



# ESG Performance Report for Listed Companies in 2025

**PETCHSRIVICHAJ ENTERPRISE PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : PETCHSRIVICHAI ENTERPRISE PUBLIC COMPANY LIMITED      Symbol : PCE

Market : SET      Industry Group : Agro & Food Industry      Sector : Agribusiness

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

The Group recognizes the importance of the environment and considers it a part of its business operations along with responsibility for the environmental impacts that may arise from its operations both inside and outside its operations. The Company will also apply innovation and technology to manage resources, waste or pollution to achieve maximum efficiency, and adhere to the principles of Circular Economy for Sustainable Growth and lead the organization into a low-carbon society by balancing ESG: Environmental, Social, and Governance & Economic, as well as elevating sustainability goals to the organization to jointly solve problems and mitigate the effects of climate change, and to achieve the goal of reducing greenhouse gas emissions in line with government policies. COP 28: Thailand will become carbon neutral by 2050 and net zero greenhouse gas emissions by 2065, as well as reduce negative environmental impacts continuously and sustainably. Therefore, the Company has established management guidelines and guidelines for the Group to comply with the policy. as follows

1. Committed to complying with environmental laws and other related environmental regulations by adhering to the standard for controlling pollution generated from operations.
2. Committed to protecting the pollution problem that occurs. In terms of eliminating waste and other pollutants from the production and service processes to minimize the impact on the environment.
3. Promote the use of natural resources and energy in the most beneficial and efficient way.
4. Promote awareness of environmental quality and disseminate it to employees, the public, and stakeholders to contribute to the sustainability of the environmental management system.
5. Committed to improvement, review, objectives and goals. Continuous operation of the environmental management system

The Company has formulated a strategic plan and business operations that are in line with the changing trend of the world. (Global Megatrends) with a focus on Enhancing competitiveness and expanding business to the international level for sustainable growth under a balance in all dimensions covering environmental, social, and business operations with good governance (ESG) principles, including operations in line with the United Nations Sustainable Development Goals (SDGs).

In addition, the Company is ready to operate its business in the midst of challenges. Volatility and change are ready to create sustainable growth in the future, in line with balance with society and the environment, along with operating under ethical principles. Good corporate governance to achieve the Sustainable Development Goals (SDGs). Leadership in the oil palm business at the international level to improve the quality of life for those who have As well as reducing negative impacts on the environment continuously and sustainably.

According to the Decarbonization Roadmap set out to jointly solve problems and mitigate the effects of climate change and to achieve the goal of reducing greenhouse gases to net zero by 2050 through 3 approaches:

1. Driving business based on social and environmental responsibility Adhere to the principle of Circular Economy for Sustainable Growth
2. Decarbonization by balancing ESG: Environmental, Social, and Governance & Economy, while elevating the sustainability goal to become a Net Zero organization
3. Carbon Sink

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

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

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

Changes in environmental policies, guidelines, and/or goals : Greenhouse gas and climate change management

### Elevating Strategic Climate Objectives

Petchsrivichai Enterprise Public Company Limited (PCE) recognizes the urgency of the global climate crisis as a systemic risk impacting the entire business value chain. Consequently, we are committed to spearheading our transition toward a **"Low-Carbon Society"** by intensifying our strategic roadmap in alignment with global climate mandates and national policies.

To demonstrate our resolute commitment, the Company has adopted the **Stock Exchange of Thailand's "Climate Action Plan JUMP+"** as our operational framework. Our primary objective is to achieve **Net Zero Emissions (Scope 1 and Scope 2) by 2050**. Furthermore, we have established a short-term interim target to reduce greenhouse gas (GHG) emissions by **42% by 2035**. This will be accomplished through enhanced energy efficiency, the transition to renewable energy, and investment in green innovations all aimed at creating long-term value for our stakeholders.

"We are not merely pursuing regulatory compliance; we are fundamentally evolving our business model to ensure long-term sustainability and competitiveness within a modern economy where carbon carries both a price and inherent constraints."

### Strategic Realignment Toward Accelerated Net Zero Emissions

To align with Thailand's **Nationally Determined Contributions (NDC 3.0)** and the government's accelerated climate policies which have moved the national Net Zero target forward by 15 years, PCE has proactively updated our strategic timeline as follows:

- **Carbon Neutrality:** Target achievement by **2035**.
- **Net Zero Emissions (Scope 1 & 2):** Target achievement by **2050**.
- **Short-Term Interim Goal (2035):** A definitive reduction of **42%** in GHG emissions to ensure measurable and transparent progress.

### Roadmap Toward SBTi Validation (Target Year: 2027)

Petchsrivichai Enterprise Public Company Limited (PCE) is committed to elevating its corporate standards to an international level by announcing an accelerated Net Zero target for 2050 **15 years ahead of the previous schedule**. The Company has instituted an aggressive roadmap to secure validation from the **Science Based Targets initiative (SBTi) by 2027**. This ensures that our decarbonization strategies are rigorously aligned with the Paris Agreement's goal of limiting global warming to **1.5C**. Our strategy focuses on maintaining a **Compound Annual Reduction Rate (CARR) of 4.64%** through:

1. **Scope 1 Optimization:** Enhancing energy efficiency across all production processes.
2. **Scope 2 Transition:** Intensely shifting toward clean and renewable energy sources.

Through comprehensive **Gap Analysis** and robust execution, we aim to achieve our absolute emission reduction target of 42% by 2035, thereby bolstering stakeholder confidence through verifiable sustainability practices that meet global benchmarks.

### **Institutionalizing Measurable Environmental Impact**

PCE prioritizes the concrete measurement of environmental impact. In 2024, the Company and its subsidiaries including **New Biodiesel Co., Ltd. (Surat Thani Plant)** successfully obtained the **Carbon Footprint for Organization (CFO)** certification from the **Thailand Greenhouse Gas Management Organization (Public Organization) or TGO**.

This certification serves as the critical foundation for our GHG inventory, encompassing:

- **Scope 1:** Direct emissions from stationary combustion (machinery) and mobile combustion (fleet).
- **Scope 2:** Indirect emissions from purchased electricity.

This data-driven foundation will be leveraged to refine our decarbonization strategies under the **SBTi framework by 2027**, focusing on production optimization and clean energy integration to ensure a sustainable path toward **Net Zero by 2050**.

### **Information on compliance with environmental management principles and standards**

#### **Compliance with environmental management principles and standards**

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

#### **Compliance with energy management principles and standards**

Energy management principles and standards : ISO 50001 Energy management

#### **Compliance with water management principles and standards**

Water management principles and standards : 3Rs or 5Rs

#### **Compliance with waste management principles and standards**

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

#### **Compliance with greenhouse gas or climate change management principles and standards**

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, ISO 14064 - Greenhouse gases

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

#### Environmental Measures and Strategic Guidelines

##### 1. Renewable Energy Adoption

**1.1 Biogas and Gasification Initiatives:** Leveraging wastewater treatment systems to produce biogas and utilizing gasification processes as a substitute for biomass combustion. These initiatives significantly reduce reliance on fossil fuels, fuel oil, and natural gas.

**1.2 Renewable Electricity Generation:** Transitioning to clean energy sources, specifically through the implementation of solar power generation systems.

##### 2. Clean and Eco-Friendly Technology Integration

**2.1 Enzymatic Catalysis:** Utilizing specialized enzymes as catalysts to enhance efficiency in commercial-grade methanol production.

**2.2 Boiler Efficiency and Heat Recovery:** Optimizing boiler systems and implementing Advanced Heat Recovery Systems to maximize thermal efficiency and minimize energy waste.

**2.3 Electric Vehicle (EV) Integration:** Transitioning the corporate fleet and logistics to Electric Vehicles to minimize carbon emissions.

##### 3. Industrial Energy Efficiency Optimization

**3.1 High-Efficiency Equipment:** Deploying high-performance machinery and advanced technology to optimize fuel consumption. This strategic investment serves a dual purpose: achieving cost-effectiveness and substantially reducing Greenhouse Gas (GHG) emissions.

##### 4. Comprehensive Waste Management

**4.1 By-product Valorization:** Transforming by-products from crude palm oil extraction, refining, and biodiesel productionsuch as wastewater sludge and Empty Fruit Bunches (EFB)into high-quality organic soil conditioners for commercial distribution to the agricultural sector.

**4.2 Internal Waste Segregation:** Implementing rigorous waste sorting protocols within the organization to ensure systematic management.

**4.3 Waste Reduction Initiatives:** Executing strategies focused on waste minimization at the source, increasing recycling rates, and promoting the effective repurposing of materials.

**4.4 Community Waste Model:** Collaborating with local communities on the "Community Waste Model" project, applying Circular Economy principles to ensure sustainable and standardized waste management.

##### 5. Emission and Waste Discharge Mitigation

**5.1 Effluent Quality Improvement:** Enhancing the efficiency of wastewater treatment processes to ensure discharged water exceeds environmental safety standards.

**5.2 Sustainable Product Design:** Prioritizing eco-friendly product development with a focus on recyclability and establishing an end-to-end plastic management system (Circularity & Recycling).

**5.3 Waste-to-Value Upgrading:** Investing in the Research and Development of by-products and process waste to create high-value materials, such as the production of **Activated Carbon** from palm shells.

## Information on incidents related to legal violations or negative environmental impacts

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

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

Remark: <sup>(1)</sup> *The Company remains steadfast in its commitment to environmental stewardship through rigorous internal audits and compliance monitoring. We hereby confirm that throughout the reporting period, PCE has maintained a blemish-free record regarding environmental litigation and regulatory sanctions. No operations were identified as having significant actual or potential negative impacts on local ecosystems or biodiversity.*

## Energy management

### Disclosure boundary in energy management in the past years

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

##### 1. The use of renewable energy

1.1 Produce biogas from wastewater treatment systems and gasification processes to replace combustion from biomass energy, reducing the use of fossil fuels, oil, and natural gas.

1.2 From using renewable energy (Renewable Electricity) such as generating electricity from solar energy

##### 2. The use of clean and environmentally friendly technology (Clean Technology)

2.1 The use of enzymes as catalysts to enhance efficiency in the commercial methanol production process

2.2 Enhance the efficiency of the boiler system and the heat recovery system to maximize benefits.

2.3 Use of Electric Vehicles (EV)

##### 3. Improving energy production efficiency / energy use in the industry

3.1 The use of high-efficiency machinery or equipment to help save energy and reduce fuel consumption rates, in order to save costs and reduce greenhouse gas emissions.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024 : purchased electricity for consumption 21,646,149.72 Kilowatt-Hours	2025 : Reduced by 5% or 1,082,307.48 Kilowatt-Hours

### Information on performance and outcomes of energy management

## Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

### 1. Energy Awareness & Efficiency Initiative: "Power Conquest" Project

The **"Power Conquest" Project** is a proactive initiative designed to enhance energy efficiency within the organization and among employees' households. The primary objective is to cultivate an energy-conservation mindset, reduce electricity expenditures, and foster collective participation in mitigating global warming through tangible actions.

The project is structured into four strategic phases:

1. **Root Cause Analysis** of energy waste.
2. **Incentive Programs** through energy-reduction competitions.
3. **Capacity Building** via training sessions to drive behavioral change.
4. **Continuous Monitoring and Evaluation** over a six-month period (June – December 2025).

With a dedicated budget of Baht 39,000 for eco-friendly rewards, the project targets an 80% awareness rate among staff to significantly reduce organizational energy consumption. This initiative aims to establish a **"Green Culture"** through the following pillars:

- **Smart Usage:** Implementing clear operational guidelines, such as deactivating lights and computer monitors during lunch breaks, enabling power-saving modes on office equipment, and maintaining optimal air-conditioning temperatures.
- **Operational Control:** Installing automated scheduling systems for air-conditioning and optimizing lighting management to serve only active functional areas.
- **Green Procurement:** Prioritizing the acquisition of energy-efficient electrical appliances that meet certified environmental standards.

**2. Green Logistics Initiative** The Company has successfully developed the **"Eco Move"** system a low-carbon transportation framework integrated with digital technology aligned with the **BCG (Bio-Circular-Green) Model**. This system received official recognition from the Department of Industrial Promotion (DIPROM) on July 18, 2025. Key components include:

- **Smart Logistics Project:** Focused on the deployment of **AI-Based Route Optimization** to maximize fleet efficiency. By leveraging **Fleetbase** technology for real-time situational management, the Company has achieved significant reductions in fuel consumption and operational costs.
- **Decarbonization (Scope 1):** Conducting feasibility studies on various biodiesel blends to minimize carbon emissions from the transportation fleet.

#### Key Performance Outcomes Post-Implementation:

- **Maintenance Costs:** Reduced by **10.00%**.
- **Administrative Expenses:** Decreased by **7.80%**.
- **Greenhouse Gas (GHG) Mitigation:** Achieved a **21.64%** reduction in **Scope 1 emissions**, equivalent to approximately **4,214.22 tCO<sub>2</sub>e per annum**.
- **Profitability:** A reduction in overall logistics costs has led to an increase in net profit per unit, thereby strengthening the Company's competitive advantage.

**3. PCE Green Meeting Initiative** The Company integrates **Circular Economy** principles into internal meeting protocols to minimize waste and optimize resource utilization:

- **Resource Optimization:** Selecting venues proportionate to the number of participants to prevent energy wastage and utilizing biodegradable or reusable decorative materials.
- **Waste Reduction:** Encouraging a "no-dining" policy within meeting rooms to reduce waste and transitioning to a **Paperless** environment through digital documentation.
- **Green Discipline:** Enforcing strict protocols to deactivate lights, air-conditioning, and audio-visual equipment immediately upon the conclusion of all proceedings.

Diagram of performance and outcomes in energy management



Energy Awareness & Efficiency Initiative: "Power Conquest" Project



Green Logistics Initiative

Information on electricity management

Companys electricity consumption (\*)

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	27,713,107.83	29,059,165.72	24,574,355.33
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	19,062,987.83	21,646,149.72	17,146,662.33
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	8,650,120.00	7,413,016.00	7,427,693.00

	2023	2024	2025
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	37,704.91	38,642.51	26,538.18

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	25.16130000	26.38340000	22.31155060

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	92,915,986.09	99,051,136.23	80,678,795.49
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.38	0.37	0.27
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.38	0.36	0.27
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	126,416.31	131,716.94	87,126.13

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
<sup>(2)</sup> Diesel (Litres)	6,792,833.63	6,590,873.79	6,411,559.00

	2023	2024	2025
(3) Gasoline (Litres)	1,940.50	2,503.95	3,907.50
(4) Fuel oil (Litres)	1,951,955.25	1,899,319.52	1,110,034.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
(5) LPG (Kilograms)	378,127.27	135,404.54	303,609.63
(6) Steam (Metric tonnes)	400,230.10	204,436.20	347,241.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Remark: (2) \*Fiscal Year 2023: Reporting scope is limited to the core business operations of New Biodiesel Company Limited. \*\* Fiscal Year 2024: Reporting scope includes the consolidated performance of the Group and New Biodiesel Company Limited. (Please note that 2025 performance data is presently under external assurance/verification).

(3) \*Fiscal Year 2023: Reporting scope is limited to the core business operations of New Biodiesel Company Limited. \*\* Fiscal Year 2024: Reporting scope includes the consolidated performance of the Group and New Biodiesel Company Limited. (Please note that 2025 performance data is presently under external assurance/verification).

(4) \*Fiscal Year 2023: Reporting scope is limited to the core business operations of New Biodiesel Company Limited. \*\* Fiscal Year 2024: Reporting scope includes the consolidated performance of the Group and New Biodiesel Company Limited. (Please note that 2025 performance data is presently under external assurance/verification).

