Process**

In accordance with the Company's Articles of Association, Chapter 4: Directors, directors shall be elected by the Meeting of Shareholders in accordance with the following rules and procedures:

- (1) Each shareholder shall have voting rights equal to one vote per one share held.
- (2) Each shareholder shall exercise all voting rights as specified in item (1) to elect one or more persons as directors. However, shareholders may not allocate or divide their votes among candidates in any proportion.
- (3) The candidates who receive the highest number of votes in descending order shall be elected as directors up to the number of directors to be appointed at that meeting of shareholders. In the event that two or more candidates receive an equal number of votes exceeding the number of directors to be elected, the Chairman of the meeting shall have the casting vote.

## **Rights of Minority Shareholders in Director Nomination**

The Company provides shareholders with the opportunity to propose qualified candidates for election as directors, in accordance with the criteria and procedures prescribed by the Company. Details of such criteria are available on the Company's website at [www.tpcsplc.com](http://www.tpcsplc.com).

The Nomination Committee shall review and select candidates who meet the established qualifications and include them in the agenda for director election. The proposed candidates will then be submitted to the Board of Directors for consideration and approval prior to being presented to the Annual General Meeting of Shareholders for individual consideration and approval.

## Performance Evaluation of the Board of Directors and Sub-Committees

The Board of Directors conducts an annual performance evaluation of the Board and its sub-committees. The evaluation is carried out using self-assessment forms based on the Board Self-Assessment templates of the Stock Exchange of Thailand.

In this process, the Company Secretary distributes the evaluation forms in December of each year and is responsible for collecting and compiling the evaluation results. The summarized evaluation outcomes are then reported to the Board of Directors in February of each year.

### Assessment scores are interpreted as percentages of the total score as follows:

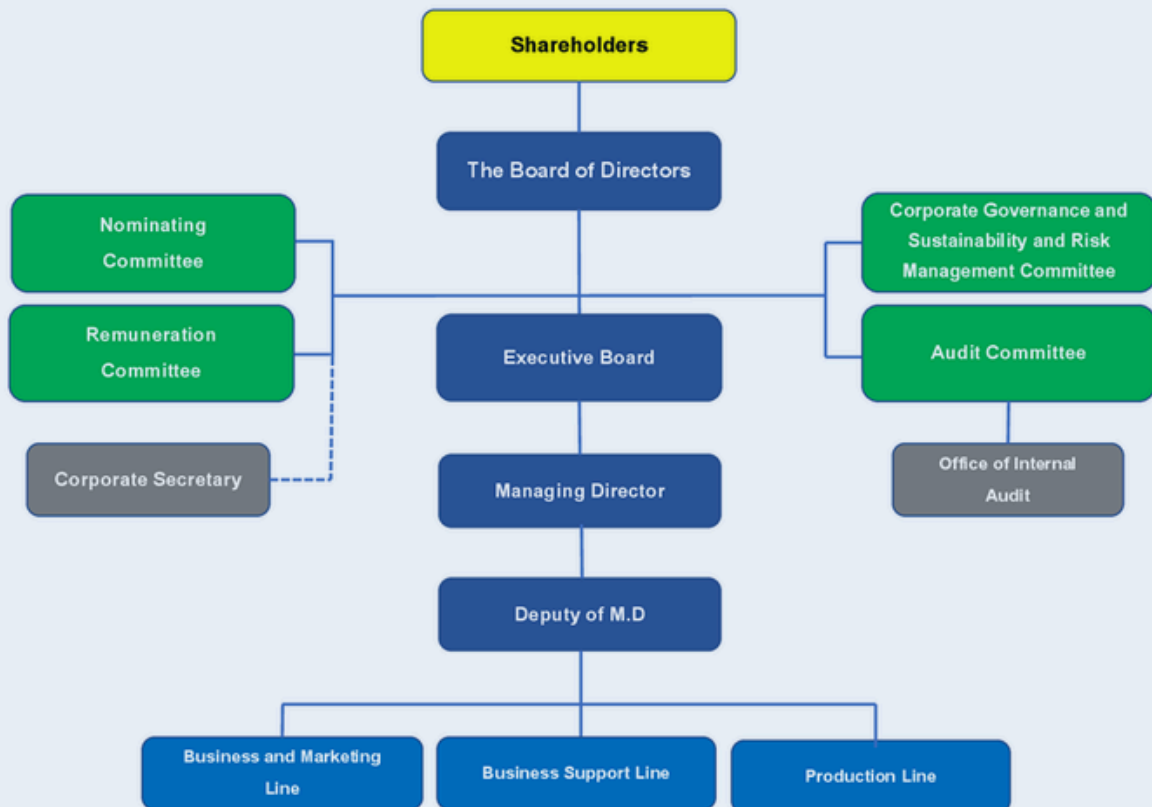
More than 90%	= Very good
More than 70%	= Good
More than 50%	= Moderate
Less than or equal to 50%	= Low

### Summary of the Assessment in 2025

1. By-committee self-assessment of the board of directors: The mean score is 92.53 percent which is good.
2. By-committee self-assessment of subcommittees:

Committee	Mean %	Criteria
Audit Committee	99.43%	ดีมาก
Nomination Committee	93.75%	ดีมาก
Remuneration Committee	94.00%	ดีมาก
Corporate Governance and Sustainability and Risk Management Committee	96.60%	ดีมาก
Executive Board	94.74%	ดีมาก

## Management Structure



## Sustainability Management

The Board of Directors has established a corporate governance policy as a guideline for directors, executives, and employees in performing their duties. The company firmly believes that operating under an efficient, transparent, and auditable management system—coupled with appropriate checks and balances, a robust internal control system, respect for shareholder rights, and responsibility towards stakeholders—will be key to fostering long-term stability and sustainable growth.

Additionally, the company has implemented policies on social responsibility, environmental responsibility, and sustainable development in alignment with corporate governance principles. These policies provide a comprehensive framework for managing business operations across economic, social, and environmental dimensions in accordance 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.

## Stakeholder Engagement

In the company's sustainability activities, whether in terms of economy, society, or environment, the company primarily concerns itself with the interest of stakeholders and adheres to the principles of good corporate governance and business ethics and develops the organization's capabilities in meeting the wants and expectations of stakeholders in every sector. Thus, the company communicates, analyzes and sets guidelines to meet stakeholders' wants and expectations in sustainable business activities.

Stakeholders	Communication and Engagement Channel	Needs and Expectations	Topics in This Report
<p><b>1. Shareholders</b></p> 	<ul style="list-style-type: none"> <li>• Annual shareholder meetings</li> <li>• Annual reports</li> <li>• Email, company website, telephone</li> <li>• Investor Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Good and consistent remunerations</li> <li>• Business sustainability</li> <li>• Good corporate governance</li> <li>• Equitable and fair treatment</li> <li>• Transparency and information disclosures</li> </ul>	<ul style="list-style-type: none"> <li>• Creating economic value</li> <li>• Good corporate governance</li> <li>• Business ethics</li> <li>• Risk management</li> <li>• Annual performance</li> </ul>
<p><b>2. Employees</b></p> 	<ul style="list-style-type: none"> <li>• Meetings with employee/agency representatives</li> <li>• Seminars and trainings (in line with work plans)</li> <li>• Email, intranet, company website, announcements</li> <li>• Suggestions box</li> <li>• Filing complaints through whistleblowing or complaint channels</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate payments of remunerations and benefits</li> <li>• Professional advancement and job and life security</li> <li>• Development of work skills and knowledge</li> <li>• Good and safe work environment</li> <li>• Expression of opinions and equitable and fair treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Employee care</li> <li>• Human resource development</li> <li>• Occupational health and safety</li> </ul>

Stakeholders	Communication and Engagement Channel	Needs and Expectations	Topics in This Report
<p><b>3. Communities</b></p> 	<ul style="list-style-type: none"> <li>• Discussions</li> <li>• Telephone</li> <li>• Public announcement boards</li> <li>• Annual meetings</li> <li>• CSR Activities (according to the plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Respect to fundamental community rights</li> <li>• Potential social and environmental impacts from the company's activities</li> <li>• Engagement, assistance, promotion and support for community development</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Compliance with social laws</li> <li>• Engagement in community development and social activities</li> <li>• Environmental management</li> <li>• Compliance with environmental laws</li> </ul>
<p><b>4. Customers</b></p> 	<ul style="list-style-type: none"> <li>• Email, company website, telephone, Social Media Channels</li> <li>• Satisfaction Survey</li> <li>• Filing complaints through whistleblowing or complaint channels</li> </ul>	<ul style="list-style-type: none"> <li>• The products are high-quality and delivered punctually.</li> <li>• The capability to fulfill customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Responsibility towards customers and products</li> </ul>
<p><b>5. Supplier</b></p> 	<ul style="list-style-type: none"> <li>• Email, company website, telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent procurement</li> <li>• Fulfillment of contract and agreement obligations</li> <li>• Equal opportunities for offering products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Compliance with social laws</li> <li>• Trade partner management</li> </ul>
<p><b>6. Sub-Contractor</b></p> 	<ul style="list-style-type: none"> <li>• Email, company website, telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent employment system</li> <li>• Work evaluation measures</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Compliance with social laws</li> <li>• Human rights</li> <li>• Trade partner management</li> </ul>

Stakeholders	Communication and Engagement Channel	Needs and Expectations	Topics in This Report
<p><b>7. Government Sector</b></p> 	<ul style="list-style-type: none"> <li>• Email, company website, telephone, Letter</li> <li>• Reporting in line with legal requirements and participating in activities and projects organized by government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate reporting of information and legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Compliance with social laws</li> <li>• Compliance with environmental laws</li> </ul>
<p><b>8. Nearby Factories</b></p> 	<ul style="list-style-type: none"> <li>• Meetings, telephone, Letter</li> <li>• Participation in public relations activities on various occasions</li> </ul>	<ul style="list-style-type: none"> <li>• The company's business/activities do not cause environmental impacts</li> <li>• Legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental management</li> <li>• Compliance with environmental laws</li> <li>• Business ethics</li> <li>• Compliance with social laws</li> </ul>

## Materiality

### Process for Identifying the Key Issues of Business (Materiality)

The company analyzes the needs and expectations of stakeholders as learned through participatory communication to identify and prioritize key issues in order to set guidelines for meeting stakeholder needs and expectations.

### Key Steps in the Identification of Key Business Issues (Materiality)

1. Analysis (identification) of sustainability issues covering stakeholders across the entire supply chain and based on issues the industry is interested in through various activities as follows:

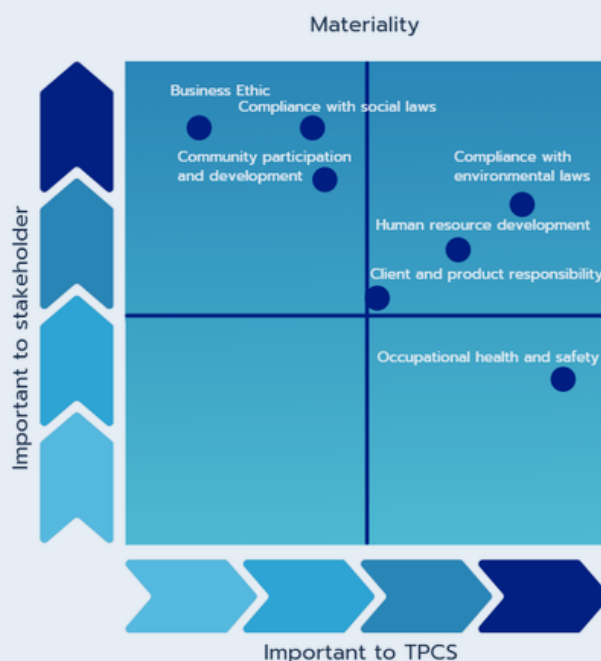
- Client satisfaction surveys.
- Trade partner opinions.
- Employee satisfaction surveys.
- Community satisfaction surveys.
- Recommendations through various channels.

2. Evaluation of key issues (prioritization):

- From the perspective of outside stakeholders (Y-axis: importance to outside stakeholders).
- From the perspectives of inside stakeholders (X-axis: importance to the organization).
- Creation of a table of 7 key business issues (materiality).