(5) \*Fiscal Year 2023: Reporting scope is limited to the core business operations of New Biodiesel Company Limited. \*\* Fiscal Year 2024: Reporting scope includes the consolidated performance of the Group and New Biodiesel Company Limited. (Please note that 2025 performance data is presently under external assurance/verification).

(6) \*Fiscal Year 2023: Reporting scope is limited to the core business operations of New Biodiesel Company Limited. \*\* Fiscal Year 2024: Reporting scope includes the consolidated performance of the Group and New Biodiesel Company Limited. (Please note that 2025 performance data is presently under external assurance/verification).

### Company's fuel expense<sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	157,136,885.41	221,324,229.87	0.00
Percentage of total fuel expense to total expenses (%)(**)	0.65	0.83	0.00

	2023	2024	2025
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.64	0.80	0.00

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on total energy management (electricity + fuel)

### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000000	0.00000000	0.00000000
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

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

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### Sustainable Water Management Strategy (PCE Roadmap)

Petchsrivichai Enterprise Public Company Limited (PCE) is resolutely committed to elevating water resource management through the **Circular Economy** principle and the **"PCE Roadmap"** framework. We prioritize enhancing water efficiency by integrating the **3Rs (Reduce, Reuse, Recycle)** with advanced treatment technologies and rigorous water quality monitoringsurpassing statutory requirements.

To drive measurable progress, PCE has established aggressive strategic targets to reduce water consumption intensity relative to revenue by **5% by 2025** and **10% by 2026**. Furthermore, the Company conducts regular **Water Risk Assessments** to mitigate impacts from droughts and climate change, while simultaneously fostering local ecosystems and protecting community water resources to ensure long-term resource security and a minimized environmental footprint.

#### Strategic Framework: The PCE Roadmap

Guided by the Circular Economy, PCE implements a proactive management approach across three core pillars:

##### 1. Infrastructure & Advanced Treatment

PCE has invested in standardized underground concrete-reinforced wastewater treatment systems designed to collect effluent from all production processes and office operations. This ensures a **"Zero Discharge"** policy to public water bodies, supported by stringent maintenance protocols:

- **Source Control:** Installation of grease traps and localized wastewater treatment systems at point-of-origin.
- **System Integrity:** Mandatory weekly maintenance and cleaning of treatment systems to ensure peak operational efficiency.

##### 2. Monitoring, Compliance & Risk Assessment

To ensure zero adverse impact on ecosystems and surrounding communities, PCE maintains a comprehensive monitoring and analytical framework:

- **Water Quality Analysis:** Regular testing of physical and chemical parameters, including **pH levels, Chemical Oxygen Demand (COD), Biochemical Oxygen Demand (BOD), Oil & Grease, Total Dissolved Solids (TDS), and Total Suspended Solids (TSS)**, strictly adhering to or exceeding legal standards.
- **Risk Management:** Continuous **Water Risk Assessments** are integrated into our business continuity planning to address climate-related risks and ensure equitable water sharing with local stakeholders.

##### 3. Strategic Efficiency & Future Roadmap

Aligned with the PCE Roadmap, the Company focuses on data-driven conservation and technological innovation:

- **Intensity Reduction Targets:** A commitment to reducing water intensity (usage per revenue unit) by 5% by 2025 and 10% by 2026.
- **Data-Driven Optimization:** Systematic recording and analysis of consumption data to identify leakage points and optimize resource allocation.
- **Corporate Culture:** Cultivating environmental stewardship through the **"Green Office"** initiative and implementing real-time reporting systems for equipment repairs to eliminate preventable water loss.
- **Long-term Vision:** Aspiring to achieve **100% Water Recycle & Reuse by 2050**, reflecting our ultimate responsibility toward natural resource preservation and sustainable development.

Reference link for company's water management plan : <https://pce-th.com/sustainability>

Page number of the reference link : 1

## Information on setting goals for water management

### Setting goals for water management

Does the company set goals for water management : Yes

### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 811,603.67 Cubic meters	2025 : Reduced by 5% or 40,580.18 Cubic meters

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

#### 1. Public Utility Groundwater Development Project

**Strategic Alignment and Community Resilience** The Company has executed a strategic investment aimed at bolstering **Community Resilience** and advancing **United Nations Sustainable Development Goal 6 (Clean Water and Sanitation)**.

This initiative serves as a critical operational risk mitigation strategy by securing a permanent, decentralized water supply to combat seasonal droughts. The project addresses the acute water scarcity affecting both domestic consumption and agricultural productivity within our neighboring communities.

**Impact and Performance Metrics** The project successfully commissioned **two high-capacity groundwater wells**, providing essential infrastructure to **2,637 households** and directly supporting over **150 rai of agricultural land**. Beyond immediate relief, this investment reinforces our **Social License to Operate** and strengthens stakeholder relations a fundamental pillar of our corporate governance. Executed with a disciplined budget of **THB 340,000**, the project has delivered profound socio-economic outcomes. Our rigorous **Social Return on Investment (SROI) assessment revealed a high-impact ratio of 4.28x**, demonstrating a high-efficiency deployment of CSR capital that fosters sustainable local economic growth and enduring community partnerships.

#### 2. Water Resource Optimization and Efficiency Enhancement Project

**Proprietary Innovation in Circular Economy** The Company is committed to maximizing water resource productivity through the implementation of a sophisticated **Stepwise Filtration System**. At the core of our sustainability framework is our proprietary innovation: **Zero Energy Stepwise Filtration**. This intelligent water management system is engineered to drive a comprehensive **Circular Economy** within our operational ecosystem.

**Passive Engineering and Operational Excellence** A defining attribute of this system is its **Gravity-Driven Architecture**, which eliminates the need for electrical power throughout the entire treatment cycle. By utilizing **Passive Engineering** principles, the Company has achieved a significant reduction in **Operational Expenditure (OpEx)** compared to conventional treatment facilities. This approach optimizes both environmental stewardship and economic performance.

**The Multi-Stage Purification Process includes:**

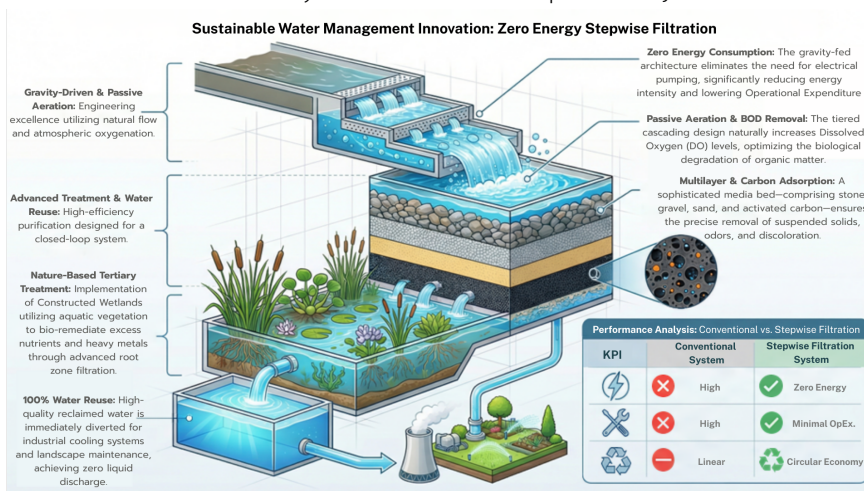
- **Passive Aeration:** Utilizing natural atmospheric oxygenation to initiate the primary treatment phase.
- **Multilayer & Carbon Adsorption:** Employing high-performance media beds and activated carbon for the precision removal of impurities, odors, and particulates.
- **Advanced Constructed Wetlands:** A sophisticated **Tertiary Treatment** stage utilizing biological remediation to effectively neutralize organic loads and heavy metals.

**Strategic Outcomes** Through this innovation, the Company has achieved a landmark milestone of **100% Water Reuse**. The reclaimed water exceeds quality standards, allowing for immediate reintegration into industrial cooling systems and landscape irrigation. This project stands as a testament to our unwavering commitment to **Resource Security** and the attainment of peak **Energy Efficiency** in our journey toward sustainable industrial excellence.

Diagram of performance and outcomes in water management



Public Utility Groundwater Development Project



Water Resource Optimization and Efficiency Enhancement Project

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	657,672.00	853,991.52	706,981.20
Water withdrawal by third-party water (cubic meters)	0.00	6,831.00	6,911.00
Water withdrawal by surface water (cubic meters)	657,672.00	811,603.67	666,917.00
Water withdrawal by groundwater (cubic meters)	0.00	35,556.85	33,153.20
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	894.79	1,135.63	763.48
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.03	0.03	0.02

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
<b>Total wastewater discharge (cubic meters)</b>	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	657,672.00	853,991.52	706,981.20

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.02660186	0.03103578	0.02328173
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.59700000	0.77535000	0.64508467

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	0.00	0.00	0.00
Total water withdrawal expense from third-party water (Baht)	0.00	0.00	0.00

	2023	2024	2025
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

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

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Waste, Refuse, and Pollution Management

**Petchsrivichai Enterprise (PCE)** is firmly committed to sustainable waste, refuse, and pollution management, anchored in the principles of the **Circular Economy** and the **3R framework (Reduce, Reuse, Recycle)**. Our primary objective is to minimize waste generation at the source while optimizing resource circulation for maximum utility. The Company maintains rigorous oversight and strict compliance with all applicable laws and international standards regarding waste and chemical management. Furthermore, we are driving the organization toward a **Zero Waste to Landfill** target. Our unwavering dedication to environmental excellence is evidenced by the prestigious **3Rs Award**, which serves as a concrete testament to our success in industrial waste management and eco-friendly pollution control.

#### Sustainable Waste and Pollution Management Strategy: The PCE Roadmap

The Company has established a strategic roadmap focused on a comprehensive transition toward a **Circular Economy**. This long-term master plan integrates manufacturing innovation with environmental conservation through the following key pillars:

- **The 5Rs of Recycling as a Strategic Benchmark:** We prioritize the reduction of plastic consumption and the optimization of industrial waste through **Waste-to-Value** initiatives. A flagship pilot project includes the conversion of Used Cooking Oil (UCO) into high-quality biodiesel.
- **Advancing Toward Zero Waste to Landfill via the BCG Model:** Leveraging the **Bio-Circular-Green (BCG) Economy Model**, PCE is developing **Pyrolysis Oil Refinery** technology. This innovation transforms industrial residue into high-value alternative fuels, effectively reducing the environmental burden of waste disposal while unlocking new commercial avenues.
- **Stakeholder Ecosystem Engagement:** To foster a sustainable waste management ecosystem, the Company has established **Waste Banks**. This initiative promotes source segregation among employees and local communities, ensuring that waste is systematically re-integrated into the recycling stream.

**Lifecycle Excellence and Recognition** PCE prioritizes **Life Cycle Assessment (LCA)** to minimize raw material intensity from the outset. We have successfully upgraded our **Biodiesel (B100)** production process by utilizing **Used Cooking Oil (UCO)** as a sustainable alternative feedstock, aligning with global best practices in waste reduction.

Our tangible environmental action plans include plastic reduction initiatives, advanced sludge management from wastewater treatment systems, and the transformation of industrial by-products into **organic fertilizers** in collaboration with local communities. These integrated efforts culminated in the **"Ploy Dai Pa Suk" Award** from the Department of Industrial Works, reinforcing PCEs commitment to sustainable growth alongside the community.

### Information on setting goals for waste management

## Setting goals for waste management

Does the company set goals for waste management : Yes

### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2024 : non-hazardous waste 37,609.00 Kilograms	2025 : Increased by 5% or 1,880.45 Kilograms	<ul style="list-style-type: none"> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> </ul>
Increase of waste recovery Waste type: Hazardous waste	2024 : hazardous waste 2,344.00 Kilograms	2025 : Increased by 5% or 117.20 Kilograms	<ul style="list-style-type: none"> <li>• Other : -</li> </ul>

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

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

#### 1. 'Too Good to Waste' (Thung Pai Siadai Yae) (UCO to Green Energy)

In 2024, **Petchsrivichai Enterprise Public Company Limited (PCE)** significantly advanced its sustainability strategy under the **ESG and BCG Model** frameworks through the success of the **"Too Good to Waste" (Thung Pai Siadai Yae)** project. By forging strategic partnerships with community networks, the Company established a systematic collection of **Used Cooking Oil (UCO)**. This feedstock is supplied to **New Biodiesel Company Limited** for conversion into biodiesel and serves as a critical foundation for the future production of **Sustainable Aviation Fuel (SAF)**.

The project achieved a remarkable **75.12% growth** in UCO collection volume, reflecting a robust potential for sustainable raw material security. Furthermore, it generated a **Social Return of THB 1.62 million**, while simultaneously enhancing the quality of life and hygiene for youth through the **"PCE Sam Fun Bang Pan O-kart"** initiative at the Baan Nok Kamin Foundation. These tangible outcomes not only mitigate environmental impact but also bolster PCEs corporate image and stakeholder confidence, paving the way toward achieving the international **ISCC CORSIA** sustainability standards.

#### 2. Waste-to-Value & Soil Amendment Project

The Company has fostered **Creating Shared Value (CSV)** within its supply chain through the **"Waste-to-Value Project,"** aligning with **SDG 12 (Responsible Consumption and Production)** and **SDG 8 (Decent Work and Economic Growth)**. This initiative focuses on remediating industrial waste and reducing input costs for farmers. With an initial production target of **300 tons of soil amendment per year**, the Company successfully distributed bio-compostfermented since July 2025 to the local community. In a recent outreach event, over **500 bags** of premium soil conditioner were distributed to approximately **70 local farmers**. This initiative has proven effective in alleviating agricultural expenses and enhancing the net income potential for oil palm smallholders.

#### 3. "Yaek-Laek-Khong (Sort & Reward) Project"

PCE remains steadfast in its commitment to **SDG 12**, prioritizing waste reduction through the **3Rs (Reduce, Reuse, Recycle)** framework, with a strategic goal to achieve **Zero Waste to Landfill by 2030**. A key driver is the **"PCE Green Synergy"** project, which adds value to plastic waste through upcycling partnerships. By the end of 2025, the Company achieved a cumulative recycled waste volume of **841.1 kg**, representing a staggering **139.63% year-on-year (YoY) growth**. The fourth quarter saw a record peak of **254 kg** of recycled materials, driven by the **Green Drop Point & Logistics** strategy. This initiative optimizes waste management at the source through the **"Green Hub"** network in collaboration with business partners, directly supporting **SDG 17 (Partnerships for the Goals)**. These milestones reflect PCE's operational efficiency in waste management and its dedication to long-term environmental sustainability.

#### **4. "Standing by the Community in Times of Loss" Project (Social ROI & Circular Economy)**

PCE reinforces its commitment to community-centric growth through the **"Compassion for the Community" (Kiang Khang Chumchon) project** in Sa-wiat Subdistrict. By integrating **Creating Shared Value (CSV)** with the UN SDGs, the project focuses on poverty alleviation (**SDG 1**) and decent work (**SDG 8**) by commissioning **eco-friendly towel wreaths** handcrafted by local elderly groups.

This innovative product serves as a sustainable alternative to traditional funeral wreaths, significantly reducing waste (**SDG 12**) while stimulating the grassroots economy. In December alone, the project delivered a **Social Return on Investment (SROI) of 16.28%**. This achievement demonstrates effective resource management that provides psychological value and economic empowerment to vulnerable groups within our operational vicinity.