3. Analysis and verification of consistency (validation) to meet the sustainable development goals (SDGs) of the United Nations.

4. Presentation of the evaluation results of key issues (reporting) for sustainable development by arranging reviews and information disclosures.



## Materiality

<p><b>Economy:</b></p> <ol style="list-style-type: none"> <li>1. Business ethics.</li> <li>2. Corporate governance.</li> <li>3. Risk management.</li> <li>4. Development and promotion of innovations.</li> <li>5. Trade partner management.</li> </ol>	<p><b>Very high:</b> 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><b>Society:</b></p> <ol style="list-style-type: none"> <li>6. Compliance with social laws.</li> <li>7. Community participation and development.</li> <li>8. Product quality management.</li> <li>9. Human rights.</li> <li>10. Human resource development.</li> <li>11. Client and product responsibility.</li> <li>12. Occupational health and safety.</li> <li>13. Discussions with stakeholders.</li> <li>14. Employee care.</li> <li>15. Consumer-responsible marketing</li> </ol>	<p><b>High:</b> 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><b>Environment:</b></p> <ol style="list-style-type: none"> <li>16. Compliance with environmental laws.</li> <li>17. Energy management.</li> <li>18. Waste management.</li> <li>19. Air quality management.</li> <li>20. Water management.</li> </ol>	<p><b>Medium:</b> 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><b>Low:</b> 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>

# Materiality

Key Issues	Scope of Stakeholder Impact								Indicator	SDGs	GRI	Page
	Shareholders	Employees	Communities	Clients	Supplier	Sub-Contractor	Government Sector	Nearby Factories				
1. Business Ethics	●	●	●	●	●	●	●	●	Number of Corporate Governance Complaints		-	28
2. Client and Product Responsibility									Number of Customer Privacy Complaints		418-1	48-49
				●					Number of Safety or Impact Complaints for Use of Products	 	416-2	
3. Human Resource Development		●							Mean Number of Training Hours (hours/person/year)	 	404-3	59
4. Occupational Health and Safety									Injury Rate (IR)		403-9	60
									Rate of Work-Related Diseases (ORD)			
		●							Rate of Accidents Requiring Suspension of Work Activities (LDR)			
									Rate of Leaves Due to Work-Related Illnesses (AR)			
									Number of Work-Related Deaths			

# Materiality

Key Issues	Scope of Stakeholder Impact								Indicator	SDGs	GRI	Page
	Shareholder	Employees	Communities	Clients	Supplier	Sub-Contractor	Government Sector	Nearby Factories				
5. Compliance to social laws							●		Number of Significant Violations of Social Laws and Regulations	  	419-1	65
									Number of Times of Significant Fines	 		
6. Engagement in Community Development and Social Activities			●						Number of Significant Complaints	 	413-1	67
7. Compliance with Environmental Laws							●		Number of Significant Environmental Incidents	 	307-1	77
									Number of Times of Significant Fines	 		

## Economic

- Creating Economic Value for Stakeholders
  - Company Tax Operations
  - Business Ethics
  - Risk Management
  - Supply Chain Management
  - Customer and Product Responsibility
  - Information Technology Security
- 
- The background features a dark blue gradient. In the lower half, there is a faint, semi-transparent graphic consisting of a bar chart with several vertical bars of varying heights and a line graph with circular markers connected by lines, overlaid on a grid. The overall aesthetic is professional and data-oriented.

## Economic Activities

In addition to generating profits for the benefit of the company and stakeholders, the company gives importance to corporate social and environmental responsibility activities aimed at sustainably creating economic value for stakeholders.

The economic management and performance information in this report covers every part of the business of TPCS (Public) Company Limited.

## Creating Economic Value for Stakeholders

The company operates by adhering to the principles of business ethics and building cooperation between the company and stakeholders in order to promote the company's performance and meet the basic needs of all stakeholders in addition to creating economic value for the same stakeholders as follows:

Stakeholder	Economic Benefits
Shareholder	<ul style="list-style-type: none"> <li>• Dividends</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Salaries, wages, and benefits</li> <li>• Payments into provident fund</li> <li>• Employee development spending</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Amount of Support for Community Activities</li> <li>• Percent of Locally-Sourced Employees (in provinces where factories are located)</li> </ul>
Supplier Sup-contractor	<ul style="list-style-type: none"> <li>• Operating expenses</li> </ul>
Government Sector	<ul style="list-style-type: none"> <li>• Corporate income tax and local maintenance tax</li> <li>• Property tax, special business tax and other taxes</li> </ul>

### Year 2025:

- The dividend payout ratio based on net profit (separate financial statements) was 84.77%.
- The Company paid dividends on 108 million shares at 0.70 baht per share, totaling 75.60 million baht.
- The dividend payment comprised 0.10 baht per share paid from profits with investment promotion privileges and 0.60 baht per share paid from profits subject to 20% corporate income tax.

\* As the dividend payout rate has not yet been finalized, it remains subject to approval by the Shareholders' Meeting scheduled for 28 April 2026.

## Company Tax Operations

### Tax Policy of TPCS Public Company Limited

TPCS Public Company Limited (PCL) realized the importance of taxation practices in order for the Company Group to do an appropriate and sustainable tax preparation and management including promoting the creation of maximum benefits for stakeholders by complying with the relevant laws and regulations of the country, having a transparent and reliable taxation policy. Therefore, the taxation policies were set as follows:

#### 1. Tax Planning and Guidelines

- Arranged for proper tax planning in order to complete the tax payment according to the rules methods and conditions prescribed by law and save the most taxes by using tax privileges efficiently
- Arranged for recording and acknowledgment of income and expenditure items according to accounting principles and accounting standards and make adjustments for tax payment as required by law
- Supervised transactions and related transactions within the Group, for fair business practices with proper taxation and compliance with business operations and business strategies
- Encouraged related workers to have knowledge understanding and following up on changes in tax laws that continuously affect the business of the company
- Arranged for the responsible persons or personnel related to work and tax planning so that to set who could be the center for coordinating the taxation of the company and communicating with external parties including various government agencies
- Arranged for follow-up of tax compliance and used for evaluation in improving tax planning and complying with the guidelines prescribed by law correctly

#### 2. Tax Advisor

Consider hiring consultants or tax specialists to provide advice when necessary for the best interest of the Company and its stakeholders

## **Business Ethics**

The company adheres to the principles of good corporate governance as business practice guidelines in order to build and maintain confidence among stakeholders in the company's activities. The company also manages activities effectively and transparently in a verifiable manner and discloses information on the company's website, [www.tpcsplc.com](http://www.tpcsplc.com)

Accordingly, the company has announced additional policies to support and raise awareness in business ethics activities such as the following:

- Corporate social responsibility policy
- Environmental policy
- Sustainable Development Policy
- Quality policy
- Anti-corruption policy
- Purchase and sale of company stocks policy
- Subsidiary and associated company oversight policy
- Tax policy
- Information technology security policy
- Personal Data Protection Policy
- Whistleblowing and Complaint Reporting Policy

The company promotes business ethics as part of the organization's culture and schedules training to raise awareness and require that employees adhere to business ethics as part of their practice guidelines. The training provided during orientation for new employees and annual training sessions includes the following:

- Good corporate governance and corporate social and environmental responsibility course
- Anti-corruption course

## **Anti-Corruption Activities**

The company has become a signatory to the announcement of Thailand's Private Sector Collective Action Coalition against Corruption (CAC), for which the company has been certified by the Thailand's Collective Action Coalition against Corruption Board to be a member of the coalition on 14 October 2016 and company was certified as a member renewal (Re Certification No. 3) on September 30, 2025

## **Communication and Raising Awareness inside the Organization**

The company encourages company executives and employees to recognize the importance of anti-corruption in every form and comply with the law and regulations without demanding or accepting bribes for personal or company gains. The company communicates this through training.

In addition, the Company has established continuous reviews of the operations of various units across the organization to ensure full compliance with the anti-corruption policy. Details of the anti-corruption policy and related guidelines are available on the Company's website at [www.tpcsplc.com](http://www.tpcsplc.com) under the Investor Relations section.

## **Communication and Raising Awareness outside the Organization**

The Company has actively communicated and encouraged its business partners to participate in the Thai Private Sector Collective Action Against Corruption (CAC) initiative. In addition, the Company annually disseminates its Anti-Corruption Policy and No Gift Policy to customers, suppliers, and business partners through formal notification letters, distributed in hard copy and/or via QR Code, on a regular basis each year (every December).



## **Whistleblowing and Complaints**

The Board of Directors provides an opportunity for employees and stakeholders who observe, have evidence of, or suspect that any employee or individual acting on behalf of the company is involved in bribery or corruption, either directly or indirectly, to report such violations or complaints as follows:

### **Channels for complaints and clues**

1. Via verbal or written complaint to related complaint person
2. Website: [www.tpcsplc.com](http://www.tpcsplc.com) หรือ E-mail address: [cac@tpcsplc.com](mailto:cac@tpcsplc.com)
3. Box for receiving clues or Complaints (For employees within the organization)
4. Mail to: TPCS (Public) Company Limited, 489 Rama 3 Rd., Bang Khlo, Bang Kho Laem, Bangkok 10120

## **Protection for Informant of Corruption and Measures on Protection of Persons Denying Corruption**

### **Measures for the Protection of Whistleblowers**

The company will protect the rights of the whistleblower and informant acting in good faith by concealing their name, address or any other identifying information. The information provided by the whistleblower and informant will be kept confidential and accessible only to those responsible for investigating the complaint. This will be done in accordance with the whistleblower protection measures outlined in the Code of Conduct for the Board of Directors, Executives, and Employees.

1. Whistleblowers, complainants, or informants may choose to remain anonymous if they believe that disclosure could compromise their safety or cause harm.
2. The company will maintain the confidentiality of all related information, prioritizing the safety of whistleblowers, complainants, or informants, except where disclosure is required by law.

3. If an investigation finds no wrongdoing, the company will not impose any penalties or take any adverse employment actions against whistleblowers acting in good faith or those cooperating in the investigation. Additionally, affected individuals will receive fair and appropriate remedies.
4. If clear and sufficient evidence proves that a report, complaint, or provided information was made with dishonest intent, causing harm to the accused or the company, the company will conduct an investigation and take disciplinary and/or legal action as appropriate.

## **Stakeholder engagement contact**

The company has established a Whistleblowing or Complaints Policy to provide employees and all stakeholder groups with a channel to report whistleblowing concerns or complaints. This policy also outlines the procedures and protection measures for whistleblowers and complainants, ensuring that the process is clear, transparent, and fair.

Whistleblowers or complainants may report concerns or complaints regarding matters that negatively impact the company or involve unfair treatment. This includes potential violations of laws, regulations, company rules and policies, non-compliance with corporate governance principles, business ethics, and the Code of Conduct for the Board of Directors, executives, and employees. Reports or complaints regarding such matters can be submitted through the following channels:

1. Complaints can be made directly, either verbally or in writing, to an immediate supervisor. If no action is taken, the complaint may be escalated to a higher-level supervisor or submitted to one of the designated whistleblowing or complaint recipients as follows: (Phone number: 02-294-0071)

- Human Resources Manager
- Internal Audit Manager
- Company Secretary
- Subcommittee on Corporate Governance and Sustainability

2. Complaints can be submitted via registered mail by addressing them to the designated whistleblowing or complaint recipient listed in item 1, at the following address: TPCS Public Company Limited 489 Rama 3 Road, Bang Khlo, Bang Kho Laem, Bangkok 10120, Thailand

3. Complaints can be submitted via email at [cg@tpcsplc.com](mailto:cg@tpcsplc.com)

4. Complaints can be submitted through the Whistleblowing or Complaint Submission Box.

## **Complainant Protection Measures**

1. Whistleblowers, complainants, or informants may choose to remain anonymous if they believe that disclosure could compromise their safety or cause harm.
2. The company will maintain the confidentiality of all related information, prioritizing the safety of whistleblowers, complainants, or informants, except where disclosure is required by law.

3. If an investigation finds no wrongdoing, the company will not impose any penalties or take any adverse employment actions against whistleblowers acting in good faith or those cooperating in the investigation. Additionally, affected individuals will receive fair and appropriate remedies.
4. If clear and sufficient evidence proves that a report, complaint, or provided information was made with dishonest intent, causing harm to the accused or the company, the company will conduct an investigation and take disciplinary and/or legal action as appropriate.