#### **5. D2D Services: A Sustainable B2B Model**

The Company is actively driving its **Extended Producer Responsibility (EPR)** policy through the **"D2D Services"** project. By collaborating with B2B partners, including food processors and major restaurant chains, PCE mitigates the environmental impact of single-use plastics through the innovation of large-scale **"Refill Boxes."** A pilot implementation in December 2024 yielded concrete results, reducing **15.68 kg of plastic waste** and **21.76 kg of corrugated paper**. This resulted in a total carbon sequestered and emissions reduction of **3.04 tCO<sub>2</sub>eq**, directly contributing to **SDG 12 (Responsible Consumption)**, **SDG 13 (Climate Action)**, and **SDG 14 (Life Below Water)**. This project solidifies PCE's leadership in green business practices and balanced growth.

#### **6. 'Eco-Friendly Bio-Composter' (Thang Mak Rak Lok) project**

Recognizing the criticality of supply chain efficiency, PCE launched the **"Green Fermentation Tank"** project at its headquarters and New Biodiesel facility to address **Food Waste and Food Loss**. The initiative encourages employee participation in segregating organic waste to produce bio-compost, with a target of **10 kg of organic waste processed per cycle**.

This innovation mitigates greenhouse gas and methane emissions from landfills and promotes resource circulation. Furthermore, PCE has integrated this concept into its **"Green Meeting"** guidelines as part of its journey toward becoming a **Zero Waste to Landfill** organization, in full alignment with **SDG 12's** sustainable food waste reduction targets.

#### **Diagram of performance and outcomes of waste management**



Sustainable Waste, Residue, and Pollution Management



'Too Good to Waste' (Thung Pai Siadai Yae)



Waste-to-Value & Soil Amendment Project



Standing by the Community in Times of Loss

**CARBON FOOTPRINT**

**TO REDUCE PLASTIC POLLUTION**

**PCE เป็นมิตร กับสิ่งแวดล้อม สู้อนาคต น้ำมันปาล์มบริสุทธิ์ เพื่อการบริโภค Refill Box**

<b>Polypropylene: PP</b> ลดลง 0.25 กิโลกรัมต่อถัง ลดลง 0.471 KgCO2e ต่อถัง	<b>Polyvinyl Chloride: PVC</b> ลดลง 0.05 กิโลกรัมต่อถัง ลดลง 0.117 KgCO2e ต่อถัง
<b>Polyethylene Terephthalate</b> ลดลง 1.25 กิโลกรัมต่อถัง ลดลง 3.606 KgCO2e ต่อถัง	<b>Linear Low Density Polyethylene: LLDPE</b> ลดลง 0.75 กิโลกรัมต่อถัง ลดลง 1.601 KgCO2e ต่อถัง
	<b>Nylon 6</b> ลดลง 3 กิโลกรัมต่อถัง ลดลง 27.807 KgCO2e ต่อถัง
	<b>กระดาษคราฟท์ ชนิดทำกล่อง</b> ลดลง 1.12 - 2.12 กิโลกรัมต่อถัง ลดลง 1.81-3.43 KgCO2e ต่อถัง

- ✓ เทียบเท่า ใช้น้ำมันพืชธรรมชาติ **x50** OR
- ✓ ลดปริมาณการใช้กระดาษ 1.12 - 2.12 กิโลกรัมต่อถัง
- ✓ ลดปริมาณการใช้พลาสติก 1.55 - 3.75 กิโลกรัมต่อถัง
- ✓ ลดปริมาณก๊าซเรือนกระจก **6 - 32.84** กิโลกรัมคาร์บอนเทียบเท่าต่อถัง

**PCE GO GREEN**

D2D Services: A Sustainable B2B Model



'Eco-Friendly Bio-Composter' (Thang Mak Rak Lok) project

## Information on waste management

### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	38,498.00	39,953.00	N/A
<b>Total non-hazardous waste (kilograms)</b>	36,719.00	37,609.00	N/A
<b>Total hazardous waste (kilograms)</b>	1,779.00	2,344.00	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	N/A
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	N/A
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	N/A

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	0.00	351.00	750.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	0.00	351.00	750.00
Recycled non-hazardous waste (Kilograms)	0.00	351.00	750.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.88	N/A
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.00	0.93	N/A

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

### Sustainability Management and Climate Change Resilience

Phetchrivichai Enterprise Public Company Limited (PCE) is committed to enhancing organizational potential through our "**Organization Transformation**" strategy. By integrating digital technologies, we aim to increase operational agility, optimize costs, and bolster competitiveness amidst volatile business environments. This evolution is driven in tandem with comprehensive human capital development focusing on **Upskilling & Reskilling** and the cultivation of a **Growth Mindset** to foster an adaptable corporate culture.

Furthermore, the Company prioritizes responsible business practices by emphasizing greenhouse gas (GHG) management to transition toward a low-carbon society. These initiatives align with national policies and international commitments, including **Nationally Appropriate Mitigation Actions (NAMA)** and **Nationally Determined Contributions (NDC)** under the **United Nations Framework Convention on Climate Change (UNFCCC)**. To achieve balanced and tangible growth across economic, social, and environmental dimensions, the Company has established a Greenhouse Gas Management Policy and expressed its intent, along with its subsidiaries, business partners, and stakeholders, to manage GHG emissions as follows:

1. **Decarbonizing Power Generation:** Committing to GHG reduction in electricity production through clean, appropriate, and efficient technologies in alignment with long-term GHG management plans.
2. **Policy Alignment:** Supporting national and regional government policies and measures regarding GHG management.
3. **Data Baseline Establishment:** Commencing the collection of group-wide GHG emission data in 2024 to serve as a base year for setting reduction targets by 2025.
4. **Standard Certification:** Pursuing participation in the **Thailand Voluntary Emission Reduction Program (T-VER)** and the international **Verified Carbon Standard (VCS)** by Verra.
5. **Resource Efficiency:** Promoting and supporting energy efficiency and the sustainable use of natural resources through internal initiatives across the Group.
6. **R&D and Innovation:** Advancing research and development in power generation technologies, such as biomass, biogas, and non-GHG-contributing energy sources, to ensure sustainable mitigation and climate adaptation.
7. **Stakeholder Education:** Educating employees and stakeholders on GHG reduction, including waste management and recycling campaigns.
8. **Awareness Building:** Cultivating a culture of energy conservation and climate resilience through organized consciousness-raising activities.

9. **Ecosystem Restoration:** Collaborating on reforestation and forest restoration projects to expand natural carbon sinks.

### Vision and Strategic Target Elevation

Recognizing the urgency of the global climate crisis and its impact on the business value chain, PCE is driving the organization toward a "**Low-Carbon Society.**" We have intensified our strategic roadmap to align with global standards and national directives.

To demonstrate our clear resolve, the Company has adopted the Stock Exchange of Thailand's **Climate Action Plan JUMP+** framework. Our primary objective is to achieve **Net Zero Emissions by 2050** for direct and indirect operational emissions (**Scope 1 and Scope 2**). We have also set a medium-term target to reduce GHG emissions by **42% by 2035**, focusing on energy efficiency, the transition to clean energy, and investment in eco-friendly innovations.

*"We do not merely strive for regulatory compliance; we are transforming our business model for long-term sustainability and competitiveness in a new economy where carbon is both a cost and a constraint."*

### Accelerated Path to Net Zero

In response to the **NDC 3.0** framework and government policies that have accelerated Net Zero targets by 15 years, the Company has updated its operational timeline accordingly:

- **Carbon Neutrality:** Target achievement by **2035**.
- **Net Zero Emissions (Scope 1 & 2):** Target achievement by **2050**.
- **Interim Milestone (2035):** A target reduction of **42%** to ensure measurable progress.

### The Three Pillars of Our Decarbonization Roadmap

- Eco-Production:** Adhering to Circular Economy principles to minimize pollution at the source and maximize resource efficiency under international environmental standards.
- Energy Transition:** Accelerating the adoption of alternative energy and low-carbon innovations to realize our 2050 Net Zero goal.
- Nature-based Solutions:** Enhancing carbon sink capacities and preserving ecological balance to mitigate long-term climate impacts.

### Operational Roadmap toward SBTi Certification (2027 Target)

**Phetchrivichai Enterprise PLC (PCE)** is elevating its business standards to a global echelon by announcing an accelerated **Net Zero** target for 2050 15 years ahead of the original plan. The Company has established a proactive roadmap to seek certification from the **Science Based Targets initiative (SBTi) by 2027**. This ensures our decarbonization strategy aligns with the global effort to limit temperature rise to **1.5C**.

We aim to drive a **Compounded Annual Reduction Rate (CARR) of 4.64%** through intensified energy efficiency in production (Scope 1) and a robust transition to clean energy (Scope 2). This rigorous approach includes a comprehensive **Gap Analysis** to meet our interim goal of a **42% absolute GHG reduction by 2035**, reinforcing stakeholder confidence through verifiable sustainability performance.

In 2024, PCE and its subsidiaries notably **New Biodiesel Co., Ltd. (Surat Thani Plant)** successfully obtained the **Carbon Footprint for Organization (CFO)** certification from the **Thailand Greenhouse Gas Management Organization (TGO)**. This certification serves as the critical foundation for our GHG inventory, covering direct emissions (Scope 1) from machinery and vehicles, and indirect energy emissions (Scope 2) from electricity consumption. This data will be leveraged to refine our GHG reduction strategies in accordance with SBTi guidelines by 2027, ensuring a sustainable path to Net Zero by 2050.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

### Setting net-zero greenhouse gas emissions targets

#### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2024 : Greenhouse gas emissions 52,058.88 tCO <sub>2</sub> e	2035 : Reduced by 42% or 21,864.73 tCO <sub>2</sub> e in comparison to the base year	2050 : Reduced by 100% or 52,058.88 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway</li> <li>Science-based Targets (SBTi) : Approve</li> </ul>

### Setting carbon neutrality targets

#### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024 : Greenhouse gas emissions 52,058.88 tCO <sub>2</sub> e	2035 : Reduced by 42% or 21,864.70 tCO <sub>2</sub> e	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO)</li> </ul>

### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2024 : Greenhouse gas emissions 19,539.00 tCO <sub>2</sub> e	2030 : Reduced by 15% or 2,930.85 tCO <sub>2</sub> e in comparison to the base year	2044 : Reduced by 50% or 9,769.50 tCO <sub>2</sub> e in comparison to the base year

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 2	2024 : Greenhouse gas emissions 1,275.00 tCO <sub>2</sub> e	2030 : Reduced by 15% or 191.25 tCO <sub>2</sub> e in comparison to the base year	2044 : Reduced by 50% or 637.50 tCO <sub>2</sub> e in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

#### 1. Pilot Project: Elevating Oil Palm Plantations to "Green Carbon Assets"

**Leveraging Premium T-VER Standards:** The Company has launched a strategic initiative to bolster the economic resilience of farmers within our sustainable supply chain. On October 1, 2025, we officially inaugurated the **"Premium T-VER Pilot Project for Oil Palm Plantations."** This initiative directly aligns with **SDG 8** (Decent Work and Economic Growth) and **SDG 13** (Climate Action). The project's core objective is to transform oil palm plantations into high-standard **"Carbon Assets"** recognized internationally a pivotal step in generating **"Green Business Value"** and securing long-term income stability for stakeholders. Our operations emphasize demonstrating **"Additionality"** in greenhouse gas (GHG) mitigation, ensuring carbon sequestration efforts exceed business-as-usual scenarios.

#### 2. Decarbonization Initiatives and Natural Learning Centers

The Company is dedicated to fostering ecological balance by expanding green spaces through our **Economic and Auspicious Timber Plantation Project**. We have planted 300 perennial trees including Teak, Ironwood, Siamese Rosewood, Yang Na, Golden Shower, and Rain Trees within the operational site of **New Biodiesel Co., Ltd.** This area serves a dual purpose as both a carbon sink and a natural learning resource for the community.

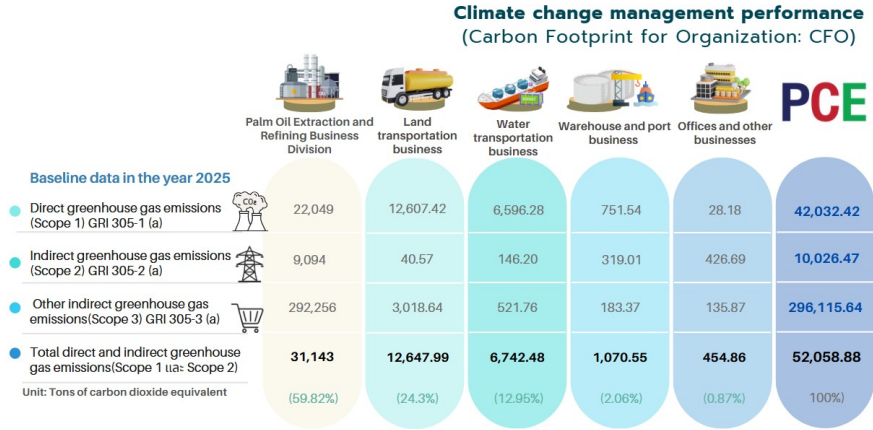
Monitoring of trees with an average age of one year indicates a sequestration potential of **2.4 to 3.6 tCO<sub>2</sub>eq per year**. This endeavor underscores our commitment to transitioning into a low-carbon organization by utilizing **Natural Climate Solutions** as a primary mechanism for pollution absorption. This project is in strict alignment with **SDG 13** (Climate Action) and **SDG 15** (Life on Land), creating shared long-term value between our business and the environment.

#### 3. Smart Farm Sufficiency Economy Project

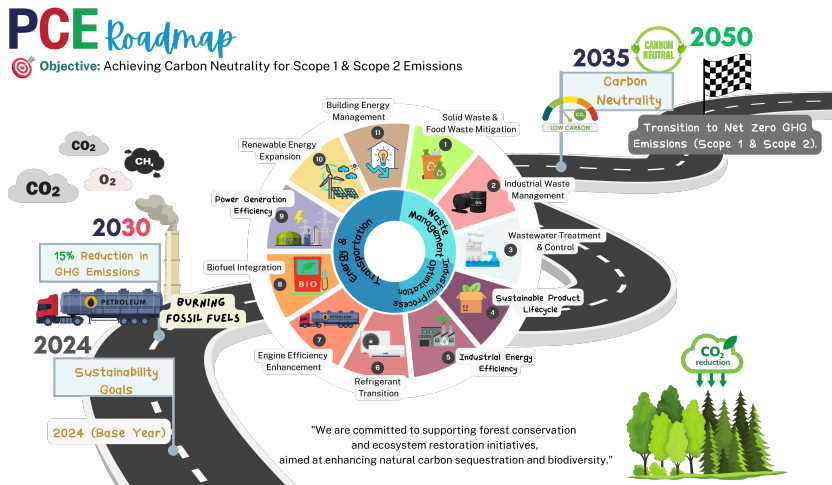
The Company has translated the "Sufficiency Economy Philosophy" into tangible action through the **Smart Farm Project**, designed to enhance the quality of life and ensure sustainable food security for our employees. We have integrated clean energy technologies by installing **solar-powered water management and aeration systems**, effectively reducing reliance on the Provincial Electricity Authority (PEA) and lowering energy costs.

Furthermore, we utilize the Company's proprietary soil conditioners to minimize chemical fertilizer dependence and restore the agricultural ecosystem. Looking ahead, we are advancing our agricultural standards toward **GAP (Good Agricultural Practices)** certification and developing product lines for distribution to generate future income. This project not only mitigates environmental impact but also supports **SDG 7** (Affordable and Clean Energy) and **SDG 12** (Responsible Consumption and Production), reflecting our commitment to creating efficient, shared value for both the business and our workforce.

Diagram of performance and outcomes in greenhouse gas management



Performance results and outcomes in greenhouse gas management.



Sustainability Management and Climate Change Resilience



Elevating Oil Palm Plantations to "Green Carbon Assets"



Decarbonization Initiatives and Natural Learning Centers



Smart Farm Sufficiency Economy Project

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	264,313.00	348,174.53	357,253.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) (7)	22,241.00	42,032.42	32,952.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) (8)	7,952.00	10,026.47	7,862.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) <sup>(9)</sup>	234,120.00	296,115.64	316,439.00

Remark: <sup>(7)</sup> - 2023 Boundary: Greenhouse gas (GHG) emission data for 2023 encompasses solely the operations of New Biodiesel Co., Ltd., our core subsidiary. - Expansion & Baseline Establishment: From 2024 onwards, the Company has expanded its reporting perimeter to encompass all subsidiaries within the Phetchrivichai Enterprise Group (PCE Group). Consequently, 2024 has been officially designated as the Base Year for monitoring our long-term decarbonization progress. - 2025 Status: The 2025 GHG inventory covers the entire Group operations and is currently undergoing third-party verification by an accredited body to ensure data integrity and compliance with international standards.

<sup>(8)</sup> - 2023 Boundary: Greenhouse gas (GHG) emission data for 2023 encompasses solely the operations of New Biodiesel Co., Ltd., our core subsidiary. - Expansion & Baseline Establishment: From 2024 onwards, the Company has expanded its reporting perimeter to encompass all subsidiaries within the Phetchrivichai Enterprise Group (PCE Group). Consequently, 2024 has been officially designated as the Base Year for monitoring our long-term decarbonization progress. - 2025 Status: The 2025 GHG inventory covers the entire Group operations and is currently undergoing third-party verification by an accredited body to ensure data integrity and compliance with international standards.

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### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.010691	0.012653	0.011765
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	359.61	463.00	385.80
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Baht)	0.00001070	0.00001260	0.00001170

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : TUV NORD (Thailand) Co., Ltd.

Reference link for the greenhouse-gas verifier entity : <https://drive.google.com/drive/u/1/folders/1cQpagH7b9tQM>

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/1868/2025/1773711072004.pdf>

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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

# ESG Performance

Company Name : PETCHSRIVICHAI ENTERPRISE PUBLIC COMPANY LIMITED      Symbol : PCE

Market : SET      Industry Group : Agro & Food Industry      Sector : Agribusiness

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

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

The Company realizes the importance of sustainable business growth under Corporate Social Responsibilities by focusing on conducting business with ethical care for stakeholders, economy, society and environment. Under the responsibility towards society to create benefits for the public along with the growth of the group of companies. The Company has therefore established a social responsibility policy for the Group to follow as a guideline. The initial details are as follows:

**1. Doing Business with Fairness** : Focus on doing business with honesty, fairness, ethics and determination to compete in trade according to ethical principles in doing business, laws and principles of equal trade competition. This includes refusing any behavior that hinders fair competition, such as seeking confidential information of competitors, demanding, receiving, and not giving any unfair commercial benefits in the purchase of machinery, etc. The Company also respects the intellectual property rights of others. The Company has a policy for its personnel to comply with laws or regulations regarding intellectual property rights. For example, using legally licensed computer programs. In addition, the Company has a campaign project to promote and instill a sense of social responsibility in its personnel at all levels.

**2. Respect for human rights** : Support and respect the protection of human rights by treating all stakeholders, whether employees, communities, and surrounding society, with respect for human values, taking into account equality and equal freedom. It does not violate fundamental rights and does not discriminate based on race, nationality, religion, language, skin color, gender, age, education, physical condition or social status. This includes ensuring that the company's business does not become involved in human rights violations, such as child labor, sexual harassment, and the use of foreign labor, etc. The Company also promotes monitoring of compliance with human rights requirements by providing a platform for participation in public relations and complaint channels for those who have been harmed by rights violations.

**3. Fair treatment of workers** : Recognizing the importance of human resource development and fair treatment of workers, which are factors that will increase the value of the business and strengthen the competitiveness and sustainable growth of the company in the future, the company has set the following policies and practices:

- 1) Respect employees' rights according to human rights principles and comply with labor laws.
- 2) Provide fair employment processes and employment conditions, including compensation and performance evaluation under a fair performance evaluation process.
- 3) Promote human resource development by organizing training, seminars, and training, including sending personnel to attend seminars and training in various related academic fields.
- 4) Provide various welfare benefits for employees as required by law, such as social security, compensation funds, etc.

- 5) Provide annual health check-up services to all levels of the company's personnel, considering risk factors according to each person's level, age, gender, and work environment.
- 6) To ensure that employees can work safely and have good workplace hygiene by providing accident prevention measures and enhancing employees' safety awareness.
- 7) Provide employees with an opportunity to express their opinions or complain about unfair treatment or improper actions in the company, including providing protection for employees who report such matters.

**4. Responsibility to customers :** The Company is committed to developing products and services of the Group of Companies for the utmost satisfaction and benefit of customers and adheres to treating customers with responsibility, honesty and care for customers as if they were members of the Company's family as follows:

- 1) Taking into account the quality and efficiency of the company's products, in addition to selecting quality raw materials for production, the company also pays attention to the production process to ensure that customers receive the highest quality and efficient products.
- 2) Adhere to fair marketing with a policy to provide customers with information about the company's products and services that are correct, not distorted, unclear or exaggerated, so that customers have correct and sufficient information to make decisions.
- 3) Taking into account customer safety and striving to provide customers with quality products and services that are safe according to international safety standards and regulations as required by law.
- 4) Establish a customer relations system to communicate with customers, including receiving complaints about the quality of products and services efficiently via telephone, in order to be able to respond to customer needs quickly.
- 5) Keep customer information confidential and will not use such information for any improper purposes.
- 6) Organize various activities to strengthen sustainable relationships between customers and between customers and the company.

**5. Community or social development :** Aware of the responsibility towards the community and society, we have a policy to provide assistance and develop society with a policy to provide educational support to youth by providing educational funds. Including responding to incidents that have an impact on the community, society and the environment resulting from the Company's operations quickly and efficiently, and also promoting the Company's employees to have a sense of awareness and responsibility towards the environment and society.

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

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

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

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

In 2025-2026, the ESG (Environmental, Social, and Governance) assessment criteria in Thailand will be clarified and improved: Social indicators (S): Issues such as "prevention of workplace harassment" and "gender equality" will be included as tangible indicators of organizational success. Disclosure: Investors are placing as much importance on human rights information as on financial figures, leading companies to shift their policies from mere "CSR activities" to "core business policies."

## Information on compliance with human rights principles and standards

### Compliance with human rights principles and standards

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

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

The company has a policy to support and respect the protection of human rights by treating all relevant persons, whether employees, communities, and surrounding society, with respect for the value of being human, taking into account equality and equal freedom, not violating basic rights, and not discriminating. Whether it is in terms of race, nationality, religion, language, skin color, gender, age, education, physical condition or social status, including ensuring that the company's business does not become involved in human rights violations such as child labor and sexual harassment, etc. The Company also promotes monitoring of compliance with human rights requirements by providing for participation in expressing opinions and channels for complaints for those who have been damaged by rights violations resulting from the Company's business operations and take appropriate remedial action. In order to ensure effective respect for human rights, the Company has implemented human rights knowledge creation and instilled awareness in its personnel to comply with human rights principles.

## Information on other social management

### Plans, performance, and outcomes related to other social management

1. Performance in Labor and Welfare Management in 2025: The report highlights the importance of employee safety and well-being: Occupational Health and Safety: Maintaining a Lost Time Injury (LTI) rate of zero or a decrease compared to the previous year. This includes emergency response drills in case of natural disasters (e.g., flooding in the southern region), human resource development: the average number of training hours per person per year, focusing on upskilling/reskilling courses to support the adoption of technology in production processes or data management, diversity and equality (DE&I): the proportion of employees and managers at various levels separated by gender and age to reflect equality within the organization.

2. Outcomes of community relationship building and development: A transition from "donations" to "sustainability": Promoting local livelihoods: Supporting smallholder farmers in areas surrounding the factory (e.g., Surat Thani, Krabi, Chumphon provinces) to gain knowledge in increasing productivity and maintaining environmental standards (RSPO or

MSPO).Community Complaint Management: Reporting the number of complaints and the 100% resolution rate achieved. Corporate Social Responsibility (CSR-in-Process) Projects: Positive outcomes from managing waste or odors generated during production processes to prevent negative impacts on community well-being.

3.Fair supply chain management reflects good governance in doing business with others: Supplier audits assess social and environmental aspects (e.g., no child labor, proper chemical management); and local procurement promotes purchasing from local businesses to stimulate the grassroots economy.

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

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

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

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years<sup>(1)</sup>

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

Remark: <sup>(1)</sup> 1. Management of migrant and outsourced workers: Strengthening practices have been implemented to prevent the risk of forced labor: Zero Employer Fee Policy (Employer Pays Principle): Ensures that workers do not have to pay fees to start working, with the company bearing all costs, preventing debt bondage. Equal Access to Welfare Benefits: Migrant workers receive the same rights to health checkups, social security, and personal protective equipment (PPE) as regular employees. 2. Occupational Safety and Health (OHS) Last year, proactive safety standards were upgraded, especially in southern regions with weather-related risk factors: Measures to address heat and humidity included adjusting working hours and establishing rest areas in agricultural zones (palm plantations/processing plants) to prevent heat stroke during high temperatures. Safety Statistics: Reporting a Lowest Lost Injury Rate (LTIFR) with a goal of zero accidents, along with root cause analysis of accidents to develop permanent preventive measures. 3. Diversity, Equality, and Inclusion (DE&I) The organization has modernized its social policies to align with international standards: Anti-Harassment: A "zero-tolerance" policy against sexual harassment and bullying in the workplace has been declared, with a confidential complaint box. Grievance Mechanism: The establishment of a workplace welfare committee and a multilingual (Thai, Burmese, Cambodian) whistleblowing channel to encourage workers to report problems.

## Information on employees and labor management plan

### Employees and labor management plan

The company's employee and labor management : No  
 plan

Employee and labor management plan implemented : Fair employee compensation, Employee training and  
 by the Company in the past year development

The company focuses on creating shared social value, managing human resources efficiently and fairly, and developing necessary knowledge and skills according to personnel development plans at all levels. Including Individual Personnel Development (IDP) to support career growth plans and succession plans, promoting creativity in work.

## Information on setting employee and labor management goals

### Setting employee and labor management goals

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

### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Employee Training and Education	2024: - The number of employee training hours is 14,232 hours per year. - The number of employees who receive training is 2,433 people per year. - The number of training courses is 137 courses per year. - The average training hours for employees is 5.85 hours per person per year.	2027: - The number of employee training hours increases by at least 2.5% per year from the base year. - The number of employees receiving training has increased by at least 2.5% per year from the baseline year. - The number of training courses increased by at least 2.5% per year from the base year. - The average number of training hours for employees increased by at least 2.5% per year from the baseline year.
• Safety and occupational health at work	Occupational Health and Safety	2024: - Total number of work-related injuries (Recordable) 40 cases - The number of incidents or cases of work-related injuries that resulted in work stoppage: 9 cases	2030: - The total number of work-related injuries (Recordable) has decreased by at least 50%. - The number of incidents or cases of work-related injuries leading to work stoppage has decreased by at least 50%. The Lost Time Injury Frequency Rate (LTIFR) should not exceed 1 time per 1,000,000 hours.

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : No management

The company focuses on creating shared social value, managing human resources efficiently and fairly, and developing necessary knowledge and skills according to personnel development plans at all levels. Including Individual Personnel Development (IDP) to support career growth plans and succession plans, promoting creativity in work.

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	889	910	926
Percentage of employees to total employment (%)	82.68	82.64	100.00
Percentage of non-employee workers to total employment (%)	17.32	17.36	0.00
<b>Total employees (persons)</b>	735	752	926
Male employees (persons)	543	526	644
Percentage of male employees (%)	73.88	69.95	69.55
Female employees (persons)	192	226	282
Percentage of female employees (%)	26.12	30.05	30.45
<b>Total of workers who are not employees (Person)</b>	154	158	0
Male workers who are not employees (Person)	115	111	0
Percentage of male non-employee workers (%)	74.68	70.25	0.00
Female workers who are not employees (Person)	39	47	0
Percentage of female non-employee workers (%)	25.32	29.75	0.00

### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	259	308	272
Percentage of employees under 30 years old (%)	35.24	40.96	29.37

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	385	333	555
Percentage of employees 30-50 years old (%)	52.38	44.28	59.94
Total number of employees over 50 years old (Persons)	91	111	99
Percentage of employees over 50 years old (%)	12.38	14.76	10.69

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	153	190	162
Percentage of male employees under 30 years old (%)	28.18	36.12	25.16
Total number of male employees 30-50 years old (Persons)	308	250	403
Percentage of male employees 30-50 years old (%)	56.72	47.53	62.58
Total number of male employees over 50 years old (Persons)	82	86	79
Percentage of male employees over 50 years old (%)	15.10	16.35	12.27

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	106	118	110
Percentage of female employees under 30 years old (%)	55.21	52.21	39.01
Total number of female employees 30-50 years old (Persons)	77	83	152

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	40.10	36.73	53.90
Total number of female employees over 50 years old (Persons)	9	25	20
Percentage of female employees over 50 years old (%)	4.69	11.06	7.09

**Number of employees categorized by department over the past year**

Department / Line of work / Unit / Business group	Number of employees (persons)
Factory business	394
Trading Business	11
Oil Depot Business	51
Water transportation business	66
Port Business / Warehouse Rental	46
Land transport	178
Accounting and Finance	54
Purchasing	12
General Warehouse	4
Human Resources and Administration	15
Information Technology	9
Quality Systems and Internal Audit Support Department	8
Building Engineering	7

Department / Line of work / Unit / Business group	Number of employees (persons)
Business Development	4
Secretary	13
Company Secretary	3
Operations support line	1
Sales department	22
Marketing department	7
Purchasing raw materials and fresh palm fruit.	9
Project management	3
Sustainability department	4
Management (Executives)	5
Total number of employees	926

#### Significant changes in the number of employees

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

#### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities ( persons)	8	10	8
Percentage of disabled workers to total employment (%)	0.90	1.10	0.86

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	8	10	8
Total male employees with disabilities (persons)	7	8	5
Total female employees with disabilities (persons)	1	2	3
Percentage of disabled employees to total employees (%)	1.09	1.33	0.86
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	293,621,071.51	300,110,655.04	299,900,000.00
Average of remuneration of employees (Baht/persons)	399,484.45	399,083.32	323,866.09

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Provident Fund is a fund jointly established by the employer and employees on a voluntary basis, to provide financial security for employees upon retirement, resignation, disability, or to support their families in the event of the employee's death.

Eligibility for membership requires that the employee must be classified as a full-time employee, except for foreign nationals employed under the following companies: Petchsrivichai Enterprise Public Company Limited, New Biodiesel Company Limited, Paco Trading Company Limited, P.K. Marine Trading Company Limited, P.C. Marine (1992) Co., Ltd., and Petchsrivichai Co., Ltd. Eligible employees will be enrolled in the SCB Master Fund Provident Fund.

The fund comprises contributions from both employees and the employer:

- The employees portion is called the accumulated contribution.
- The employers portion is called the matched contribution, which by law, must not be less than the employees accumulated contribution.

Members are required to contribute monthly, with the accumulated contribution deducted from their wages at a rate specified by the member. This rate must not be less than 3% and not exceeding 15% of the monthly wage, or within the limit prescribed by law. The employer will remit the matched contribution on the same day as the employees accumulated contribution, based on the employee's job position, as follows:

- Contribution Rate (Employer's Contribution):

- Employees and Unit Heads: 3%
- Department Heads and above: 5%

The Employment Period/Membership Period is calculated from the date of becoming a member of the fund until the date of membership termination, starting from the initial membership date to the last working day or the date membership ends.