## Fact-Finding Investigation Process

The company will consider and address all complaints fairly, transparently, and equitably. A structured and just protection mechanism is in place for whistleblowers or complainants. All complainant information will be kept confidential by the company, with the following details:

1. The designated whistleblowing or complaint recipient is responsible for collecting and verifying information and evidence, conducting a fact-finding investigation, and summarizing the findings. Alternatively, a trusted individual or department may be assigned to carry out the investigation.
2. The designated recipient or the assigned department conducting the fact-finding investigation has the authority to summon relevant parties for information and request supporting documents from related departments. The investigation findings, along with proposed disciplinary actions or appropriate and fair remedial measures for affected individuals, will be reported to the Managing Director for approval.
3. If the accused is a member of the Board of Directors or an executive director, the designated recipient or assigned department will assess the credibility of the whistleblowing report or complaint. If deemed valid, the matter will be reported to the Board of Directors, which will appoint an investigative committee. The committee will conduct an investigation and report its findings, along with proposed disciplinary actions or fair and appropriate remedial measures for affected individuals, to the Board of Directors for approval.
4. If the whistleblower or complainant has disclosed their identity, the company will inform them of the investigation results.

Furthermore, in cases involving whistleblowing reports or complaints related to corruption, the company shall adhere to its Anti-Corruption Policy and the company's Guidelines on Corruption Prevention and Anti-Corruption Practices.

### In 2025

**: The Company had no complaints against corruption.**

(number of complaints = 0)

**: The Company had no significant complaints regarding corporate governance.** (number of complaints = 0)

## RISK MANAGEMENT

### Oversight of Risk Management

TPCS Public Company Limited realizes that risk management is very crucial for business operations because it is an important tool for managing business, supporting the Company to achieve desired business targets effectively and efficiently and enhancing its competitive advantage. The Company has therefore specified the risk management policy that employees at all levels must take part in in order to drive for success and also created risk management guidelines which conform to international principle of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In addition, the Company has established the Corporate Governance and Sustainability and Risk Management Committee (at the Company's directors' level) and the Risk Management Subcommittee (at the management level) to oversee, supervise, and ensure that overall risk management mechanism can suitably and efficiently support the business operations

### Risk Management Strategy

The Company has integrated the enterprise risk management system with the good corporate governance principles by taking into consideration expectation, interest, and roles and responsibilities of each group of the stakeholders within the organization and has classified risk management hierarchy into 3 levels as follows:

1. **Risk Management at Corporate Strategy Level:** This level gives priority to the review of a change in long-term business landscape, corporate strategy, direction of each business and long-term risk management for sustainability of businesses. The Company has appointed the Corporate Strategy Risk Management Working Group to supervise and ensure that risks will be effectively managed. Besides, proper communication and operation channels are specified so that the Board of Directors, the Managing Director, and top management can take part in.
2. **Risk Management at Business Process Level:** This level is about managing risks of supply chain which is the process to create and deliver value to the Company's customers and important business processes which support such value creation and delivery. Risks at business process level will be managed via annual enterprise risk management channel which is held continually, where the Board of Directors, the Managing Director, top management and middle management will consider and determine risk management guidelines together.
3. **Risk Management at Functional Process Level:** This is the fundamental operational risk management that all functional units have to take responsibility in order to enhance the Company's operational excellence. Risk management at this level shall be mainly managed by functional unit heads under supervision and control of the Company's top management via the annual enterprise risk management channel.

Classifying risk management hierarchy enables the Company to consider risks extensively, as it covers short-term and long-term risks, significance and urgency of each risk, related personnel and resources and relevancy of the management in each level and etc., it therefore helps the Company to manage risks effectively.

## **Risk and Opportunity Management**

### **Oversight of Risk and Opportunity 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.

### **Risk and Opportunity Management Strategy**

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.

## Risk and Opportunity Management

### Oversight of Risk and Opportunity Management

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>The loss of personnel in specialized roles directly impacts product/service quality and may cause business disruption, particularly in activities requiring professional licenses (e.g., physicians, engineers, architects).</li> <li>Furthermore, the loss of senior executive leadership significantly affects strategic business direction and internal management efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>While the general labor market remains employer-driven due to the sluggish economy, specialists—particularly in Business AI and Modern Marketing—are in high demand. Small and medium-sized organizations face a heightened risk of losing top talent to larger firms with superior resources.</li> <li>Conversely, demographic shifts and healthcare advancements have popularized retirement extensions, providing an opportunity to retain seasoned senior executives within the organization for longer durations.</li> </ul>	<ul style="list-style-type: none"> <li>Industrial Product Group: Low dependency on niche specialists means the loss of key personnel has a minimal operational impact.</li> <li>B2C Group: Highly dependent on personnel with specialized skills in technology adaptation and modern marketing; losing key talent here would significantly disrupt development and operational plans.</li> <li>Recruitment Burden: Replacing talent in high-demand roles involves substantial recruitment costs, lengthy lead times, and potential disruptions to business continuity.</li> </ul>	<ul style="list-style-type: none"> <li>Implement robust Succession Planning and Career Path development programs.</li> <li>Facilitate Knowledge Management (KM) through mentorship, on-the-job training, and structured personnel development.</li> <li>Regularly review and enhance compensation and benefits packages to ensure competitiveness within the labor market and industry standards</li> </ul>

## Risks and Opportunities from the Shortage of High-Potential Talent

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>• A shortage of high-potential talent undermines the Company's long-term competitiveness, resulting in lower productivity and slower business development compared to industry peers.</li> <li>• This shortage also exacerbates the impact of losing key personnel due to the lack of suitable successors.</li> </ul>	<ul style="list-style-type: none"> <li>• Thailand's transition into a completely aged society leads to a continuous decline in the working-age population. Coupled with borderless work opportunities enabled by technology, competition for top talent has intensified, driving up recruitment costs.</li> <li>• Modern workforce trends—where employees prefer job-hopping for higher compensation or self-discovery—increase the human resource management burden.</li> <li>• The educational gap and declining average labor skills place a heavier training and development burden on the private sector.</li> <li>• Exponential technological growth causes rapid shifts in essential skill sets, potentially leading to a deficit of talent prepared for future-of-work roles</li> </ul>	<ul style="list-style-type: none"> <li>• A talent deficit hampers the Company's ability to adapt to technological leaps and rapid consumer behavior shifts, ultimately affecting market competitiveness.</li> <li>• Without effective internal development plans, the Company must compete for "ready-to-work" talent, leading to inflated recruitment costs and prolonged lead times before new hires can effectively execute strategic plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Employ proactive recruitment strategies through diverse and innovative channels.</li> <li>• Accelerate the integration of Automation and technology to mitigate labor shortages and enhance operational efficiency.</li> <li>• Empower employees to perform high-value-added tasks by leveraging new technological tools.</li> <li>• Establish competency development programs focused on essential future skills and continuous learning.</li> </ul>

## Risks and Opportunities from Information Security and Cybersecurity Threats

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>• Data Leakage and Unauthorized Access: Risks of leakage, loss, or unauthorized access to sensitive business data (e.g., customer, partner, financial, commercial, and internal data), which may compromise business confidentiality, credibility, and corporate image.</li> <li>• Cyberattacks: Risks from malicious activities targeting information systems, networks, and related hardware, potentially leading to system downtime, data destruction, and disruptions to Business Continuity.</li> </ul>	<ul style="list-style-type: none"> <li>• AI-Driven Threats: The widespread adoption of Business AI technology may enable malicious actors to develop and employ more sophisticated and automated cyberattack techniques.</li> <li>• Shift to Behavioral Tactics: As digital defenses and detection capabilities continuously improve, perpetrators are increasingly pivoting toward behavioral or offline tactics. This includes Social Engineering, bribery, coercion, or exploiting internal personnel to gain illicit access to confidential information or system credentials.</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid Dissemination: In the digital era, the speed of information flow can cause data breaches to result in instantaneous and widespread damage, making containment and recovery highly challenging.</li> <li>• Legal and Regulatory Fallout: Breaches may lead to significant legal and regulatory consequences, including mandatory reporting, audits, and statutory penalties, alongside a loss of stakeholder trust.</li> <li>• Operational Disruption: Although the Company's reliance on online platforms reduces the volume of stored sensitive personal data, cyberattacks that paralyze core operational systems still pose a high-level impact on business activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clear Information Security Policies, standards, and guidelines covering access control, password management, data backup, device usage, and third-party risk management.</li> <li>• Consistently deploy and update Intrusion Prevention Systems (IPS), Firewalls, and advanced anti-malware software to safeguard against cyber intrusions.</li> </ul> <p>Maintain a Disaster Recovery Center (DRC) with secure off-site data backups and a comprehensive recovery plan to ensure business resilience and rapid data restoration in the event of an attack.</p>

## Risks and Opportunities from Raw Material and Production Input Shortages

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>Shortages of raw materials can lead to operational disruptions or inflated production costs, resulting in a loss of competitive advantage.</li> <li>Furthermore, supply constraints may compromise the quality of products and services, leading to both short-term and long-term reputational erosion for the brand and the Company.</li> </ul>	<ul style="list-style-type: none"> <li>In 2026, natural disasters—specifically La Niña-induced flooding early in the year and El Niño-driven droughts later in the year—may trigger global and domestic supply shortages and price volatility.</li> <li>Geopolitical tensions may further restrict access to strategic commodities and high-tech components, such as semiconductors (chipsets) and rare earth minerals.</li> <li>Company Context: Since the Company's products do not rely on rare or highly specialized inputs, the overall likelihood of a critical shortage is considered manageable due to the availability of substitutes.</li> </ul>	<ul style="list-style-type: none"> <li>Raw material shortages can cause production downtime, leading to labor surpluses (idle costs) and inventory stockouts.</li> <li>Failure to fulfill customer demand not only results in missed sales opportunities but also significantly damages the Company's reliability and brand image.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently forecast and review demand trends to align production schedules with procurement strategies and manpower planning.</li> <li>Regularly review supply chain and marketing plans to ensure agility and preparedness for significant market or environmental shifts.</li> <li>Enhance supplier management by maintaining strategic buffer stocks of key inputs and implementing robust business continuity plans for human resources and production.</li> </ul>

## Environmental, Social, and Governance (ESG) Risks and Opportunities

### Risks and Opportunities from Climate Change

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>Extreme Weather Events driven by El Niño/La Niña cycles resulting from global warming.</li> </ul>	<ul style="list-style-type: none"> <li>In early 2026, Thailand is expected to experience residual effects of La Niña, leading to unseasonal rainfall or sudden cold snaps. Stagnant air during seasonal transitions may also result in high levels of PM 2.5 particulate matter.</li> <li>From mid-to-late 2026, the climate is projected to return to ENSO-neutral conditions with a tendency toward a mild El Niño. This increases the likelihood of "Rain Bombs" during the monsoon season and drought conditions entering winter.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities: Severe PM 2.5 issues in early 2026 present a clear business opportunity for the sanitary mask and air filter product groups, including cleaning wipes which may benefit from increased demand for surface dust removal.</li> <li>Risks: Potential drought and heatwaves from El Niño may disrupt supply chains in historically vulnerable areas. Additionally, "Rain Bombs" could cause short-term flash floods, particularly affecting industrial estates.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively manage supplier relationships and implement advanced procurement and raw material buffering to mitigate risks of shortages and price volatility.</li> <li>Continuously forecast and review demand trends to align production schedules with procurement and manpower planning.</li> <li>Upgrade drainage systems and flood prevention measures to mitigate the impact of "Rain Bombs".</li> </ul>