Conditions for receiving the fund upon resignation from the fund (without resignation from employment) are as follows:

Employment Period / Membership Period      Percentage of Employers Contribution and Returns

Less than 1 year	0%
1 year or more but less than 3 years	25%
3 years or more but less than 5 years	50%
5 years or more but less than 7 years	75%
7 years or more	100%

Note:

In the following cases, members will receive 100% of the employers contributions and related benefits, regardless of their employment period/membership period:

- Death
- Illness that prevents the member from continuing work
- Disability

Establishment of the Fund Committee

1. The employer shall appoint 4 representatives from the employers side as fund committee members.
2. Employees shall elect and appoint 3 representatives from the employee side as fund committee members.
3. Employee representatives must meet the following qualifications:
  - Must not be appointed as employer representatives under item 1.
  - Must be a member of the Provident Fund in accordance with these regulations.
  - Must apply for election under the election criteria for employee fund committee members as specified in the regulations.
  - Must possess at least a Bachelors degree or higher.
  - Must have completed at least 1 year of continuous employment.

### **Overview of methods for determining employee and employer contribution Rates**

starting from the initial membership date to the last working day or the date membership ends.

Conditions for receiving the fund upon resignation from the fund (without resignation from employment) are as follows:

Employment Period / Membership Period	Percentage of Employers Contribution and Returns
Less than 1 year	0%
1 year or more but less than 3 years	25%
3 years or more but less than 5 years	50%
5 years or more but less than 7 years	75%
7 years or more	100%

Implementation of Investment Governance Code for : No  
 Institutional Investors ("I Code") by Company's  
 Provident Fund Committee

**Participation in provident fund membership**

**Details of provident fund participation**

**Number of employees joining in PVD (persons)**

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	0	0	523
Number of employees joining in PVD (persons)	242	227	220
Number of PVD members / Total employees (%)	32.93	30.19	23.76
Number of PVD members / Total eligible employees (%)	0.00	0.00	42.07

**Amount of provident fund**

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	0.00	0.00	9,062,351.26
Total amount of provident fund contributed by employee (baht)	0.00	0.00	11,816,112.90

**Summary of employee PVD participation over the past year**

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PETCHSRIVICHAJ ENTERPRISE PUBLIC COMPANY LIMITED	Yes	926	523	220	23.76	42.07

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

Policy and guidelines on promoting savings : Facilitating automatic PVD enrollment for new employees through the provident fund for non-participating employees (PVD)

#### Facilitating automatic PVD enrollment for new employees

- 1.Orientation: Inform new employees about the companys automatic PVD enrollment policy and explain the key benefits (such as employer matching contributions).
- 2.Information Provision: Provide the membership handbook and details regarding investment policy options (Employee Choice).
- 3.Decision Period: Employees have a 30-day window to make a decision regarding their participation or plan selection.
- 4.Data Submission: HR submits the names and profiles of new members to the Asset Management Company to complete the membership registration.

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	7.43	5.85	N/A
Total amount spent on employee training and development (Baht)	2,403,769.34	1,705,204.53	N/A

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000099	0.000064	N/A
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000097	0.000062	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	3	9	0
Total number of employees that lost time injuries for 1 day or more (Persons)	3	9	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.41	1.20	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> The company with the total number of employees over 100 or more

<sup>(\*\*)</sup> The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	N/A	131	N/A
Proportion of voluntary resignations (%)	N/A	17.42	N/A

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : No

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

### Information on customer management plan

#### Customer management plan

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

The company is committed to developing products and services that maximize customer satisfaction and benefits, treating customers with integrity and care. Our key commitments include:

1. Focusing on the quality and efficiency of products, using high-quality materials and ensuring a reliable production process.
2. Upholding fair marketing practices, providing accurate and transparent information about products and services.
3. Ensuring customer safety by delivering products that meet international safety standards and continually improving product quality.
4. Maintaining a customer relationship management system to handle inquiries and complaints promptly and effectively.
5. Safeguarding customer data and using it responsibly.
6. Organizing activities to strengthen long-term relationships with customers and enhance engagement.

### **Information on setting customer management goals**

#### **Setting customer management goals**

Does the company set customer management goals : No

#### **Details of setting customer management goals**

### **Information on performance and results of customer management**

#### **Performance and outcomes of customer management**

Performance and outcomes of customer management : No  
management

The company is committed to developing products and services that maximize customer satisfaction and benefits, treating customers with integrity and care. Our key commitments include:

1. Focusing on the quality and efficiency of products, using high-quality materials and ensuring a reliable production process.
2. Upholding fair marketing practices, providing accurate and transparent information about products and services.
3. Ensuring customer safety by delivering products that meet international safety standards and continually improving product quality.
4. Maintaining a customer relationship management system to handle inquiries and complaints promptly and effectively.
5. Safeguarding customer data and using it responsibly.
6. Organizing activities to strengthen long-term relationships with customers and enhance engagement.

#### **Customer satisfaction**

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes  
customers/consumers

Telephone : (+66)77-947-300 กด 33

Fax : (+66)77-600-247

Email : cs@pce-th.com

Company's website : <https://pce-th.com/home>

Address : Petchsrivichai Enterprise Public Company Limited  
99/19 Moo 4 Kanchanawithi Road, Bangkok, Muang Surat  
Thani, 84000

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development, implemented by the company over the past year Education, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management

#### Corporate Social Responsibility (CSR)

The company recognizes the importance of conducting business in a sustainable manner, with a strong commitment to Corporate Social Responsibility (CSR). We focus on operating in a way that is responsible towards stakeholders, the economy, society, and the environment, ensuring ethical practices while promoting benefits to the public and the growth of the Group. As part of this commitment, the company has established a CSR policy for the Group to follow, with the following key principles:

##### (1) Fair Business Practices

We are committed to conducting business with honesty, fairness, and ethics, adhering to business laws and fair competition principles. We reject any actions that hinder fair competition, such as seeking confidential information from competitors or engaging in unethical trade practices. Additionally, we respect intellectual property rights and require employees to comply with related laws, such as using licensed software. The company also promotes CSR awareness and encourages responsibility at all levels of the organization.

##### (2) Respect for Human Rights

We support and uphold human rights protection by treating employees, communities, and stakeholders with respect, ensuring equality and freedom, and protecting fundamental rights without discrimination based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The company ensures that its operations do not involve human rights violations such as child labor, sexual harassment, or the exploitation of migrant workers. We also promote human rights awareness and provide channels for feedback and complaints regarding any rights violations. We take corrective actions as needed to safeguard human dignity and ensure compliance with human rights standards.

##### (3) Fair Treatment of Employees

The company recognizes the importance of human resource development and is committed to treating employees fairly. This includes providing a conducive work environment to foster growth and ensure sustainable development.

Key practices include:

1. Respecting employees' rights according to human rights principles and labor laws.
2. Offering fair employment processes, including equitable compensation and performance evaluation.
3. Supporting employee development through training, seminars, and skill enhancement opportunities.
4. Providing benefits that meet legal requirements, such as social insurance, health insurance, and retirement funds.

5. Offering annual health check-ups for all employees, taking into account factors like age, gender, and work environment.
6. Ensuring a safe working environment, promoting safety measures, and encouraging a culture of safety and hygiene.
7. Allowing employees to express concerns or report unethical behavior with protection against retaliation.

#### (4) Responsibility towards Customers

The company is committed to developing products and services that maximize customer satisfaction and benefits, treating customers with integrity and care. Our key commitments include:

1. Focusing on the quality and efficiency of products, using high-quality materials and ensuring a reliable production process.
2. Upholding fair marketing practices, providing accurate and transparent information about products and services.
3. Ensuring customer safety by delivering products that meet international safety standards and continually improving product quality.
4. Maintaining a customer relationship management system to handle inquiries and complaints promptly and effectively.
5. Safeguarding customer data and using it responsibly.
6. Organizing activities to strengthen long-term relationships with customers and enhance engagement.

#### (5) Community and Social Development

The company recognizes its responsibility to contribute to community and social development. We focus on supporting education by providing scholarships to youth and donations for educational materials. Furthermore, we support local communities by funding projects that improve schools, including repairs, renovations, and painting. We also respond swiftly to community needs or environmental issues arising from our operations. Additionally, we encourage employees to adopt a strong sense of social and environmental responsibility.

### **Information on setting of community and social management goals**

#### **Setting of community and social management goals**

Does the company set community and social management goals : No

### **Information on outcomes and results of community and social management**

#### **Performance and outcomes of community and social management**

Performance and outcomes of community and social management : No

The Company considers the communities around the plant by focusing on reducing environmental impacts and avoiding business operations that may have a negative impact on the surrounding communities. Examples of actions are as follows:

1. Petchsrivichai Enterprise Public Company Limited participated in the CSR activities of YEC Group, Surat Thani

Chamber of Commerce On October 11, 2024, the company's representative Petchsrivichai Enterprise Public Company Limited participated in the 2024 CSR activities of the YEC Group, Surat Thani Chamber of Commerce by donating a scholarship of 20,000 baht and 10 boxes of Rintip vegetable oil to support the lunch project for students. Wat Laem Thong School Khlong Canak Muang, Surat Thani Province

2.On September 18, 2024, the Group of Companies Petchsrivichai Enterprise Public Company Limited, together with Surat Thani Charity Foundation and Phetchabhanom Wang Charity Foundation, donated 200 crates of 500 ml of Rintip vegetable oil for 102,000 baht to the flood victims in the Northern Region.

3.On August 23, 2024 at Banjong Buri Hotel, Muang, Surat Thani Province. Petchsrivichai Enterprise Company by Mr. Prakrit Prasitsupaphol The Chairman of the Executive Committee and the Prasitsupaphol family organized a Patronage Thank You Party to celebrate the 40th anniversary of Petchsrivichai as a public company to celebrate the great success of the company being listed as a public company after at least 2 years of operation.

In addition, the company has given money to tennis players who have made a big name in Thailand and Surat Thani and provided financial assistance to various organizations in Surat Thani province. 20 organizations as well.

4.Tournament 2024 on November 4, 2024. Petchsrivichai Enterprise Public Company Limited Led by Ms. Kanyakorn Prasitsupaphol The Vice President of the Company had the honor of presiding over the Opening Ceremony of the 2nd PCE CUP Basketball Tournament 2024, which was held from 4-9 November 2024 at the PCE Basketball Court.

5.Kindergarten Scholarship On May 28, 2024, the Group's Board of Directors Petchsrivichai Enterprise Public Company Limited, led by Mr. Pornpipat Prasitsupaphol. Deputy Managing Director of Operations Mr. Kittipon Prasitsupaphol Deputy Managing Director of Strategy and Corporate Development, together with Mr. Keerati Chaiyakul Senior Director of Accounting and Finance Mr. Nattachart Sakda, Director of Port/Warehouse/Water Transportation Business, is the representative of awarding scholarships to students with good academic results and good behavior of Surat Thani Kindergarten. 28 scholarships and 5,000 baht to support the library renovation project. Snacks and milk were also distributed to students who participated in the activity.

6.on June 12, 2024 Petchsrivichai Enterprise Public Company Limited Led by Mrs. Prapapan Prasitsupaphol Executive Director , Mr. Pornpipat Prasitsupaphol Deputy Managing Director of Operations , Mr. Kittipon Prasitsupaphol Deputy Managing Director, Strategy and Corporate Development Awarded 21 scholarships to students in grades 1-6 worth 30,000 baht and 5,000 baht to support students with athletic talents. The participants participated in a discussion to convey the experiences of administrators who are alumni of Surat Thani School to inspire current students at the Audiovisual Room, Surat Thani School.

7.on 31 May 2024 Mr. Nattachart Sakda, Director of Port, Warehouse and Water Transport Business, Group of Companies Petchsrivichai Enterprise Public Company Limited visited the community of Lang Klang, Bang Kung Sub-district, Mueang District, Surat Thani Province by meeting and listening to the opinions of the villagers and participating in the Sustainable and Drug Problem Solving Project to encourage people in the community to be aware and see the importance of exercise as part of the solution to the drug problem.\*

8.On September 9, 2024, Petchsrivichai Enterprise Public Company Limited and the Surat Thani Red Cross Society At the event, there were blood donors from both private agencies (Hino Company) and employees within the company.

## **Benefit from implementing social development project**

### Financial benefits

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

	2023	2024	2025
Scholarships (Baht)	442,200.00	355,000.00	0.00
Donations / Grants (Baht)	0.00	1,839,093.71	0.00
Value of purchasing goods and/or services from the community (Baht)	692,316.00	556,167.18	0.00

#### Non-financial benefits

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

#### **Expenses from social and environmental development project**

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	0.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.000000	0.000000	0.000000
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.000000	0.000000	0.000000

Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement

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

# ESG Performance

Company Name : PETCHSRIVICHAI ENTERPRISE PUBLIC COMPANY LIMITED      Symbol : PCE

Market : SET      Industry Group : Agro & Food Industry      Sector : Agribusiness

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has agreed that the establishment of a good corporate governance policy should be used as a guideline for the performance of duties with the belief that the application of good corporate governance principles will lead to the creation of competitiveness and ethical business practices. Respect the rights and responsibilities to shareholders and stakeholders to support society and protect the environment. The Board of Directors' Meeting No. 1/2023 (the first time after transformation) on June 6, 2023 was approved. The Company's Corporate Governance Policy covers the principles of compliance with the Corporate governance code for listed companies 2017 (CG Code) of the Office of the Securities and Exchange Commission for the Board of Directors, executives and employees to adhere to as a guideline. as follows

Principle 1: Roles and Responsibilities of the Board of Directors as Leaders of Organizations that Create Sustainable Business Value

Principle 2 Determine the main objectives and objectives of the business for sustainability.

Principle 3: Strengthen Effective Committees

Principle 4: Recruiting and Developing Senior Executives and Personnel Management

Principle 5: Promote innovation and responsible business

Practice 6: Appropriate Risk Management and Internal Control System

Practice 7: Maintain Financial Credibility and Disclosure

Practice 8: Encourage Participation and Communication with Shareholders

#### Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development

#### Nomination of directors

#### Nomination and Remuneration of Directors and Executives

The Company has a policy of recruiting and considering the remuneration of directors in monetary form clearly and transparently. The Board of Directors has assigned the Nomination and Remuneration Committee to be responsible for the nomination and consideration of directors' remuneration. and propose for approval from the Board of Directors to be presented to the Annual General Meeting of Shareholders. The form and criteria for payment of remuneration suitable to the duties and responsibilities will be considered. Experience and obligations of each director.

The Board of Directors shall recruit and promote the development of the Chief Executive Officer and President and senior executives to possess the knowledge, abilities, skills, experience, and attributes that are appropriate and necessary to drive the Company to achieve its goals. In addition, the Board of Directors also assigns the Nomination

and Remuneration Committee to prepare a succession plan, which is based on knowledge, ability, suitability and experience in order to prepare for the succession of the Chief Executive Officer and President and Senior Executives.

#### **Determination of director remuneration**

#### **Nomination and Remuneration of Directors and Executives**

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#### **Independence of the board of directors from the management**

#### **Independence of the Board of Directors from Management**

The Board of Directors shall consist of not less than one-third of the total number of directors but not less than three of the total directors in order to balance power appropriately and necessary to lead the organization towards the main objectives and objectives set. Independent directors must meet all the qualifications in accordance with the criteria for qualification of independent directors as announced by law. Regulations and/or relevant regulations stipulate. The Board of Directors consists of 9 directors and 5 independent directors and an independent director is appointed as the Chairman of the Board of Directors. Therefore, they have the independence to consider and give opinions on various matters.

#### **Director development**

#### **Development of Directors and Evaluation of the Performance of Directors**

The Board of Directors will conduct an annual evaluation of the performance of the Board of Directors. The results of the evaluation will be used to improve the performance of their duties, as well as to support the opinions of the Board of Directors to present to shareholders in considering the agenda for the election of directors which will be issued according to the agenda. For the individual performance evaluation model by the self-assessment method. (Self-evaluation) It is an assessment form that complies with the guidelines of the Stock Exchange of Thailand. For each director to use as a guideline for reviewing the performance of duties on various issues.

#### **Policy and guidelines related to shareholders and stakeholders**

Policy and guidelines related to shareholders and stakeholders : Yes

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

#### **Shareholder**

#### **Shareholder**

The Company is aware of the rights of shareholders to build good understanding and cooperation between the Company and shareholders, which is beneficial to business operations and build trust. Report to shareholders regularly and completely on the Company's situation in accordance with the facts, including encouraging shareholders to attend shareholders' meetings to participate in decision-making on important matters. Acknowledging the Company's operating results and activities, as well as striving to be a good representative of shareholders in conducting business based on

integrity. The Company has taken measures to prevent the use of inside information for the personal benefit of the Board of Directors and the Company's management in order to protect the interests of shareholders and will not commit any act that infringes or deprives shareholders of their rights.

### **Employee**

#### **Employee**

The company recognizes the importance of human resources and encourages employees to perform their jobs efficiently. The Company provides appropriate and fair remuneration and welfare to maintain the safety of the environment of employees to ensure the safety of life and property. In addition, the Company appoints and transfers employees, including rewards and punishments in good faith and based on knowledge. Competence and suitability of employees The company values the abilities and skills of its employees by providing opportunities thoroughly and consistently. As well as strictly comply with laws and regulations related to employees.

### **Customer**

#### **Customer**

The Company recognizes the treatment of its partners and important business success factors with equality and mutual benefit. The selection of suppliers is transparent, systematic, and standardized. Develop and maintain sustainable relationships with suppliers and contractors.

### **Business competitor**

#### **Competitors**

The Company has a policy to promote free and fair trade competition to its competitors. It is practiced within the framework of the rules of good competition. Do not seek confidential information of suppliers by dishonest means, including not damaging the reputation of competitors in malicious accusations.

### **Creditor**

#### **Creditor**

The Company has a policy on fair and equitable treatment of creditors. This is based on receiving fair returns for both parties, including strictly complying with contracts or terms and conditions agreed upon, and reporting accurate, complete, and timely financial information to creditors on a regular basis. In the case of business negotiations. The Company shall refrain from soliciting, accepting or employing any dishonest benefits in trade in order to be fair to creditors.

### **Community and society**

#### **1) Community and Society**

The Company has guidelines to implement or control compliance with relevant laws and regulations and be socially responsible. Support and volunteer to carry out activities that are beneficial to the community and society to promote economic strength as well as social and cultural restoration. In addition, the company has also organized various activities that are continuous community or social development, such as donating masks to communities and agencies. In the province where the company is located and neighboring provinces. Scholarship programs for students at both vocational and higher education levels with students and students, etc.

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

The Company has provided a Business Code of Conduct Manual to guide directors. The Group's executives and employees have adhered to the Code of Conduct based on responsibility, transparency and integrity, with a framework that shares common standards and adheres to morality, as well as taking into account stakeholders. Identify the important principles, including: Legal Compliance Regulations, Notices and Orders, Environmental Responsibility Intellectual Property Treatment, Anti-Corruption and Corruption Customer Treatment Treatment of suppliers and/or creditors Treatment of Competitors Community and Social Treatment Treatment of Employees Receiving complaints Human Rights and Non-Discrimination The right to political neutrality and the protection of personal data by the Company The Code of Business Conduct is reviewed annually.

### **Policy and guidelines related to business code of conduct**

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Compliance with laws, regulations, and rules, Information and assets usage and protection

### **Prevention of Conflicts of Interest**

Petchsrivichai Enterprise Co., Ltd. (crowd) Recognizing the importance of conducting business with integrity, transparency and verifiability, which is the principle of good corporate governance and strengthening the organization's efficiency, the Company has set a policy for directors. Executives and employees should avoid the risk of any action that may be contrary to the interests of the Company which may be caused by the following:

- (1) Dealing with the Company's trade stakeholders such as customers, business partners, etc.
- (2) Using the company's opportunities or inside information for personal gain.
- (3) Transactions with the Company
- (4) Doing business that competes with the company
- (5) Other causes

This results in the loss of benefits for the company, in case of necessity, it is impossible to avoid risks. The Company will always ensure that the transaction is conducted with transparency and fairness, as if it were a transaction with a general third party, taking into account the best interests of the Company and being fair to the parties involved. Therefore, in order to prevent conflicts of interest, the Company has established guidelines. as follows

- (1) The Company must not lend or guarantee directors. or businesses in which the directors of shareholders exceed 50%, except as part of the Company's welfare.
- (2) Directors must not engage in business in competition with the Company unless approved by the shareholders' meeting before being appointed as directors.
- (3) Directors and Executives The Company must not use the Company's opportunities or information to benefit themselves or others, including doing business that competes with the Company or doing related business.
- (4) referee and executives The Company shall not attend meetings or abstain from voting on transactions related to themselves that may cause a conflict of interest with the Company. If it is necessary to do so for the benefit of the Company, the transaction shall be performed on an Am's Length Basis.
- (5) Directors must inform the Company of their interests in various contracts entered into by the Company.
- (6) Directors and executives must prepare a report on the disclosure of conflicts of interest on an annual basis or when transactions such as the purchase and sale of goods or other assets occur, etc.
- (7) Consideration of conflicts of interest and transactions that may be in conflict In terms of interests, there must be an independent director to attend the meeting and consider it every time. referee Executives and personnel of the

Company who are aware of inside information should avoid using inside information for their own benefit or providing inside information for the benefit of other persons in a misappropriate manner

## **Anti-corruption**

### **Anti-Corruption Policy and Guidelines**

**1. Anti-Corruption and Bribery Policy** The Company has an anti-corruption and bribery policy. as follows

-Directors and executives must report to the Board of Directors and the Audit Committee immediately. In the event of a fraudulent incident or suspected of fraudulent incident, or any illegal conduct or other abnormal acts that may affect the Company's financial position. Transactions that cause conflicts of interest, corruption or abnormalities or significant deficiencies in the internal control system, etc.

-Procurement must be carried out in accordance with the Company's operating procedures and be transparent and verifiable, any funding must be made in the name of the Company only and must be in accordance with the Company's procedures if an employee receives a gift on a traditional occasion that is of unusually high value from a person related to the Company.

**2. Intellectual Property or Copyright Non-Infringement Policy and Practices**

The Company has a policy to comply with the Copyright Act and the Computer Use Act, in order to ensure that the use of the Company's computers is effective and of the same standard.

-The software license agreement must belong to the company and the investor only (except for non-copyrighted programs).

-Installation Renovation change Canceling any program on the Company's computer can only be done by the Information Technology Department or with permission from the Information Technology Department. If you want to use a program other than the standard program, you must notify the information technology.

-If an unauthorized program is detected, it is detected. Employees who install the program, including the computer user on which the program is installed, are responsible for both opposing the company's regulations and/or opposing the law.

-Do not use the company's programs on personal computers without permission.

-Do not give the Company's programs to others who are not employees of the Company. Use or exploit for commercial purposes without permission (e.g., lending, renting, or selling, etc.).

-Do not copy, publish, alter or modify any program owned by the Company without permission.

-All programs developed according to the Company's objectives are considered to be the property of the Company, and the Company has full rights to such programs and is prohibited from employees from disseminating or using them for commercial purposes (e.g., forms, reports , etc.).

-For antivirus programs, they are always updated by the Information Technology Department, while users must scan for viruses when external data is used.

-Employees must be responsible and judicious in using the Company's programs so as not to damage the programs that are the property of the Company, which may cause business damage.

-Employees of the Company, including third parties involved. Those who violate or violate the policy will be subject to disciplinary action and will be subject to disciplinary action and will be subject to penalties both in opposition to the company's regulations and in the legal field.

**3. Conflict of Interest Policy**

To conduct business with integrity. Disclosure and maintenance of the Company's good image as well as in accordance with the policy on conflicts of interest. Guidelines for Directors Executives and employees to adhere to the guidelines for operations. as follows

-Director Chief Executive Officer and President Employees of the Company who want to run their own business or have other careers in parallel with the work of the Company. Prior written approval from the company is required. This approval is only possible if the work is not contrary to all aspects of the company's interests.

-Employees cannot provide news about the Company's business to the media unless they have permission from the Company.

- Do not use your position in the company or the information obtained during your work for the company to seek unfair benefits.
- Do not show the visitor the feeling that he has to give gifts to employees. By trying: Avoid accepting gifts from visitors or accepting cash gifts. Appointment of a position outside the company, whether for commercial business or social service business, must first be approved in writing by the company. It must not be contrary to the interests of the Company.
- Directors, executive officers and employees of the Company who may hold shares of the Company who are not engaged in the same business or business as the Company or its affiliates. The Company must avoid using their position or duties in the Company or using the information and knowledge obtained from the Company to conduct such business unless they have the written permission of the Company.
- Employees must not disclose or utilize any confidential information of the Company, including operating procedures and business information, either during their employment with the Company or after resignation, they must not copy any kind of documents through any media. When an employee resigns from the company, he or she must return confidential documents in his or her possession to the company without warning, unless the employee is specifically authorized to keep such information. The employee will benefit from the Departmental Invention that is separated, unless this thinking is the result of (in whole or in part) the knowledge gained from the Company or has a relationship with the Company's business. If this is the case, the employee must provide documents or information. All discoveries made to the Company so that the Company owns and has complete legal rights to the invention. If the company does not wish to own any artifact, it is hired to use that artifact freely as it wishes. However, it must not violate the general rule that the actions of employees The Company must not damage the Company's interests.
- Employees must inform the management of the presence of spouses or relatives who work with the Company, major competitors, sub-customers, customers or contractors, or government agencies that are closely related to the Company's business and that the employee should avoid situations that may cause conflicts as much as possible. If you can't get out of the way, you should consult the company first.
- Employees must avoid the risk of having financial obligations to customers, customer representatives, and the Company's counterparties. The scope of this matter refers to lending or borrowing money. Recruiting money to maintain various businesses, using checks, cash, being a shared dealer, overdraft withdrawals (this does not prohibit obtaining ordinary credit for purchasing goods from customers, only asking for timely reimbursement).
- The use of the company's name can benefit many places and all employees have the right to Freely available However, employees are prohibited from using the company's name to solicit attention, credit or other services, as these practices will have a detrimental effect on the company's reputation.
- Employees will avoid the responsibility arising from their own actions. The employee cannot claim to be unaware of the situation or is not aware of the situation, or is unsure of his or her own actions whether it is a violation of the Company's discipline or a bad interest to the Company, or must consult with the supervisor to obtain approval before proceeding.

#### **4. Policies and Guidelines on Transactions with Connected Parties**

The company has set measures. Procedures for approving connected transactions and transactions related to the acquisition or disposal of the Company's assets in order to comply with the requirements of the Securities and Exchange Commission (SEC)..T) including relevant laws. as follows

- Normal business items and normal business support items such as purchase and sale of goods, services, etc. The Company has a policy for the Audit Committee to consider and give opinions on the reasons and necessity for such transactions and the existence of trade terms and conditions that are fair and do not cause transfer of benefits compared to transactions between the Company and the general public, or transactions between individuals who have a conflict of interest with the general public, or transactions in the same manner as business operators. The Company has a policy for the Audit Committee to consider and approve the reasons and necessity for such transactions on a

quarterly basis, and will comply with the Securities and Exchange Act and the Articles of Association. Announcements, orders or regulations of the Stock Exchange of Thailand, including compliance with the requirements regarding the disclosure of information on connected transactions.

-Transactions other than ordinary business transactions and normal business support items above, such as transactions related to assets or services or transactions receiving or providing financial assistance of the Company. The Company has a policy for the Audit Committee to consider and give opinions on the reasons and necessity for such transactions, and will comply with the Securities and Exchange Act and the regulations. Announcements, Orders or Regulations of the Stock Exchange of Thailand This includes compliance with the requirements regarding the disclosure of information on connected transactions and the acquisition or disposal of important assets of the Company or its subsidiaries. The Company does not have a policy of lending money to persons who may have a conflict of interest to conduct business or operate on behalf of the Company.

-The Company will disclose the transaction in accordance with the rules and procedures set forth by the Securities and Exchange Commission (SEC). set

-All directors must comply with Section 88 of the Public Limited Companies Act B.E. 2535 (1992), which requires directors to notify the Company without induction when the following cases occur:

- (1) The Company has an interest, either directly or indirectly, in any contract entered into by the Company during the fiscal year, stating the facts regarding the nature of the contract. Name of the parties and interests of the directors in the contract (if any)
- (2) Holding shares or shares of the company and its affiliates by indicating the total amount that increased or decreased during the accounting period (if any).

## **5. Policies and Guidelines on Suppliers**

The Company considers equality and integrity in business operations and mutual interests with business partners, who must strictly comply with laws and regulations and have a good code of conduct in conducting business in a competitive business. The Company will adhere to the rules of fair competition and the Company will adhere to good and fair practices in borrowing from creditors and repayment. Therefore, in order to comply with these principles, the Company has established the following guidelines:

- (1) Do not solicit, accept or pay any dishonest benefits in trade with business partners.
- (2) Strictly comply with the terms and conditions for business partners.
- (3) In case of failure to comply with the conditions, we will immediately notify the partner in advance for cooperation. Consider finding solutions to problems using the principle of reasonableness.
- (4) There are policies or measures to inspect and screen the Company's business partners, such as manufacturers and contractors, as well as to support business with business partners who operate fairly. There is no violation of human rights and awareness of social responsibility.

Do not cooperate or support any person or organization that engages in illegal business or poses a threat to society and national security.

## **Whistleblowing and Protection of Whistleblowers**

In order to comply with the resolution of the Board of Directors, the Company issued a notice. Whistleblowing and complaint policies shall be considered as principles and guidelines. as follows

company Petchsrivichai Enterprise Public Company Limited attaches great importance to the prudent business operation in terms of corruption by adhering to the principles of good corporate governance for the best interests of shareholders, stakeholders and related parties. as follows

### **1. Purpose**

In accordance with the Company's policy against corruption, the Company has established a whistleblowing and complaint policy to ensure that the Company has channels and processes for whistleblowing and complaints that are transparent, safe, and fair to whistleblowers or complainants.

### **2. Scope of whistleblowing and complaints**

When there is any doubt, belief, or reasonable grounds to believe that there has been an act of dishonesty or non-transparency or a violation of the Code of Good Practice.

- (1) Company policies, procedures, requirements or rules
- (2) Good Corporate Governance, Code of Conduct and Ethics of the Company
- (3) Laws, Official Requirements

### **3. Persons who can report whistleblowers and complaints**

Company personnel at all levels, including third parties or those who have known questions within the scope specified in Clause 2, may report any clues or complaints to the Company.

### **4. Coverage**

4.1 The Company will keep the information and details of the whistleblower or complainant and the respondent confidential or may disclose it only to those involved in the investigation or related persons to a limited extent. The Company will carefully consider the disclosure of any information, taking into account the safety and damage of the whistleblower or complainant. Sources of information or related persons

4.2 The Company will appoint an investigation committee to jointly consider clues and complaints in detail. Be prudent, cautious, and fair to all parties.

4.3 In case the complainant or a person who cooperates in investigating the facts considers that he or she may not be safe or may suffer or be damaged. can request the Human Resources Department or the Investigation Committee to determine appropriate protection measures.