## Risks and Opportunities from Climate Change

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>Global Climate Action and Policy Shifts aimed at halting or slowing climate change, leading to stringent regulations and governmental decarbonization plans.</li> </ul>	<ul style="list-style-type: none"> <li>The 30th Conference of the Parties (COP30) emphasizes implementation to meet established goals, effective from early 2026. This will accelerate the enforcement of Thailand's Climate Change Act.</li> <li>COP30 is also expected to elevate the importance of strategies such as:               <ul style="list-style-type: none"> <li>Nature-based Solutions (NbS): Protecting or restoring ecosystems.</li> <li>Deforestation-free Supply Chains: Ensuring sourcing does not contribute to forest loss.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Risks: Operational costs will rise due to the burden of carbon footprint management and reporting, as well as potential carbon taxes or fees levied on the organization and its supply chain.</li> <li>Various climate initiatives will bring mixed impacts: Negative impacts include stricter sourcing audits and ecosystem restoration costs; Positive impacts include enhanced corporate reputation through concrete and sincere climate actions.</li> <li>Opportunities: Proactive environmental sustainability management will increase competitiveness and create opportunities to partner with multinational corporations (MNCs).</li> </ul>	<ul style="list-style-type: none"> <li>Implement proactive environmental sustainability management frameworks.</li> <li>Collaborate with supply chain partners to assess potential impacts and develop management plans to maintain costs within an acceptable range.</li> </ul>

## Risks and Opportunities from Environmental Impacts

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>Operational Disruption: Environmental impacts from operations may lead to business suspension, legal litigation, or regulatory intervention, as well as protests from employees, local communities, or the general public.</li> <li>Health and Ecological Restoration: Issues affecting the health of workers and nearby communities, or the degradation of natural ecosystems, could result in substantial compensation claims and high environmental restoration costs.</li> <li>Brand and Market Reputation: Environmental performance—both internal and within the supply chain—directly affects the Company's brand image, influencing B2C sales, marketing efforts, and talent recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>Strict Oversight: Factories located within industrial estates are subject to rigorous environmental monitoring by both government agencies and estate authorities, resulting in a relatively low likelihood of significant operational incidents.</li> <li>Standardization: Adherence to recognized environmental standards (e.g., ISO 14001) and regular audits effectively minimize the probability and impact of environmental issues on stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain ESG Scrutiny: Public sensitivity toward corporate sustainability has intensified and now covers the entire supply chain, increasing the risk for companies lacking robust supplier management.</li> <li>Competitive Advantage: Outstanding environmental management enhances corporate reputation, serving as a key differentiator for customers and partners when making purchasing or partnership decisions</li> </ul>	<ul style="list-style-type: none"> <li>Establish a comprehensive Environmental Policy to serve as a framework for all internal operations.</li> <li>Cultivate a Corporate Culture of environmental awareness, encouraging employees at all levels to prioritize resource efficiency and sustainability.</li> <li>Promote holistic Environmental Management Systems, focusing on resource conservation, treatment, restoration, and proactive monitoring of natural resources.</li> <li>Support the development and dissemination of Eco-friendly Technologies.</li> <li>Maintain a rigorous Approved Vendor List (AVL) that includes regular environmental compliance audits and performance reviews.</li> </ul>

## Risks and Opportunities regarding Occupational Health, Safety, and Working Environment (OHSE)

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>• Workplace Accidents: Incidents resulting in injury or fatality can lead to operational downtime, legal litigation, and significant financial burdens from compensation and medical expenses.</li> <li>• Productivity and Competitiveness: Occupational health and working conditions directly affect employee well-being and organizational productivity. Poor OHSE management leads to lower output and higher healthcare costs compared to industry peers, undermining long-term competitiveness.</li> <li>• Brand Reputation: Responsibility for OHSE, both internally and across the supply chain, significantly impacts brand image, affecting B2C marketing performance and the Company's ability to attract top talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Modern Manufacturing: While machine-related accidents have decreased due to stringent government and industrial estate regulations and advanced safety technologies, Human Error remains a persistent risk that depends heavily on internal management quality.</li> <li>• Standard Compliance: Organizations adhering to recognized standards (e.g., ISO, TIS) and undergoing regular audits effectively mitigate the likelihood and potential impact of incidents on the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• ESG Vulnerability: Sustainability-related reputational risks have intensified and now encompass the entire supply chain. Inadequate supplier management increases the risk of negative exposure.</li> <li>• Strategic Advantage: Exceptional OHSE management serves as a powerful branding tool, acting as a talent magnet and a key decision factor for customers and partners when selecting business associates.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish comprehensive OHSE Policies to serve as internal operational frameworks.</li> <li>• Appoint a Safety and Health Committee, including Professional Safety Officers, to continuously monitor and ensure full compliance with relevant laws and regulations.</li> <li>• Implement rigorous selection and registration criteria for the Approved Vendor List (AVL), incorporating regular reviews and audits of suppliers' OHSE performance.</li> </ul>

## Risks and Opportunities from Human Rights Impacts

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>• Human Rights Violations: Any infringement can lead to business disruption, legal litigation, regulatory intervention, or public protests from employees and local communities.</li> <li>• Financial Liabilities: Violations necessitate substantial financial outlays for remediation and compensation to affected individuals and stakeholders.</li> </ul> <p>Brand and Talent Risk: Negative human rights impacts—whether internal or within the supply chain—severely erode brand equity, directly affecting B2C sales and the Company’s ability to recruit in a competitive labor market.</p>	<ul style="list-style-type: none"> <li>• Shift to Implicit Issues: While legal compliance is now standard, implicit violations still occur when business priorities outweigh rights in "grey areas" not yet strictly regulated, such as subtle discrimination in recruitment based on gender, age, nationality, or physical disability.</li> <li>• Psychological Safety: Social expectations have evolved beyond overt issues like child or forced labor toward individual and psychological well-being, including concerns over harassment, workplace violence, or verbal abuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Amplification: The leap in social media communication has intensified the fallout from violations. Damage is no longer just legal; it is a rapid, widespread reputational crisis that covers the organization and its entire supply chain.</li> <li>• Strategic Opportunity: Proactive human rights management—exceeding legal requirements and aligning with modern values—acts as a "Talent Magnet" and a key criterion for customers and partners when selecting business associates.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish comprehensive Human Rights Policies and operational guidelines for the organization.</li> <li>• Implement a rigorous Approved Vendor List (AVL) system, incorporating regular human rights due diligence and audits for all suppliers.</li> </ul>

## Risks and Opportunities from Corruption and Fraud

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>Internal and External Corruption: Fraudulent activities within or between organizations undermine productivity, operational efficiency, and the Company's financial position.</li> <li>Legal Liability: Corruption between legal entities and government agencies exposes both individuals and the corporation to prosecution under the Organic Act on Anti-Corruption.</li> <li>Brand and Trust Erosion: Corruption incidents severely damage the corporate image in the eyes of customers and consumers, while eroding the confidence of business partners across the supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Vigilance: While the private sector has become increasingly stringent with internal controls, corruption risks still persist among high-level executives, often stemming from conflicts of interest and lapses in corporate governance.</li> <li>Public-Private Interface: The highest likelihood of corruption remains in transactions between the public and private sectors, particularly in the form of "facilitation payments" to expedite administrative processes.</li> </ul>	<ul style="list-style-type: none"> <li>Extensive Fallout: Impacts are no longer limited to financial loss but extend to severe regulatory sanctions at both individual and corporate levels.</li> <li>Existential Risk: The loss of reputation and stakeholder trust across all sectors can lead to catastrophic consequences, potentially resulting in the permanent cessation of business operations. กระทบรุนแรงถึงขั้นปิดกิจการได้</li> </ul>	<ul style="list-style-type: none"> <li>Establish and enforce clear Anti-Corruption Policies and operational guidelines.</li> <li>Enhance and re-engineer critical business processes to minimize loopholes and errors that could lead to fraudulent activities.</li> <li>Actively participate in the Thai Private Sector Collective Action Against Corruption (CAC) to benchmark and continuously improve anti-corruption frameworks.</li> <li>Conduct annual anti-corruption training and awareness programs to foster a robust culture of integrity throughout the organization.</li> </ul>

## Emerging risks and Opportunities

### Risks and Opportunities from Geo-economic Confrontation and International Conflicts

Risk and Opportunity Factors	Likelihood	Impacts	Management Measures
<ul style="list-style-type: none"> <li>International Conflicts involving major production factors, impacting inflation rates, supply shortages, and the export sector.</li> </ul>	<ul style="list-style-type: none"> <li>Geopolitical tensions in 2026, including the Russia-Ukraine conflict, Middle East instability, and China-Taiwan relations, as well as border disputes in Thailand, are expected to de-escalate. However, these conflicts may persist as protracted engagements, shifting from full-scale warfare to low-intensity disruptions or long-range attacks.</li> </ul>	<ul style="list-style-type: none"> <li>Minimal Direct Impact: The Company's primary markets and raw material sources are not directly situated in conflict zones</li> <li>Manageable Indirect Impact: Unless conflicts escalate into full-scale global warfare, the impact on energy costs and domestic inflation is expected to remain limited.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly review business plans across both supply chain and marketing functions to ensure preparedness for any significant geopolitical shifts.</li> </ul>
<ul style="list-style-type: none"> <li>Trade Protectionism by Superpowers, leading to product shortages and shifts in international market dynamics.</li> </ul>	<ul style="list-style-type: none"> <li>The trade war between the U.S. and China is projected to remain intense and volatile, driven by uncertainties in U.S. international trade policies and reciprocal policy responses from China.</li> </ul>	<ul style="list-style-type: none"> <li>Market Dumping: Increased Chinese exports to the ASEAN region have led to product dumping in various Thai market segments, resulting in reduced revenue for domestic businesses.</li> <li>Purchasing Power Contraction: This economic pressure impacts the purchasing power of the labor sector, leading to a reduction in discretionary spending on non-essential items, such as sanitary masks.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous development of products and operational processes to ensure high quality and cost-competitiveness in the market.</li> <li>Innovate and launch new products that align with current economic conditions and evolving consumer behaviors</li> </ul>

## **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.

## Business Partner Code of Ethics/ Guidelines for Sustainable Conduct of TPCS Partners

<b>1. Ethics in business operations</b>	Conduct business fairly throughout the supply chain, comply with relevant laws and regulations, oppose corruption, maintain secrets, respect rights and do not infringe on intellectual property.
<b>2. Labor and human rights</b>	Follow labor laws and human rights principles fairly, without discrimination including labor protection abstaining from all forms of forced labor.
<b>3. Safety and occupational health</b>	Follow occupational safety and health laws, prepare the environment and personal protective equipment appropriately, and prepare for situations.
<b>4. Environment</b>	Comply with laws, environmental regulations and manage the cost-effective use of resources.
<b>5. Participation in community development and social activities</b>	The company takes into account the development of communities to have a good quality of life and create a better living situation or reduce potential impacts on society.

\*\* Business Partner Ethics/Practice Guidelines, for the full version is disclosed at [www.tpcsplc.com/sus/8](http://www.tpcsplc.com/sus/8) (Sustainability topic, economic category Subject: Supply chain management)

### Partner management

- 1.The company has a system for selecting trading partners in the supply chain that conduct business according to the law, comply with safety and occupational health standards, are environmentally friendly, and treat trading partners on the basis of fair and equal competition. and respect each other.
- 2.The company maintains the secrets or information of its trading partners without using it for the benefit of itself or those involved illegally.
- 3.The company builds good relationships and understanding with each other, exchanges knowledge, and jointly develops and adds value to products and services for mutual growth.
- 4.The company complies with trade agreements and provides accurate information. But in the event that it is not possible to act in a timely manner, the company has to negotiate with trading partners in advance to jointly find solutions and prevent damage
- 5.The Company does not request, receive, or agree to receive property or any other benefits outside of commercial agreements.