5. Appointment of the Investigation and Fact Finding Committee The Company has assigned the Chief Executive Officer and President to consider and appoint the Investigation and Fact Finding Committee. To collect evidence and take any action in investigating the facts of clues or complaints.

Both suggested ways to manage and resolve the complaint. The investigation process must be transparent and fair. Investigation and Fact Finding Committee Consisting of representatives from 3 departments or agencies of the Company.

- (1) Human Resources Department
- (2) The original party of the person receiving the whistleblower or complaint.
- (3) Other independent departments or agencies such as the Internal Audit Department, Accounting Department, Legal Department, etc.

### **6. Channels for whistleblowing and complaints**

The Company has established channels for receiving whistleblowing and complaints. as follows

1. By email: Cs@pce-th.com Company Secretary's Office or the Audit Committee AC@pce-th.com
2. By phone at +66 77 947300
3. Contact through the Office of the Company Secretary, Petchsrivichai Enterprise Public Company Limited, No. 99/19 Moo 4, Kanchanavithi Road. Bang Kung Subdistrict, Mueang Surat Thani District, Surat Thani Province 84000

### **7. Procedure**

#### **7.1 In case of employee complaints, comply with the work regulations on complaints.**

#### **7.2 In the case of whistleblowing and complaints**

According to the scope specified in Clause 2, the Company Secretary shall perform the following actions:

-In case the damage is not material or the value of the damage is not large, the complaint shall be sent to the Managing Director for consideration and instruct the Human Resources Department.

-Investigate the facts and prepare a summary report of the audit results and opinions or suggestions to the Managing Director. To consider and summarize the results to inform the Company Secretary for information collection.

-In case there is a material or significant value of damage. Immediately report to the Chief Executive Officer and President for consideration and instruct the Investigation and Fact-Finding Committee to carry out the process and a copy to the Audit Committee.

#### **7.3 Results of Investigation of Whistleblowing and Complaints**

-In the event that the respondent is not guilty or the matter is caused by a misunderstanding or has given instructions to the respondent or related persons that appropriate conduct or practice has been carried out and there is no penalty, the Investigation Committee shall summarize the results and report to the executive officer and the President and a copy of the notification to the Company Secretary and the Audit Committee.

-In the event that the respondent is guilty and disciplinary action and/or legal proceedings are imposed (if any), the Investigation Committee shall propose opinions and suggestions to the Chief Executive Officer and the President for consideration. Approval Once the conclusion has been reached, the Investigation Committee shall summarize the investigation results and notify the Company Secretary and the Audit Committee.

-In the case of a complaint from an anonymous person who cannot find enough information. Report to the Chief Executive Officer and President for consideration and order.

#### **7.4 Notification of the conclusion to the complainant and amendments**

The Investigation Committee shall notify the complainant of the results of the proceedings and summarize the guidelines for amendments and propose them to the Chief Executive Officer and the President.

#### **8. Complaints in good faith**

Reporting complaints, whistleblowing, giving statements, or providing any information if it is proven that the act was done in dishonesty or deliberate bullying. Slander, distort the facts. In the case of an employee, they must be considered for disciplinary action according to the company's work regulations and regulations. In the case of an act by a third party, including an act by an employee of the Company, and the Company has received a damaged The Company may consider taking legal action as the case may be.

#### **Prevention of Misuse of Inside Information**

Governance of Directors The Company has established policies and regulations prohibiting any person who knows and possesses the Company's inside information. Use such information, which has not been disclosed to the public, for personal gain or the use of others. The guidelines have been set. as follows

- 1) The Company has stated in the Good Corporate Governance Policy. Prohibited circumstances that are considered to be unfair acts related to securities trading, including disclosure of information that may cause damage to investors and the capital market, such as notification, dissemination or disclosure of false or misleading statements, including analysis/predictions using false information or distorting information. Taking advantage of other investors by leveraging the information they have learned to trade the company's securities. Creating securities prices by trading securities that make the general public Misleading the price or trading volume or trading of securities that deviate from the normal market conditions.
- 2) Sending orders into the SEC's securities trading system causing delays/interruptions in the system or using/permitting the use of the Nominee account for unfair acts related to securities trading.
- 3) Notification to the Directors The executives acknowledge the obligation to report their securities holdings and derivatives contracts under Section 100 of the National Monetary Policy Act. 59 of the Securities and Exchange Act B.E. 2535 (1992) of their spouse or cohabitants, husband and wife (1) and minor children (2) and juristic persons of which they are The person under (1) and the person under (2) collectively hold more than 30% of the total number of voting rights of the said juristic person, and the combined shareholding is the largest proportion of the juristic person held in the Company and its subsidiaries at every meeting of the Board of Directors that is changed (buying, selling, transferring or receiving transfer) and must notify the Company without delay.
- 4) Determination of the Blackout Period for at least 1 month prior to the disclosure of inside information on the financial statements. The Company's financial position or operating results, including other material internal information that affects changes in the price of securities to the public, and at least 3 days after the disclosure of the information to the public, including the prohibition of disclosing such material information to other persons.
- 5) referee or senior executives who wish to trade the Company's securities. The request must be notified to the Internal Audit Office at least 1 day in advance to report at the quarterly meeting of the Audit Committee.

Determine disciplinary penalties if there is a violation of using inside information for personal gain to the extent permitted by law. Starting from a written warning. The punishment will be determined by the intention of the act and the seriousness of the offense.

### **Compliance with laws, regulations, and rules**

Executives and employees must strictly comply with laws related to the Company's business and the Company's operating regulations, and avoid any actions that may adversely affect the Company's reputation. In the Company's business operations.

#### **Guidelines**

-Executives and employees must not violate the avoid Violate or ignore any regulations, notices or orders of the Company as well as any lawful and lawful orders of the superiors.

-Executives and employees must not produce or possess illegal items. Whether for their own use, for sale, or for any other person.

-Executives and employees must use communication and computer systems responsibly and must not cause division. Damaging others, destroying morale, or promoting hostility in the workplace.

Executives and employees must not use communication systems and computer systems in activities that are illegal or contrary to the Company's policies, and do not use the Internet or services that interfere with each other in a way that will cause damage. Shame, lack of trust, or disrepute.

### **Information and assets usage and protection**

Executives and employees shall be responsible for maintaining and using the Company's assets to the fullest benefit of the Company's business only and not to use them for the benefit of others or in an improper manner.

#### **Guidelines**

-Executives and employees must comply with the company's safety requirements. In the use of tools, equipment, and working environment.

-Executives and employees must not use, sell, lend, lend, or dispose of the Company's assets without permission. Regardless of the value or condition of the property.

-Executives and employees must not intentionally damage, sabotage or destroy the Company's assets.

-Executives and employees must not use the Company's assets for personal benefit or external affairs unless authorized by their superiors.

### **Promotion of compliance with the business code of conduct**

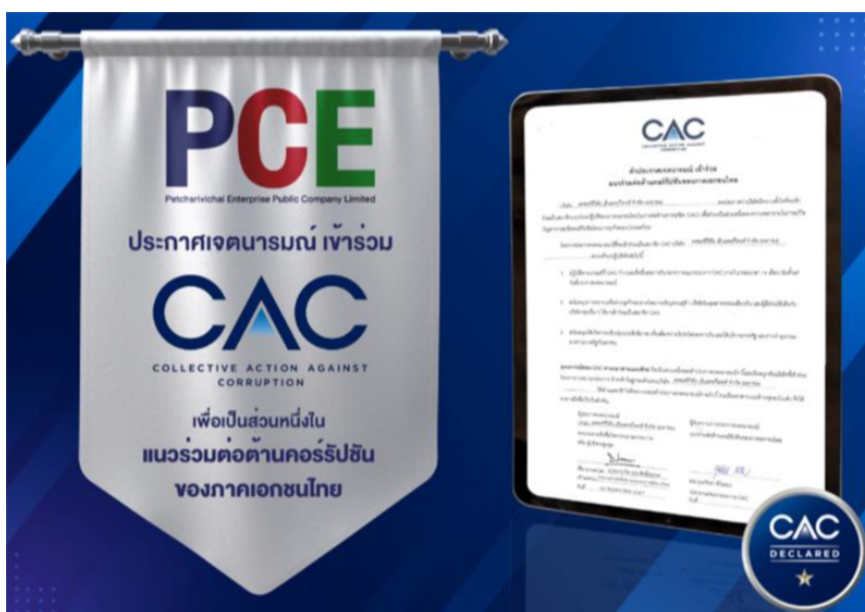
Promotion for the board of directors, executives, and : Yes  
employees to comply with the business code of  
conduct

The Company has provided a Business Code of Conduct Manual to guide directors. The Group's executives and employees have adhered to the Code of Conduct based on responsibility, transparency and integrity, with a framework that shares common standards and adheres to morality, as well as taking into account stakeholders. Identify the important principles, including: Legal Compliance Regulations, Notices and Orders, Environmental Responsibility Intellectual Property Treatment, Anti-Corruption and Corruption Customer Treatment Treatment of suppliers and/or creditors Treatment of Competitors Community and Social Treatment Treatment of Employees Receiving complaints Human Rights and Non-Discrimination The right to political neutrality and the protection of personal data by the Company The Code of Business Conduct is reviewed annually.

## Participation in anti-corruption networks

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

## Diagram of participation in anti-corruption networks



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

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

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

### Review of Corporate Governance Policies, Practices, and Systems in the Past Year

The Board of Directors recognizes the importance of enhancing governance efficiency and elevating the Company's corporate governance standards in alignment with the Corporate Governance Code (CG Code) for Listed Companies 2017, as prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. Accordingly, the Board has established a process to regularly review the appropriateness and adequacy of the Company's corporate governance policies, practices, and Business Code of Conduct at least once a year. This is to ensure alignment with the Company's business operations, changes in the business environment, laws, regulations, best practices, and feedback from stakeholders. At the Board of Directors Meeting No. 4/2025 held on 13 November 2025

(with all nine directors in attendance), the Board reviewed the Board Charter and the charters of all sub committees to ensure coverage in accordance with good corporate governance principles and certain anti corruption measures that had not yet been adopted. The review results were endorsed by all sub committees. The review proposed that additional wording be included under the section Duties and Responsibilities to enhance completeness in accordance with the assessment criteria of the Corporate Governance Report (CGR) of the Stock Exchange of Thailand. The objective is to ensure governance practices are sufficiently appropriate for business operations and to enable an effective review of the Companys anti corruption system in line with guidelines from various regulatory bodies, such as the Thai Private Sector Collective Action Against Corruption (CAC), the Thai Institute of Directors Association (IOD), and the National Anti Corruption Commission (NACC).

### **Implementation of the CG Code for listed companies**

Implementation of the CG Code as prescribed by the : Fully implement  
SEC

The Board of Directors recognizes the importance of increasing the efficiency of supervision and raising the standards of corporate governance of the company in line with the principles of good corporate governance for listed companies 2017 or the Corporate Governance Code (CG Code) in accordance with the principles of the Office of the Securities and Exchange Commission. The Board of Directors has established a process for reviewing suitability, and the adequacy of the company's policies and practices regarding corporate governance and business ethics on a regular basis. At least 1 time per year to be consistent with the business model the environment may change. This includes laws, regulations, guidelines and opinions from stakeholders.

### **Other corporate governance performance and outcomes**

## Corporate Governance Structure

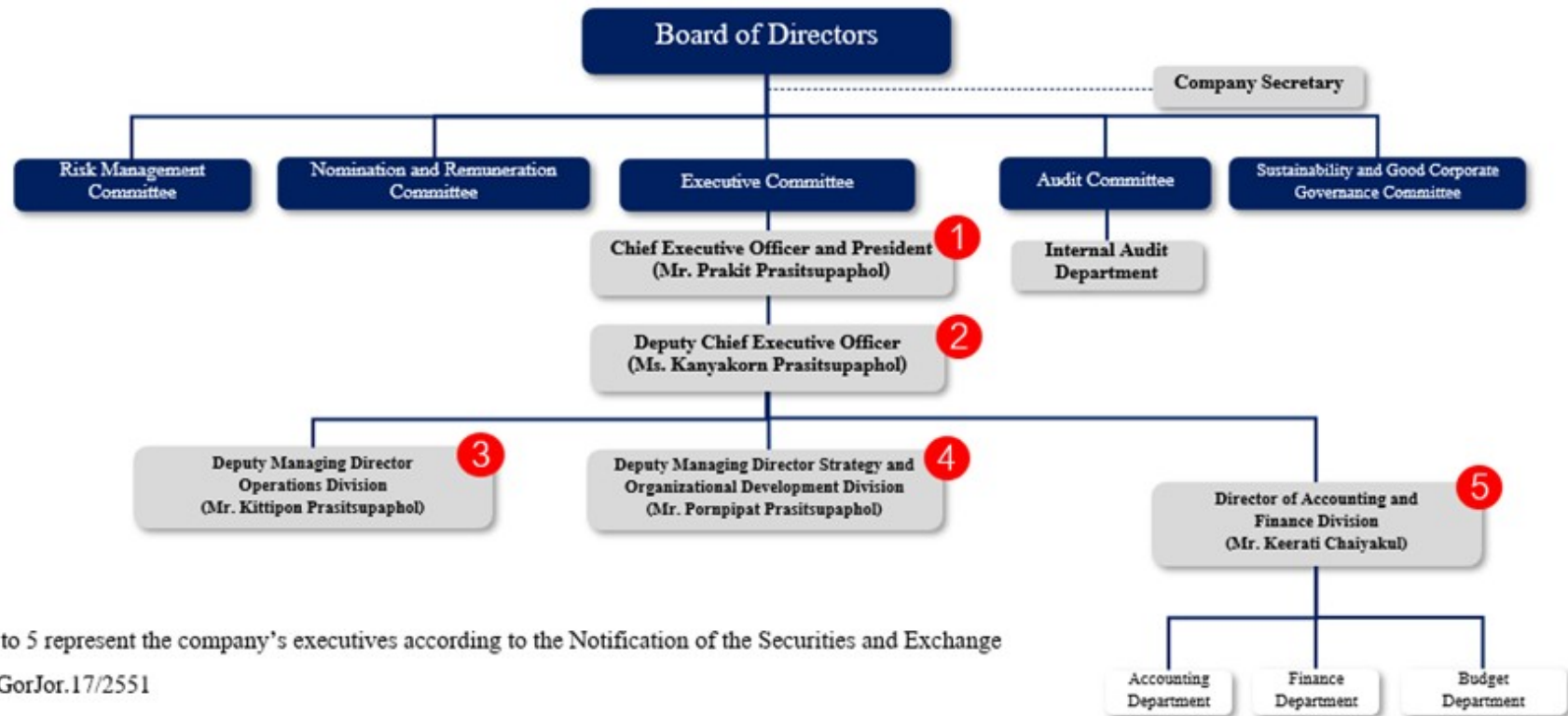
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jun 2025

## Organizational Structure and Department Structure of Petchsrivichai Enterprise Public Company Limited



**Note:** Numbers 1 to 5 represent the company's executives according to the Notification of the Securities and Exchange Commission No. GorJor.17/2551

Re: Definitions Used in Notifications Relating to the Issuance and Offering of Securities

/1 Ms. Artita Jiewmaidang is the person assigned direct **responsibility** for supervising the accounting operations (Chief Accountant) and is not considered an executive under the definition of the SEC Notification No. GorJor.17/2551

Re: Definitions Used in Notifications Relating to the Issuance and Offering of Securities