This is in accordance with policies and guidelines about the company's business ethics which is published and disclosed at <https://www.tpcsplc.com/goodcorporate> (Topic 1. Responsibility to stakeholders Category: 3) Partners, 4) Competitors, 5) Creditors)

## ESG supplier risk assessment (Risk Assessment)

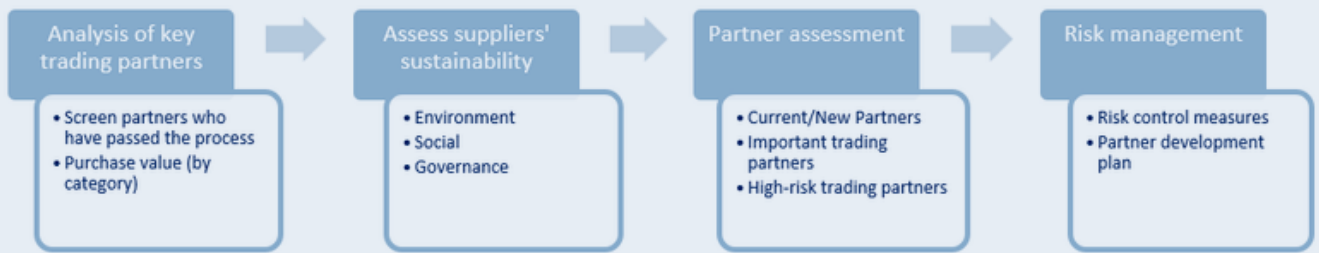
The Company selects and evaluates suppliers for the likelihood of risk exposure and the severity of the risk in environmental, social and corporate governance matters. Each issue has details as follows:

<b>Environmental risk issues (Environment)</b>	Greenhouse gas emissions, noise pollution control, air, energy use, water management, wastewater emissions, waste management and toxic chemical management
<b>Social risk issues (Social)</b>	Human rights, labor management, child labor, labor protection, health and safety, receiving complaints or not complying with the law
<b>Risk issues regarding good corporate governance (Governance)</b>	corruption, tax evasion, commercial competition, Infringement of intellectual property and Corporate image

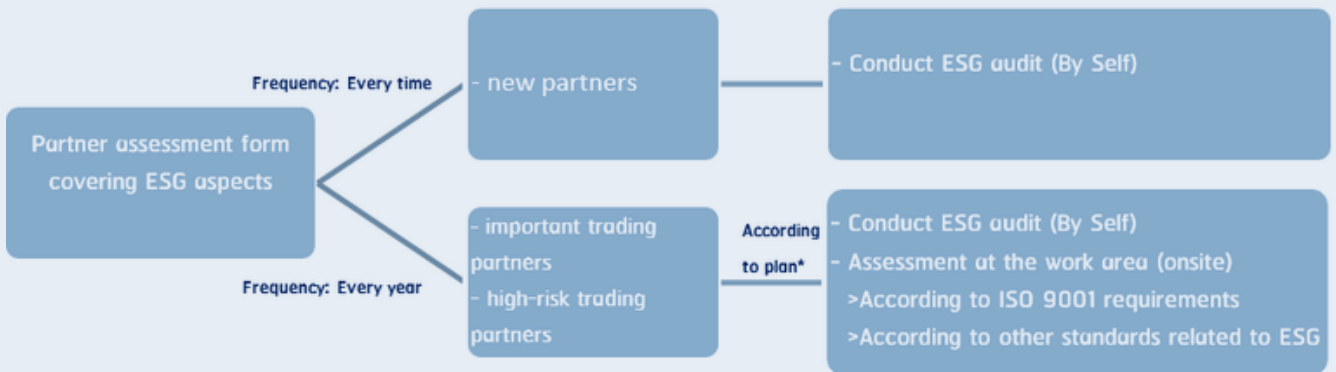
## Measures for Managing and Mitigating Supplier Risks

Suppliers play a crucial role in the company's business operations. Once selected and engaged in business, the company implements measures to mitigate potential risks related to raw material quality, social and environmental impact. A structured audit process has been established, including an annual Supplier Audit, on-site visits, or self-assessment through the Supplier Process Audit Check Sheet to evaluate supplier performance. The company assesses operations, sets corrective action plans, and conducts post-correction evaluations. Suppliers that fail to meet established standards must develop an improvement plan to enhance compliance. This process ensures quality, quantity, production safety, timely delivery, and adherence to the company's requirements.

## Risk management of trading partners in the supply chain



## Conducting a supplier audit



\*According to ISO 9001 requirements, criteria for consideration and verification plans for products purchased at the seller. Reference QP : TP-Qp06-PU-01 Work procedures regarding purchasing, Section 6.12

## Customer and Product Responsibility

### Customer Relationship Management

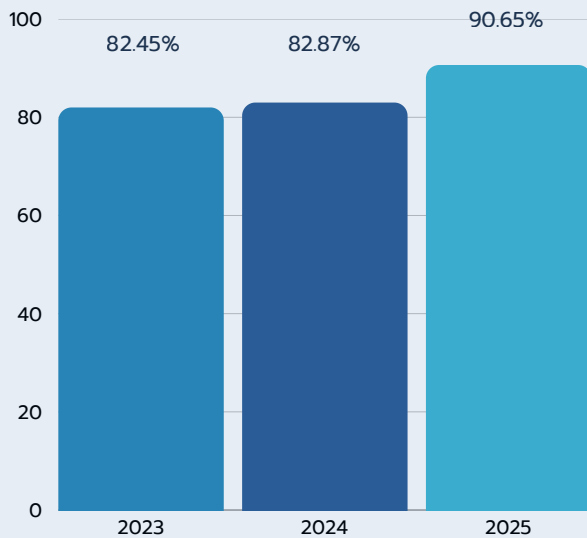
Customer relationship management is an important part of business sustainability. In addition to allowing the organization to enhance stability in terms of revenue, having good clients also ensures support and growth with the company. Thus, a strong foundation is often composed of strong ties with clients.

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.

## Customer Satisfaction Survey Results



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 2025, the company's client satisfaction for products and services was 90.65% 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. and does not stop to continue to develop by introducing new and modern production technology to be used in the production process to get a good product Consistent quality Meet the needs of customers in the digital age.

## **The Company's Commitment to Enhancing Manufacturing Standards**

The Company is committed to maintaining high standards in the production of goods and services and to continuously improving these standards each year. It remains steadfast in moving forward by adopting advanced manufacturing technologies into its production processes to ensure consistent product quality and to meet the evolving needs of customers in the digital era. The Company also continues to focus on the development of new products, while enhancing production quality to comply with the Thai Industrial Standards (TIS) and international standards, particularly for health-related products.

In this regard, the Company has obtained manufacturing certifications under the Thai Industrial Standards (TIS) and has received approvals from the Thai Food and Drug Administration (FDA). As a result, the Company's medical face masks have been certified in accordance with TIS and FDA requirements, including the following products:

- Welcare Mask Level 1
- Welcare Mask Level 2
- Welcare Mask Level 3

In addition, the Company has promoted and expanded its medical manufacturing capacity by increasing face mask production facilities to support growing market demand.

In 2025, the Company defined a new strategic business direction, with a systematic expansion into the Personal Care product segment to respond to changing consumer behaviors that increasingly emphasize hygiene, health, and self-care across all age groups. Leveraging the development of products under the Welcare brand and building upon its expertise in raw materials and manufacturing technology, the Company has developed a comprehensive range of Personal Care products covering body care and daily hygiene products, with a primary focus on quality, safety, and international standards.

## **Contact Channels for Product and Service Complaints**

To ensure that customers receive appropriate care and attention, the Company has established channels for submitting complaints related to products and services. Customers may submit their complaints regarding products and services via email at [sales@tpcsplc.com](mailto:sales@tpcsplc.com) or by telephone at 0-2294-1528.

## **Business and Social Innovation**

### **Concept and Policy on Business and Social Innovation**

TPCS Public Company Limited believes that innovation is a key driver of business growth alongside the creation of sustainable social value. Accordingly, the Company is committed to applying innovation and technology across its business operations to enhance operational efficiency, improve the quality of products and services, and effectively respond to the needs and expectations of stakeholders throughout the value chain.

The Company's innovation efforts are not solely focused on strengthening business competitiveness, but also on generating positive social impacts. These include promoting consumer health and safety, developing employee skills, and ensuring the efficient use of resources. All such initiatives are carried out under the framework of good corporate governance and ESG principles.

### **Management of Business and Social Innovation**

The Company manages innovation in a systematic manner, with senior management playing a key role in setting direction, supporting investment, and monitoring innovation performance to ensure alignment with the Company's corporate strategy and sustainability objectives.

Innovation initiatives are driven through collaboration among relevant functions, including production, research and development, marketing, and information technology, to ensure that innovation development addresses both business and social needs. The Company places emphasis on implementing pilot projects prior to commercial scaling in order to manage risks and enhance the long-term effectiveness of investments in innovation.

## **Performance of Business and Social Innovation in 2025**

### **Business Process Innovation**

In 2025, the Company adopted automation technologies and digital systems to enhance its production processes and internal operations, with the objectives of improving efficiency, reducing errors, and strengthening business flexibility. The use of information systems and databases supported effective planning and decision-making, enabling the Company to respond to customer needs in a timely and appropriate manner.

These process improvements also contributed to reducing unnecessary resource consumption and minimizing waste generated from production activities, resulting in positive outcomes for both business performance and environmental sustainability.

### **Product and Social Innovation**

The Company focuses on developing products that address consumer health, safety, and quality of life by leveraging its expertise in nonwoven materials to deliver standardized products suitable for everyday use, such as medical face masks and consumer goods under the Company's brands.

The development of these products not only creates added business value but also reflects the Company's social responsibility through its emphasis on user safety, compliance with relevant standards, and the incorporation of feedback from stakeholders to continuously improve product quality.

### **Digital, Data, and People Innovation**

The Company applies a data-driven decision-making approach to support decision-making across production, sales, and organizational management, alongside the development of digital systems to enhance operational efficiency and elevate customer experience.

At the same time, the Company places strong emphasis on developing employee skills in line with technological advancements by promoting continuous learning and encouraging employee participation in innovation initiatives. These efforts help foster an adaptive organizational culture and support sustainable long-term growth.

## **Outcomes of Business and Social Innovation**

### **Economic Dimension**

Innovation enhances operational efficiency, strengthens competitiveness, and supports stable and sustainable business growth.

### **Social Dimension**

The development of products that prioritize health and safety, together with employee skill development, contributes to improving the quality of life of consumers and employees, while creating shared value for society.

### **Environmental Dimension**

The application of technology and innovation in operational processes improves resource efficiency, reduces waste, and supports environmentally responsible business practices.

## **Information Technology Security**

TPCS PCL. has policy to maintain information technology safety in order to ensure that the company's information technology systems can operate appropriately and effectively, with security in line with international standards and with the ability to operate continuously while preventing threats and providing rapid system recovery in addition to complying with relevant information technology laws and announcements and preventing problems that might arise as a result of inappropriate information technology system usage and various threats.

The company's board of directors has assigned the Management Department to specify the appropriate and effective criteria and practice guidelines for users and the business operations of the company.

The criteria and practice guidelines cover 21 categories as follows:

1. Accountability, Identification and Authentication
2. Assets Management
3. Corporate Management
4. Backup Policy
5. Software Licensing and Intellectual property
6. Malware Prevention
7. Network and Server Computer Security
8. Internet Security Policy
9. E-mail Policy
10. The Computer-Related Crime Act
11. Organization of information security
12. Human Resource Security
13. Supplier Relationships
14. Information Security incident Management
15. Information Security Aspects of Business Continuity Management

16. Compliance
17. Physical Security
18. Access Control
19. Cryptography
20. Operations Security
21. System acquisition development and maintenance

The company communicates, raises awareness, and promotes knowledge and understanding in employees within the organization about the information technology security policies, criteria, and practice guidelines through internal communications channels within the organization and orientation for new employees in order to prevent risk related to damage to the company's data, and data belonging to stakeholders connected to the company's business operation.

## **Information Technology Security**

The company gives high priority to protecting information technology security in parts that impact current business operations and strictly supervises and controls systems for preventing malware. In doing so, users' computers are required to be installed with antivirus software in addition to running virus scans on data, files, software, and other entities which they receive from other users before they use or save them every time. Furthermore, system administrators update antivirus and operating system software on a regular basis (update patches) in order to prevent potential damage.

In 2025, the cyber threat landscape changed significantly. While traditional virus and malware attacks declined, the Company experienced a marked increase in threats from spam emails and phishing attacks, which primarily targeted the theft of personal and business-related information.

To ensure business continuity and operational stability, the Information Technology Department proactively implemented the following risk-mitigation measures:

### **1. Response to Data Security Threats**

As cyber-attack patterns shifted from system disruption to identity-based attacks aimed at deceiving employees to gain unauthorized access to information, the Company implemented the following actions:

- Practical awareness training: Provided employees with guidance on identifying increasingly sophisticated phishing emails to reduce the risk of falling victim to such attacks.
- Enhanced screening systems: Strengthened email filtering criteria prior to entry into the Company's systems to reduce the volume of spam emails that could pose security risks.

## 2. Establishment of AI Governance Standards

The rapid adoption of artificial intelligence in 2025 presented both opportunities and risks. In response, the IT Department established internal guidelines to mitigate potential impacts on the Company's reputation and assets:

- **Prevention of data leakage:** Defined guidelines for the responsible use of AI, emphasizing caution when inputting sensitive internal information into external AI platforms lacking adequate security controls.
- **Output validation:** Raised employee awareness of the need to verify the accuracy and reliability of AI-generated information prior to actual use, in order to prevent operational errors.

## 3. Outcomes and Commitment

These initiatives were primarily aimed at risk containment and the creation of a secure working environment. Although cybercriminals continue to adopt more advanced technologies, the Company's systematic security framework and the cultivation of strong digital discipline among employees have enabled it to effectively safeguard critical information.



## Human Rights Society and Employee

- Employee Care
- Human Resources Development
- Occupational Health and Safety
- Non-violation of Human Rights
- Compliance with Social Laws
- Engagement in Community  
Development and Social Activities

## Employee Activities

### Employee Care

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.

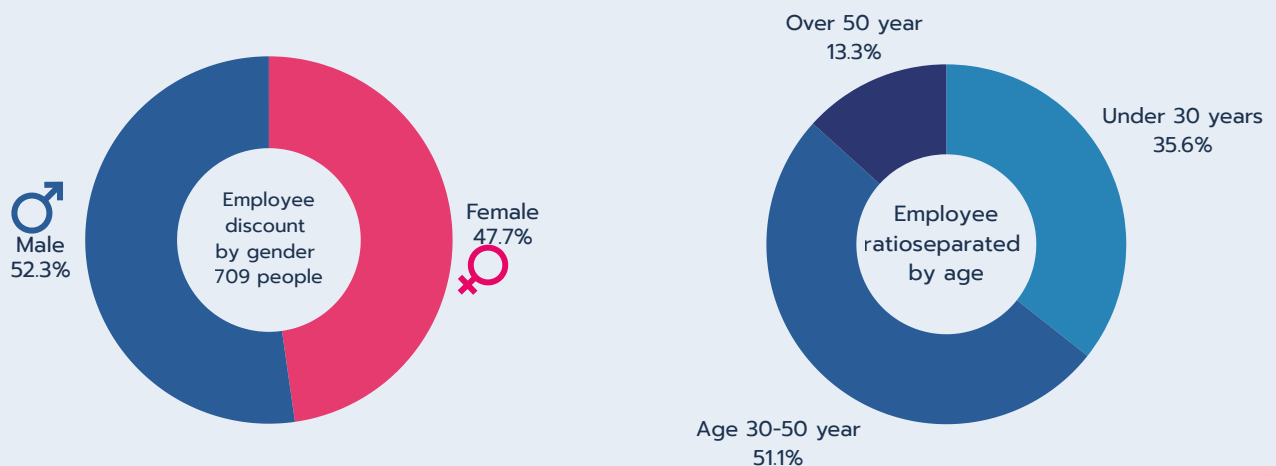
### Operational guidelines

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.

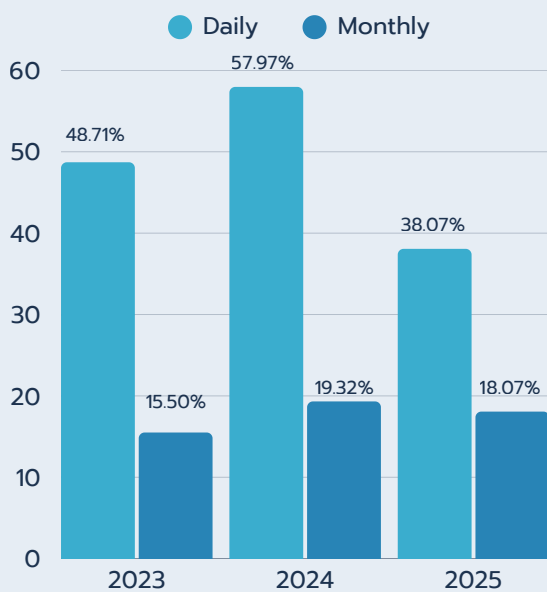
### Personnel



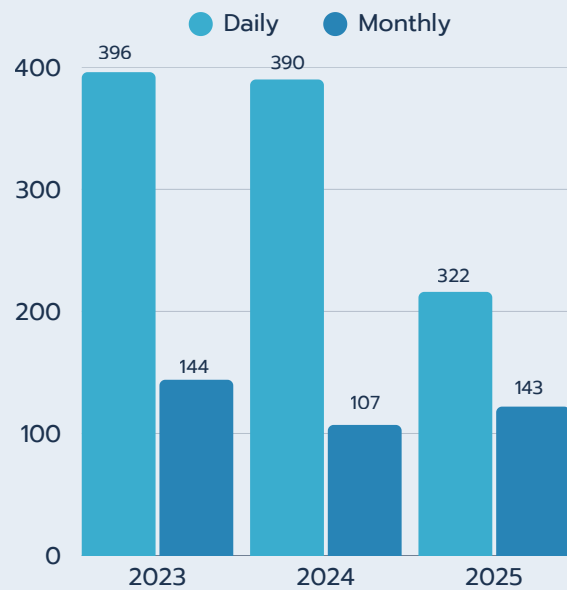
## Personnel

Number of employees on maternity leave		7 people
Number of employees with disabilities		7 people

### Turn Over Rate



### Number of new employees (persons)



## 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 employee's parents or spouse.
- Bereavement assistance in the event of an employee's death, provided to legal heirs or eligible beneficiaries.
- Travel-related expenses, including transportation, telephone, and accommodation costs for assignments outside the employee's 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.

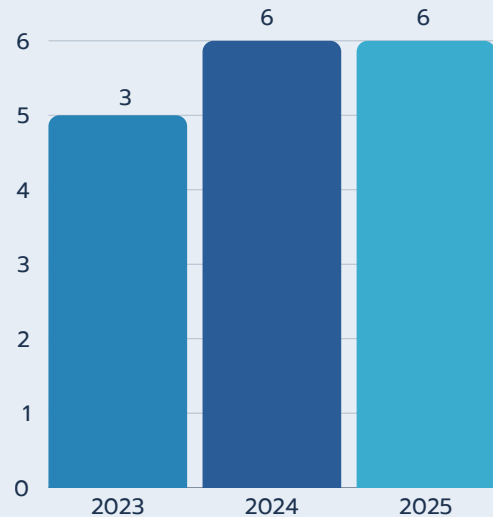
## Human Resources Development

### 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.

Average Training Hours from 2023 to 2025  
(hours/person/year)



Based on the aforementioned performance results, the Company has established its employee development targets for 2026 (B.E. 2569). The focus is on expanding equitable access to learning opportunities and skill development across the organization, while enhancing the quality of training programs to ensure alignment with the Company's business direction and sustainable development approach. Accordingly, the Company has set a target to increase the average training hours to 9 hours per employee per year in 2026.

### Employee Capacity Building on Sustainability (ESG Capability Building)

TPCS Public Company Limited places strong emphasis on the continuous development of employees' knowledge and skills in sustainability. The Company encourages employees to participate in training programs and successfully complete the foundational sustainability courses and assessments under the "ESG DNA" Program organized by the Stock Exchange of Thailand.

This initiative aims to strengthen employees' understanding of environmental, social, and governance (ESG) principles and enable them to effectively apply such knowledge in their operations, as well as in driving the organization toward sustainable growth over the long term.



## **Occupational Health and Safety**

### **Practice Guidelines for Activities and Management in Occupational Health and Safety in Line with the Company's Business Ethics**

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

The company is determined to create a safe work environment and provide employees with good work life quality through continuous development of the occupational health and safety system with priority to promoting work safety culture and behaviors and adoption of safety innovations and technologies in production processes through the following activities:

#### **Emergency Preparations**

The company organizes drills in preparation for emergencies such as annual firefighting and evacuation with increasingly realistic simulations every year to raise awareness among employees about safety and to ensure that they can properly deal with situations as they occur.

#### **Employee Safety Training**

The company greatly emphasizes and gives importance to providing safety training to employees with focus on work safety courses to ensure that employees adopt work safety practices and minimize work-related accidents for employees.

#### **Work Environment Analysis**

The Company regularly analyzes and inspects the working environment to identify potential sources and quantities of pollution arising from its operations. Environmental quality control measures are implemented to ensure occupational safety, while environmental monitoring is carried out in compliance with applicable legal standards.

## Safety Training and Development



## Social Activities

The company's social and community guidelines are based on the principles of business ethics without conflicting with human rights principles and without violating human rights and social laws and extend to participation in community development and social activities based on the organization's capabilities and budgets. The company recognizes the needs of communities for community support and participation. Furthermore, the company supports employees in devoting time to activities that benefit the public to encourage employees to be volunteer-minded and exhibit qualities indicative of a good organizational culture for society.

The social management and activities information shown in this report cover every business group of TPCS (Public) Company Limited.

The Company's social operations in the past, it has adhered to ethical business practices. non-violation of human rights Social Law Compliance and participation community development and social activities The Company attaches great importance to the non-violation of human rights and has adopted the United Nations Guiding Principles on Business and Human Rights based on the three pillars of protection of human rights, respect for human rights and healing come as a guideline for operations and set guidelines.

The Company has established an employment policy and human rights by the Company realizes the importance of respecting human rights and employment. By taking into account compliance with the law and relevant rules on respect for human rights This includes providing opportunities without discrimination to employees, the use of female and child labor, as well as the disabled and other disadvantaged people. Therefore, the employment and human rights policy has been established. In order for the relevant agencies to accept the following practices.

## Non-violation of Human Rights

TPCS Public Company Limited has formally disclosed its Human Rights Policy on the Company's website to demonstrate its commitment to conducting business with respect for the human rights of all stakeholder groups. The policy can be accessed at: <https://www.tpcsplc.com/sus/19>



The company is committed to treat personnel equally and equally without discrimination which recognized the importance of respecting human rights and labor practices to meet international standards and comply with the Labor Protection Act and Thai Labor Standards including the law Other regulations related human rights and labor practices. Because It was a code of conduct in doing business and there were Fair Labor Practices in Line with Human Rights Principles follows:

## **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 organization's operational efficiency.
- Support workers' right to engage in collective bargaining on an equal footing.

**3. Whistleblowing Comply** with the Company's 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.

In 2025, the company had no significant human rights complaints.  
: number of complaints = 0

In 2025, there were no cases of non-compliance with labor laws.  
; number of complaints = 0

## Compliance with Social Laws

The company adheres to and complies with social laws and regulations which form the foundation for business activities and permission for activities and are another important component in demonstrating the company's responsibility and acceptance by communities and society in the company's business activities. Relevant social laws and regulations include the following:

Business Governance	Employees	Taxes
<ul style="list-style-type: none"> <li>• Securities and Exchange Act.</li> <li>• Code of Best Practices of Directors of Listed Companies.</li> <li>• Corporate Governance Code for Listed Companies.</li> </ul>	<ul style="list-style-type: none"> <li>• Labor laws</li> <li>• Occupational health and safety laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Withholding tax and value-added tax. (VAT)</li> <li>• Signboard tax, property tax and local maintenance tax.</li> </ul>

## Consumer responsibility

### Through responsible marketing communication practices to consumers

#### 1. Marketing communication on the basis of respecting the law under the relevant regulations and taking into account the rights of consumers.

The Company's marketing communications policies are based on respect for the law. and is subject to relevant regulations by taking into account the rights of consumers as important, such as not posting exaggerated propaganda messages, not posting images or pornographic images or texts that are copyrighted by their respective owners Always get the consent of the copyright owner first. Including no communication channels related to gambling in all public relations channels Communicating with the highest interests of consumers.

## **2. Digital Marketing Communications**

Principles of marketing communication in digital channels Through various channels such as websites, social media, SMS and marketing through E-mail channels, the company takes into account the correct and appropriate presentation format. The text or picture is within the framework of the law. No exaggerated advertising, no deceiving consumers. to post images or pornographic images or texts that have the copyright of the owner Always have the consent of the copyright owner. and will not promote gambling of any kind Sharing the world or message must be trusted content. and has only received permission from the owner of the story first.

## **3. Product and product labeling**

Product and product labeling to demonstrate the necessary details responsibly According to the Notification of the Consumer Protection Board Re: Labels, Re: Characteristics of Labels for Products that Control Labels, B.E. 2541 (1998) are as follows:

- Product and product labeling will be attached or closed on the product or packaging containers let consumers see and read clearly Shows all the detailed information of the product.
- Product and product labeling Adhere to the principles of accuracy and in accordance with the rules or guidelines. of the Product Label Regulations of the Consumer Protection Board, taking into account the Product and product labeling, product and product labeling with adherence and compliance with the rules and regulations of the Consumer Protection Office on labels under the Consumer Protection Act B.E. 2522 as amended by the Consumer Protection Act (No. 2) B.E. 2541

## **4. Proper marketing communication to children or youth under 12 years old**

To promote health Content and images used in communication are appropriate for children and youth, no profanity, no pornographic images, including gambling and drug media, based on content and information, illustrations that are easy to understand and suitable for learning. know Marketing communications are appropriate for children or youth under the age of 12.

## **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.

## **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 2025, 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 Company's support for frontline soldiers and individuals affected by the unrest along the Thai-Cambodian 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 Thai-Cambodian 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.

## ENVIRONMENT

- Carbon footprint Management
- Energy Management
- Water Management
- Production Scrap and Waste Management
- Compliance to Environmental Laws

## **Environmental Activities**

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

In its environmental operations, the Company places great importance on climate change and closely monitors related risks, recognizing that rapid environmental changes may impact business operations, society, and the environment. The Company manages its environmental performance in compliance with applicable laws and regulations, while striving to prevent environmental impacts through the adoption of advanced production technologies and initiatives to reduce greenhouse gas emissions.

In addition, the Company has set a target to achieve net zero greenhouse gas emissions by 2050. The Company's greenhouse gas emissions performance is presented as follows.

GHG emissions	Overall operation			
	Unit	2023	2024	2025
Direct greenhouse gas emissions : Scope1	Ton CO2e	97.07	104.45	183.03
indirect greenhouse gas emissions through the use of electricity : Scope2	Ton CO2e	3,993.33	3,225.08	3,802.10
Other indirect greenhouse gas emissions : Scope3	Ton CO2e	115.82	176.05	194.31

Release information Greenhouse gases have not been reviewed. The company is determined to continue to receive the verification from the auditors who have been registered by the TGO.

### Notes: (Greenhouse Gas Emissions Data)

1. In 2025, the Company reviewed and revised the reporting of other indirect greenhouse gas emissions (Scope 3) – employee commuting for 2023, 2024, and 2025 to align with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. As a result, the data for 2023 and 2024 differ from those previously reported.
2. The reporting boundary for Scope 1 and Scope 2 greenhouse gas emissions in 2025 covers the Bangkok Head Office and the Sriracha factory building, while the reporting boundary for 2023 and 2024 covered only the Sriracha factory building.

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

Start date of the power purchase agreement (COD) : 1 Mar, 2023 and 15 Dec,2023

List	Unit	2023	2024	2025
Installation power	Ton CO2e	1,835	1,835	1,835
Amount of solar energy consumption from the start of trading until now (COD - 31 DEC, 2024)	MWhr	1,045	2,955	4,949
Environmental returns Reduce Carbon Dioxide (CO2) emissions	Ton CO2e	627	1,780	2,777
or equivalent	Ton			
• Burning coal (Anthracite)		202	2,955	3,448
• Using diesel fuel	Litre	231,536	654,723	1,026,745
• Burning natural gas (Natural gas)	Ton	289	827	289

## 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.

## Electricity consumption

Electricity Consumption	Units	2023	2024	2025
Total Electricity Consumption	kWh	6,860,218.00	7,710,189.10	8,562,885.80
• Purchased Electricity	kWh	5,672,512.00	5,540,416.00	6,568,443.90
• Electricity Purchased or Generated from Renewable Energy Sources	kWh	1,187,706.00	2,169,773.10	1,994,441.90

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.

The Company has established and updated its long-term targets to improve electricity consumption efficiency in support of sustainable business operations, as follows:

### Long-term target for reducing electricity consumption

Target	Base Year	Target Year
Reduction of purchased electricity	2023	2030 : Reduced by 3%

## 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.

### Water Management Performance in 2025

Water Resource Consumption	The Amount of Water Resource Consumption			Water resource use target 2024	Performance in 2024
	2023	2024	2025		
Total water consumption	38,844.00 C.U.M	49,719.30 C.U.M	49,200.00 C.U.M	Total water consumption shall not exceed the 2024 baseline.	Target achieved
Total wastewater discharge	25,783.00 C.U.M	27,828.00 C.U.M	27,151.37 C.U.M	Wastewater discharge shall not exceed the 2024 baseline.	Target achieved
Net water consumption	13,061.00 C.U.M	21,891.30 C.U.M	22,048.63 C.U.M		

The Company has established and updated a long-term target to improve water use efficiency in support of sustainable business operations.

#### Long-term target to reduce water consumption

Target	Base Year	Target Year
Reduction of water withdrawal	2023 : (Water withdrawal 38,844 Cubic meters)	2030 : Reduced by 3%

## 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.

#### Annual waste generation and waste management in accordance with the 3R (Reduce, Reuse, Recycle) principles.

Total Quantity of Hazardous Waste Transported (tons/year)		
2023	2024	2025
58.89	73.72	45.74

Waste Type	Waste Produced from Business Activities	Management
Solid Waste	Paper scraps, food scraps, food containers, plastic cups	Reuse (paper), sort, dispose.
Non-Hazardous Factory Waste	Paper scraps, fabric scraps (fibers), plastic, paper cores	Reuse, reduce, recycle, sort, dispose.
Hazardous Factory Waste	Lightbulbs, contaminated materials, old chemicals, glue residues	Dispose in line with legal stipulations.

The company collects data on the amount of waste generated from business operations in both the Bangkok and Sriracha areas for analysis and setting goals to reduce the amount of waste by comparing data on the amount of waste in 2023-2025, the overall amount of waste in 2025 that is an increase from 2024, equivalent to 14.18%.

Waste Categories	Amount (kg.)			Percentage (%)			Cumulative Percentage (%)		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Adhesive Sludge from Treatment Pond	33,810	35,960	<b>49,380</b>	17.28	20.91	<b>27.03</b>	17.28	20.91	<b>27.03</b>
Hazardous Waste	58,890	73,720	<b>45,740</b>	30.11	42.86	<b>25.04</b>	47.39	63.76	<b>52.07</b>
Solid Waste	63,128	40,895	<b>37,040</b>	32.27	23.77	<b>29.66</b>	79.66	87.54	<b>93.74</b>
Scrap Fabrics and Fibers	25,370	13,653	<b>10,071</b>	12.97	7.94	<b>5.51</b>	92.63	95.48	<b>97.25</b>
Plastic Bags	5,651	4,590	<b>3,500</b>	2.89	2.67	<b>1.92</b>	95.52	98.14	<b>99.16</b>
Scrap Paper	8,763	3,193	<b>1,530</b>	4.48	1.86	<b>0.84</b>	100	100	<b>100</b>
	195,612	172,011	<b>147,621</b>	100	100	<b>100</b>			
<b>Total Waste Increased 14.18%</b>									

## Performance in Trash and Waste Management from Business Activities in 2025

Waste Categories	Indicators	Amount of garbage (kg)			Waste reduction target for 2025	Amount of garbage in 2025
		2023	2024	2025		
General solid waste	Employee waste generation	63,128	40,895	37,040	not exceed the 2024 level	decreased by 9.43%
Rags and fibers	Waste generated from the production process	25,370	13,653	10,071	not exceed the 2024 level	decreased by 26.24%

Based on the waste reduction target set for 2025, the Company aimed to reduce the amount of fabric and fiber waste. The Company successfully achieved this target, as the volume of fabric and fiber waste decreased by 26.24%. This reduction resulted from initiatives to improve production process efficiency, minimize waste generation, and implement fiber recycling practices. These practices not only reduce waste but also enable the Company to recover value from reusable materials. In addition, the volume of municipal solid waste decreased by 9.43%. This reduction was driven by employee awareness campaigns on waste reduction, as well as improvements in waste segregation at the source, resulting in more effective waste management.

The Company has established and updated its long-term targets to reduce waste in support of sustainable business operations, as follows:

### Long-term target to reduce waste and waste generation

Target	Base Year	Target Year
Reduction of waste generation Waste Type: non-hazardous waste and hazardous waste	2024: non-hazardous waste and hazardous waste 131,120 Kilograms	2030: Reduced by 3%

## Compliance to Environmental Laws

The company recognizes the importance of the environmental aspects of its business activities in terms of compliance with environmental laws, which is a basic requirement of every company in order to prevent potential business impacts in which the company might suffer from harm to its reputation or incur expenses due to failure to comply with the law, or the company's business might be suspended altogether for failure to comply with related laws.

Environmental Management in Line with Legal Requirements	Performance
Annual chimney stack air quality testing as prescribed by law.	Values are 100% within legal specifications
Annual work environment quality testing for lighting, noise, heat and air quality in the workplace in line with legal specifications	Values are 100% within legal specifications
Monthly wastewater quality testing meeting the specifications of Sahapat Group Industrial Park	Values are 100% within the specifications of Sahapat Group Industrial Park
Energy conservation activities as prescribed by energy conservation laws under the Energy Conservation Promotion Act, A.D. 1992 (and the revision in A.D. 2007), for designated factories and designated buildings.	Activities and reports are delivered according to schedule





## ADDITIONAL INFORMATION

- Awards and Achievements
- Performance
- GRI Content Index



## Awards and Achievements

### Corporate Governance Report of Thai Listed Companies

Year	Assessment Result	CG Level (Full Mark 5 Medals)	Average Score of TPCS	Average Score of All Listed Companies
2025	Very Good		88%	83%
2024	Very Good		87%	84%
2023	Excellent		92%	81%
2022	Very Good		87%	85%

### Private Sector Collective Action Against Corruption (CAC)



The Company successfully obtained its third membership renewal on 30 September 2025.

### Green Industry



Factory Divisions 2 and 5 have received Green Industry Level 3 certification from the Ministry of Industry, recognizing their commitment to environmentally friendly industrial practices.

### SET ESG Ratings



### CSR-DIW Continuous award

The Company has successfully undergone the assessment and verification process in accordance with the criteria of the CSR-DIW Continuous Program for 2025, organized by the Department of Industrial Works Thailand. The program aims to promote responsible industrial business operations toward society and stakeholders.

The Company has been recognized as an organization that meets the CSR-DIW Continuous criteria, reflecting its commitment to sustainable business development while contributing to society, local communities, and environmental stewardship.

## Performance results

### Economy

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 201-3	<b>Economic value creation (financial statement as at 31st December)</b>				
	<b>Ordinary share information</b>				
	Book Par value per share	baht	1	1	1
	Value per share	baht	24.55	24.25	25.48
	Earnings per share	baht	0.77	(0.05)	0.84
	<b>Results of operation</b>				
	Total revenues from operation	million baht	1,437.12	1,233.37	1,325.25
	Total income	million baht	1,494.24	1,286.95	1,417.03
	Net profit owners of the parent company	million baht	83.04	(5.52)	90.60
	Compensation of employees	million baht	274.73	273.01	285.06
	<b>Financial statement information</b>				
	Current Assets	million baht	1,309.48	1,307.71	1,350.69
	Total Assets	million baht	2,947.14	2,904.50	3,004.95
	Current Liabilities	million baht	161.45	136.10	116.92
	Total Liabilities	million baht	267.23	256.02	253.49

## Performance results

### Economy

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 201-3	Issued and Paid-up Capital	million baht	108.00	108.00	108.00
	Equity attributable to parent company	million baht	2,651.65	2,618.74	2,735.33
	<b>Financial Ratios</b>				
	Return on equity Ratio	%	3.09	(0.21)	3.38
	Return on fixed Assets	%	18.92	(0.31)	21.02
	Return on Assets	%	3.27	(0.19)	3.07
	Gross profit (Updated based on the FY2025 budget)	%	*25.14	*19.72	25.28
	Ratio of current assets to current liabilities	%	8.11	9.61	11.55
	Ratio of liabilities	times	6.14	7.66	9.68
	The ratio of liabilities to equity	times	0.10	0.10	0.09
GRI 201-4	<b>Taxes and Tax Incentives</b>				
	Taxes Paid to Government	million baht	21.23	-	-
	Corporate tax rate	%	20	20	20

## Performance results

### Economy

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 201-4	Corporate tax–exempted business(BOI) tax rate	%	20	20	20
	Tax benefits and more. Received by the government And local authorities from the promotion and development.	million baht	9.94	(0.17)	5.38
GRI 205-3	<b>Business Ethics</b>				
	Number of Complaints for Business Ethics Violations Filed in the Company's Complaint System	times	0	0	0
	Actual Business Ethics Violations Found Subsequent to Investigation	times	0	0	0
GRI 102-43 GRI 102-44	Client Satisfaction Survey Results	%	82.45	82.87	90.65
GRI 204-1	Percentage of local suppliers (Supplier/Service/Outsource) radius 5 kilometers or within the province	%	19.08	19.08	25.00

## Performance results

### Society

GRI	Performance Information	Units	Year			
			2023	2024	2025	
GRI 102-8	Total Employees	persons	774	709	662	
	Regular Employees	persons	774	709	662	
	• Monthly	persons	396	361	378	
	• Daily	persons	378	348	284	
	Temporary Employees	persons	0	0	0	
	<b>Total Employees by Gender</b>					
	Males	persons	362	334	316	
	Females	persons	412	375	346	
	<b>Total Employees by Workplace</b>					
	Bangkok	persons	122	125	140	
	Sriracha	persons	652	584	522	
	<b>Total Employees by Age Group</b>					
	Under 30 Years	คน	310	289	236	
	30-50 Years	คน	392	348	338	
	Over 50 Years	คน	72	72	88	

## Performance results

### Society

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 102-8	<b>Total Employees by Level</b>				
	Operational Level	persons	612	680	617
	Supervisory and Professional Level	persons	47	49	44
	Management Level	persons	59	61	48
	Employees with disabilities	persons	6	8	6
GRI 401-1	Total New Employees	persons	<b>540</b>	<b>497</b>	<b>338</b>
	• Monthly	persons	144	107	122
	• Daily	persons	396	390	216
	Total Employee Resignations	persons	<b>497</b>	<b>548</b>	<b>373</b>
	• Monthly	persons	120	137	121
	• Daily	persons	377	411	252
	Under 30 Years	persons	324	383	264
	30-50 Years	persons	157	152	95
	Over 50 Years	persons	16	13	14

## Performance results

### Society

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 401-1	<b>Percent of Retiring Employees</b>				
	In 5 Years (50-55 Years Old)	%	12.66	11.57	13.90
	In 10 Years (45-55 Years Old)	%	26.49	26.80	27.04
	<b>Turn Over Rate</b>				
	Turn Over Rate	%	65.19	76.65	56.34
	• Monthly-paid employees	%	16.48	18.68	18.27
	• Daily-paid employees	%	48.71	57.97	38.07
GRI 401-3	<b>Maternity Leave Rate</b>				
	Number of Employees Who Took Maternity Leaves	RU	2	8	7
	Number of Employees Who Return to Work after Maternity Leaves	RU	2	5	6
	Rate of Return to Work after Maternity Leaves	%	100	62.50	85.72
	Rate of Resignations for Child-Rearing	%	0	37.50	14.28
GRI 403-8 GRI 403-4	Number of Employees in the Safety Committee	persons	31	24	26
	Employer Representatives and Safety Officers	persons	18	14	15
	Employee Representatives	persons	13	10	11

## Performance results

### Society

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 403-9	Injury Rate (IR)	times/200,000 work hours	0.64	0.89	2
	Rate of Work-Related Diseases (ORD)	cases/200,000 work hours	0	0	0
	Rate of Accidents Requiring Suspension of Work Activities (LDR)	days/200,000 work hours	14.75	8.99	11.76
GRI 403-9	Rate of Leaves Due to Work-Related Illnesses (AR)	cases/200,000 work hours	0	0	0
	Number of Work Related Deaths	cases	0	0	0
	Work injury rate (IR) of contractors	cases/200,000 work hours	0	0	0
	Number of deaths from work of the contractor	cases	0	0	0
GRI 404-1	Mean Number of Training Hours per Year	hours per person per year	5	6	6
GRI 404-3	Percent of Employees Evaluated for Performance and Career Growth Planning	%	-	-	-

## Performance results

### Society

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 405-1 GRI 405-2	<b>Female-Male Ratio of Remunerations</b>				
	Operational Level		1:1	1:1	1:1
	Supervisory and Professional Level		1:1	1:1	1:1
	Management Level		1:1	1:1	1:1
GRI 414-1	Percent of Deliverers, Contractors and Significant Business Partners Screened for Human Rights Issues	%	-	-	-
GRI 412-1	Percent of Work Processes Evaluated for Human Rights Impacts	%	-	-	-
GRI 205-2	Percent of Employees Trained on Anti-Corruption Policies and Practice Guidelines in the Organization	%	100.00	100.00	100.00
GRI 103-2	Number of Written Complaints about Social Impacts and Official Corrective Actions	times	0	0	0

## Performance results

### Environment

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 301-1	Main Raw Materials (Overall data) 1. Fiber**	kg	2,005,351.00	1,999,310.51	1,940,765.79
	2. Binder*	kg	875,312.00	*390,001.07	447,696.48
	3. PU-Foam	yd	47,415.00	47,415.58	34,161.39
	4. Spunlace/ Spunbond	M	3,666,899.00	3,042,277.86	3,063,420.00
	5. Belt	m	704,617.00	425,447.00	471,758.74
	6. Chemicals	kg	221,844.00	232,328.21	218,230.00
	7. Tricot (Fabric)	M	79,138.00	78,679.00	In 2025, production process improvements were implemented; therefore, complete data will be available in 2026.
	8. Cotton (Fabric)	M	18,040.00	19,511.38	
	9. Polyester	M	126,369.00	134,268.00	
GRI 302-1	<b>Amount of Fossil Fuels Used</b>				
	1. Diesel Fuel* (Burning in Place)	Lite	664.00	165.00	206
	2. Diesel Fuel* (Involving Movements)	Lite	33,298.00	32,923.23	40,248.52

#### Notes

GRI 301-1 : \*\* Fiber raw material consumption represents aggregated data from Factory Divisions 2 and 5.

\* Binder raw material consumption data for 2024 has been updated.

GRI 302-1 : \* Data for 2025 is consolidated from two operational areas (Bangkok and Sriracha), resulting in higher figures than the previous year.

## Performance results

### Environment

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 302-1	3. LPG (Burning in Place)	kg	-	-	-
	4. LPG (Involving Movements)	kg	1,275	780	668
	5. Natural Gas	scf	-	-	-
	6. Fuel Oil	Lite	700	4,500	18,300
	Electricity Consumption	kWh	6,860,218.00	7,710,189.10	8,562,885.80
	1. Use of Electricity Sourced Externally	kWh	5,672,512.00	5,540,416.00	6,568,443.90
	2. Use of Electricity Source from Solar Cells	kWh	1,187,706.00	2,169,773.10	1,994,441.90
GRI 303-3 (2018)	The amount of water used is classified by	m <sup>3</sup>	38,844.00	49,719.30	49,150.00
	1. Natural surface water	m <sup>3</sup>	14,667.00	13,567.00	13,550.00
	2. Groundwater	m <sup>3</sup>	-	-	-
	3. Water source	m <sup>3</sup>	24,177.00	36,152.30	35,650.00
GRI 303-4 (2018)	Total amount of wastewater released outside the organization	m <sup>3</sup>	25,783.00	27,828.00	27,151.37
	1. Surface water	m <sup>3</sup>	-	-	-
	2. Groundwater	m <sup>3</sup>	-	-	-

## Performance results

### Environment

GRI	Performance Information	Units	Year		
			2023	2024	2025
<b>GRI 303-4 (2018)</b>	3. Sea water	m <sup>3</sup>	-	-	-
	4. Other organizations	m <sup>3</sup>	25,783.00	27,828.00	27,151.37
	Wastewater volume with total dissolved solids < 1,000 mg/l (Fresh water < 1,000 mg/l)	m <sup>3</sup>	9,008.00	6,729.41	6,388.00
	Wastewater volume with total dissolved solids >1,000 mg/l (Other water > 1,000 mg/l)	m <sup>3</sup>	16,775.00	18,347.04	20,765.00
<b>GRI 305-1</b>	Direct Greenhouse Gas Emissions: Scope 1 (ton CO <sub>2</sub> e)*	ton CO <sub>2</sub> e	1.80	0.45	0.56
	1. Diesel Fuel (Burning in Place) x 2.708/1,000	ton CO <sub>2</sub> e	91.40	90.36	81.62
	2. Diesel Fuel (Involving Movements) x 2.7446/1,000	ton CO <sub>2</sub> e	-	-	-
	3. LPG (Burning in Place) x 3.1133 /1,000	ton CO <sub>2</sub> e	2.14	2.49	1.12
	4. LPG (Involving Movements) x 3.1899/ 1,000	ton CO <sub>2</sub> e	-	-	-
	5. Natural Gas x 0.0573 / 1,000	ton CO <sub>2</sub> e	1.80	0.45	0.56

## Performance results

### Environment

GRI	Performance Information	Units	Year		
			2023	2024	2025
<b>GRI 305-1</b>	6. Fuel Oil x 2.4777 /1,000	ton CO <sub>2</sub> e	1.73	11.15	45.38
<b>GRI 305-2</b>	Indirect Greenhouse Gas Emissions through Electricity Consumption: Scope 2* Calculated by Use of Electricity Sourced Externally x 0.5821 / 1,000	ton CO <sub>2</sub> e	3,993.33	3,225.08	3,802.10
<b>GRI 305-3</b>	Other Indirect Greenhouse Gas Emissions (ton CO <sub>2</sub> e): Scope 3 Such as Raw Material Consumption, Purchase of Water for Employee Travel, etc.	ton CO <sub>2</sub> e	115.82	176.05	194.31
<b>GRI 305-6</b>	<b>Ozone-Destroying Emissions (ton CFC-11e)</b>				
	1. Use of HCFC22	ton	0	0	0
	2. Amount of Ozone Destruction	ton CFC-11e	0	0	0
<b>GRI 305-7</b>	1. NO <sub>x</sub> Emissions	ton	0.05	0.05	1.36
	2. SO <sub>x</sub> Emissions	ton	4.08	1.73	22.76
<b>GRI 306-3 (2020)</b>	Amount of Wastes	ton	132.10	131.12	100.09
	1. Hazardous Waste	ton	58.89	73.72	45.74
	2. Non-Hazardous Waste	ton	73.21	57.40	54.35

## Performance results

### Environment

GRI	Performance Information	Units	Year		
			2023	2024	2025
GRI 306-4 (2020)	Hazardous waste management 1. Recycle	ton	-	-	-
	2. Storage in the work area	ton	-	-	4.50
	3. Burn / landfill	ton	24.17	29.49	12.60
	4. Elimination by other methods	ton	34.79	44.23	28.64
	Non-Hazardous waste management 1. Recycle	ton	-	-	3.24
	2. Storage in the work area	ton	-	-	4.50
	3. Burn / landfill	ton	33.81	22.96	38.78
	4. Elimination by other methods	ton	47.06	34.44	7.83
GRI 306-3	Number of Significant Chemical/Foil/Wastewater/Waste Spills (That Cause Environmental, Community and Natural Resource Impacts)	times	0	0	0
GRI 308-1	Percentage of New Suppliers/Vendors Screened by Environmental Criteria	%	-	-	-
GRI 308-2	Percentage of Suppliers/Vendors That Pass Green Industry Criteria on Level 2 or Equivalent	%	-	-	-

- Economic and social performances are reported at the corporate level.
- Environmental performance includes reports for only Factory 2 and Factory 5
- In the case of specifying ( - ) it means that the company has taken action but has no information on the results or not in use it
- The number 0 (zero) means that the company's activities and performance produced 0 (zero)

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