Organizational structure of the company as of June 1, 2025

## Information on the board of directors

### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		9		9	
	8	1	8	1	8	1
Executive directors	0		4		4	
	0	0	3	1	3	1
Non-executive directors	5		5		5	
	5	0	5	0	5	0
Independent directors	5		5		4	
	5	0	5	0	4	0
Non-executive directors who have no position in independent directors	0		0		1	
	0	0	0	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	88.89	11.11	88.89	11.11	88.89	11.11
Executive directors	0.00		44.44		44.44	
	0.00	0.00	33.33	11.11	33.33	11.11
Non-executive directors	55.56		55.56		55.56	
	55.56	0.00	55.56	0.00	55.56	0.00
Independent directors	55.56		55.56		44.44	
	55.56	0.00	55.56	0.00	44.44	0.00
Non-executive directors who have no position in independent directors	0.00		0.00		11.11	
	0.00	0.00	0.00	0.00	11.11	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	0		54		55	
	0	0	55	47	56	48

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. CHANITR CHARNCHAINARONG  Gender: Male  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>9 Dec 2022</p>	<p>Business Administration, Information &amp; Communication Technology, Accounting, Finance, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. CHAKKRIT PARAPUNTAKUL  Gender: Male  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Vice-chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>9 Dec 2022</p>	<p>Business Administration, Property Development, Accounting, Finance, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. KANYAKORN PRASITSUPAPHON  Gender: Female  Age : 48 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 60,000,000 Shares (2.180000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>20 Nov 2013</p>	<p>Business Administration, Agribusiness, Transportation &amp; Logistics</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. KITTIPON PRASITSUPAPHOL</p> <p>Gender: Male</p> <p>Age : 32 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 40,000,000 Shares (1.450000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	20 Nov 2013	<p>Business Administration, Tourism &amp; Leisure, Strategic Management, Transportation &amp; Logistics, Agribusiness</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRAKIT PRASITSUPAPHOL  Gender: Male  Age : 71 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 61,500,000 Shares (2.240000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 70,000,000 Shares (2.550000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse: Mrs. Prapaphan Prasitsupaphol</p>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>20 Nov 2013</p>	<p>Business Administration, Economics, Agribusiness, Transportation &amp; Logistics, Law</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PORNPAT PRASITSUPAPHOL  Gender: Male  Age : 35 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 45,300,000 Shares (1.650000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>20 Nov 2013</p>	<p>Agribusiness, Transportation &amp; Logistics, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. TANIN TANPRAWAT  Gender: Male  Age : 61 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Dec 2022	Business Administration, Agribusiness, Industrial Materials & Machinery, Construction Materials, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. EKARIN LUENGVIRIYA  Gender: Male  Age : 66 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>9 Dec 2022</p>	<p>Business Administration, Agribusiness, Energy &amp; Utilities, Public Administration, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. MONGKON RATTANAPUNT Gender: Male Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 1,000,000 Shares (0.036364 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Child (already of legal age) Ms. Ramil Rattanaphan</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Dec 2022	Business Administration, Agribusiness, Construction Services, Law, Public Administration

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors



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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. CHANITR CHARNCHAINARONG	Chairman of the board of directors		✓	✓		
2. Mr. CHAKKRIT PARAPUNTAKUL	Vice-chairman of the board of directors		✓	✓		
3. Ms. KANYAKORN PRASITSUPAPHON	Director	✓				✓
4. Mr. KITTIPON PRASITSUPAPHOL	Director	✓				✓
5. Mr. PRAKIT PRASITSUPAPHOL	Director	✓				✓
<b>Total (persons)</b>		<b>4</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>4</b>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
6. Mr. PORNPIPAT PRASITSUPAPHOL	Director	✓				✓
7. Mr. TANIN TANPRAWAT	Director		✓	✓		
8. Mr. EKARIN LUENGVIRIYA	Director		✓		✓	
9. Mr. MONGKON RATTANAPUNT	Director		✓	✓		
<b>Total (persons)</b>		<b>4</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>4</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	11.11
2. Agribusiness	7	77.78
3. Industrial Materials & Machinery	1	11.11
4. Construction Materials	1	11.11
5. Construction Services	1	11.11
6. Property Development	1	11.11
7. Energy & Utilities	1	11.11
8. Tourism & Leisure	1	11.11
9. Transportation & Logistics	4	44.44

Skills and expertise	Number (persons)	Percent (%)
10. Information & Communication Technology	1	11.11
11. Law	2	22.22
12. Accounting	2	22.22
13. Finance	2	22.22
14. Corporate Social Responsibility	1	11.11
15. Human Resource Management	1	11.11
16. Data Analysis	1	11.11
17. Engineering	1	11.11
18. Strategic Management	1	11.11
19. Audit	1	11.11
20. Public Administration	2	22.22
21. Business Administration	8	88.89

#### Information about the other directors <sup>(\*)(\*\*)</sup>

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

Additional explanation :

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

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

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

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

N/A

## Information on the roles and duties of the board of directors

Board charter : Have

In addition to the Board of Directors of Petchsrivichai Enterprise Co., Ltd. (crowd) (the "Company") shall strictly comply with the Company's Articles of Association. Civil and Commercial Code, including laws related to the Public Companies Act B.E. 2535 (1992) ("Public Companies Act"). The Securities and Exchange Act B.E. 2535 (1992) ("the Securities Act") After becoming a public limited company and in accordance with other relevant laws. The Company also recognizes and attaches great importance to corporate governance. Therefore, the Company has established the Charter of the Board of Directors to ensure that the roles and duties of the Board of Directors are in line with the principles of good corporate governance set forth by the SET. as follows

### 1. Composition of the Board of Directors

- 1.1. The Board of Directors consists of not less than 5 directors and not less than half of the total number of directors must be residents of Thailand and have the qualifications required by law.
- 1.2. The structure of the Board of Directors must consist of at least one-third (1/3) of the total directors but not less than 3 independent directors, and the independent directors must be fully qualified in accordance with the criteria for qualification of independent directors as specified in the Notification of the Capital Market Supervisory Board No. TOR Jor 39/2016. Re: Application for Permission and Permission to Offer for Sale of Newly Issued Shares ("Notification of TOR 39/2016") or to be amended in the future
- 1.3. The Board of Directors shall elect one director as the Chairman of the Board of Directors, in the event that the Board of Directors deems it appropriate, may elect one or more directors as the Vice Chairman of the Board of Directors.
- 1.4. The Company has a policy that the Chairman of the Board of Directors should be an independent director and must not be the same person as the Chief Executive Officer and not be a spouse or child of the Chief Executive Officer and the President. In the event that the Chairman of the Board of Directors and the Chief Executive Officer are not clearly separated, for example, the Chairman of the Board of Directors and the Chief Executive Officer are members of the same family (except for spouses or children as prohibited in the preceding paragraph), or the Chairman of the Board of Directors is a member of the Executive Committee or working group, or is assigned to have administrative responsibilities (meaning that he or she is a director who has the authority to sign and bind the Company as specified in the Company Certificate). The Board of Directors will promote a balance of power between the Board of Directors and management. It is considered to be implemented according to one of the principles. as follows
  - (1) Appoint at least one independent director to give opinions to the management to consider setting the agenda for each meeting of the Board of Directors, or
  - (2) The Board of Directors shall be structured to consist of more than half of the total number of independent directors.
- 1.5. Directors are not required to be shareholders of the Company.

- 1.6. Persons nominated as directors of the Company must be considered and nominated by the Nomination and Remuneration Committee.
- 1.7. The shareholders' meeting shall appoint directors in accordance with the Company's Articles of Association and the provisions of relevant laws. The following criteria and methods are as follows:
- (1) Each shareholder has 1 vote per share.
  - (2) Each shareholder may use their existing votes to elect one or more individuals as directors of the Company. In the case of election of multiple persons as directors of the Company, the number of votes cannot be divided among any one person ( non-cumulative voting for the election of directors only).
  - (3) The person who receives the highest number of votes in descending order shall be elected as a director of the Company equal to the number of directors to be or shall be elected at that time. In the event that the person who is elected in the next order has the same number of votes in excess of the number of directors to be elected or to be elected at that time. The Chairman shall vote decisively.

## **2. Qualifications of the Company's Directors**

- 2.1 Directors must be persons with knowledge, abilities and experience that will be beneficial to business operations. Be honest, honest, ethical in business operations and have enough time to devote knowledge. Ability and perform duties for the Company to the fullest.
- 2.2 Directors must be fully qualified and not have any prohibited characteristics under the Public Companies Act and the Securities Act, as well as must not have characteristics that indicate a lack of suitability to be entrusted to manage a business with the public as a shareholder as announced by the Office of the Securities and Exchange Commission.
- 2.3 Directors cannot operate businesses with the same conditions and compete with the Company's business, or become partners or directors of other juristic persons with the same conditions and compete with the Company's business. Unless it is done for the benefit of oneself or the benefit of another person, unless it is notified to the shareholders' meeting before the resolution of the appointment of the
- 2.4 Directors must notify the Company without delay. If there is an interest in a contract entered into, either directly or indirectly, or an increase or decrease in the shareholding or debentures in the Company or its subsidiaries.

## **3. Appointment of Directors and Term of Office**

- 3.1 The election of directors shall be in accordance with the Company's Articles of Association and relevant laws. The nomination of directors must be transparent and clear by considering the educational background and professional experience of the person, as well as the qualifications and absence of prohibited characteristics, with sufficient details for consideration. Submit to the Nomination and Remuneration Committee for consideration and approval before presenting to the Board of Directors and/or shareholders for further approval of the appointment (as the case may be)
- 3.2 The Company's directors have a term of office of 3 years at a time (1 year herein refers to the period between the date of the Annual General Meeting of Shareholders of the year in which they are appointed and the date of the Annual General Meeting of Shareholders of the following year). Directors who retire from office may be nominated and appointed to new positions.
- 3.3 At every Annual General Meeting, at least one-third (1/3) of the Company's directors shall resign from their positions. If the number of directors cannot be divided into three parts. The directors who are to retire in the first and second years after the registration of the company shall be resigned by lottery method (or voluntarily), and in the following years, the director who has held the longest term of office shall retire and the directors who have resigned from office according to the term may be nominated and appointed to a new position.
- 3.4 In addition to his resignation as a director of the Company. The Company's directors will retire from their positions when:
- (1) die
  - (2) resign
  - (3) Lack of qualifications or prohibited characteristics under the Public Company Act and/or the Securities Act.

(4) The shareholders' meeting shall vote to issue the shares by vote of not less than three-fourths (3/4) of the number of shareholders present at the meeting and have the right to vote, and the total number of shares shall not be less than half of the number of shares held by the shareholders present and entitled to vote.

(5) The court ordered the dismissal.

3.5 Any director who will resign from office shall submit his resignation letter to the Company. The resignation shall take effect from the date the resignation letter reaches the company. The resigned director may also notify the Registrar of his or her resignation.

3.6 In the event that the position of the Company's director becomes vacant due to reasons other than the time to leave the company, the Nomination and Remuneration Committee shall approve and propose to the Board of Directors as long as there are any remaining candidates, selecting persons who are qualified and do not have any prohibited characteristics under the Public Company Act and the Securities Act. Unless the term of office of such director is less than 2 months, the person who becomes a substitute director may only hold the position of director of the company for the remaining term of the director he or she replaced.

#### **4. Duties and Responsibilities of the Board of Directors**

4.1 Manage the company in accordance with the law. The Company's objectives and articles of association as well as the resolutions of the shareholders' meeting are lawful with good faith. Be careful to protect the interests of the company.

4.2 The Company shall arrange the Annual General Meeting of Shareholders within 4 months from the end of the Company's accounting period, and the Company shall send the Notice of the Annual General Meeting of Shareholders as well as the agenda and supporting documents for consideration in advance within a reasonable period of time. It must not be less than the period specified in the Articles of Association or in accordance with the regulations of the regulatory authority in force at that time.

4.3 The Board of Directors shall hold meetings at least once every 3 months and should not be less than 6 times a year, and should be a full meeting when considering and voting on significant matters or transactions. Significant transactions should include the acquisition or disposal of assets of the Company and its subsidiaries that have a significant impact on the Company. Expansion of investment projects Consideration and approval of connected transactions Determination of the level of operational authority and formulation of financial management and risk management policies of the Company's business, etc.

4.4 Establish an efficient and effective internal control system, internal audit, and risk management.

4.5 Arrange an accounting system. The Company also maintains a document storage system that enables the accuracy of information to be verified later and is in accordance with relevant laws.

4.6 Arrange for the preparation of quarterly financial statements to propose the auditor to review the statements before presenting them to the Board of Directors and the preparation of financial statements at the end of the Company's accounting cycle to be accurate in order to show the financial position and operating results of the past year in accordance with reality, complete and accurate. Comply with generally accepted accounting standards and be audited by the Company's auditors. Before presenting to the Annual General Meeting of Shareholders for consideration and approval.

4.7 Consider approving the proposal for the appointment of an auditor who is qualified as required by law. Regulations, Announcements, Determination and Approval of Annual Audit Fees to be presented to the Annual General Meeting of Shareholders for consideration and approval.

4.8 Set goals method Policies, business plans, and the Company's budget. Monitoring and Supervision The administration and management of the management department in accordance with the policy. Plans and budgets that are set efficiently and effectively.

4.9 To review, examine and approve business expansion plans, large-scale investment projects, as well as investment with other entrepreneurs proposed by the management.

4.10 Consider and amend the names of directors who have the authority to bind the Company.

4.11 To consider and propose the annual dividend payment to shareholders for approval at the Annual General Meeting of Shareholders and to consider and approve the interim dividend payment to shareholders. When it is seen that the Company has sufficient profits to do so, and the dividend payment is reported to the shareholders' meeting at the next shareholders' meeting.

4.12 Enforce the control policy and corporate governance mechanism of the Company that invests in subsidiaries or associated companies, including:

- (1) Perform duties in accordance with the scope of duties and responsibilities set forth for directors who have been approved by the Board of Directors to become directors. or executives of subsidiaries or associates in proportion to the Company's shareholding in such subsidiaries or associates.
- (2) Continuously monitor the performance of subsidiaries or associates in accordance with the plan and budget.
- (3) Monitoring and supervising the disclosure of information related to the financial position and operating results of subsidiaries Transactions between the Company and the acquisition or disposal of significant assets to the Company are accurate and complete.
- (4) In the case of a subsidiary entering into a transaction with a connected person of the Company. There is an acquisition or disposal of assets or any other important transactions. The Board of Directors in particular Directors or any other person who has received a resolution from the Board of Directors meeting shall be appointed as a director. or executives in subsidiaries are responsible for supervising the subsidiaries to comply with the regulatory mechanism regarding transactions with connected persons. The transaction shall be considered in the same manner as the transaction in the same manner and size as the transaction required by the Company to obtain a resolution from the Board of Directors or the Company's shareholders' meeting, as the case may be.

4.13 Consider and approve the appointment. Change of person to become a director and/or executives in subsidiaries or associates in proportion to their shareholding in subsidiaries or associates, including the application of the Company's control policies and corporate governance mechanisms. Invest in subsidiaries or associates to show that the Company has a supervisory mechanism for subsidiaries as stipulated in Notification Tor.J.39/2016. Application for Permission and Permission to Offer for Sale of Newly Issued Shares (including the Revised Version)

4.14 Consider determining the administrative structure and have the power to appoint. The Executive Committee, the Chief Executive Officer and the President and other subcommittees as appropriate, such as the Audit Committee. The Nomination and Remuneration Committee, etc., including the determination of the scope of authority and duties as well as the remuneration of the Executive Committee. The delegation of authority according to the prescribed scope of authority must not be in the nature of delegating the authority that makes the Executive Committee The Chief Executive Officer and President and the aforementioned subcommittees will be able to consider and approve transactions that may have conflicts of interest or other conflicts of interest with the Company or its subsidiaries (if any), except for the approval of transactions that are in accordance with the policies and criteria that have been considered and approved by the Board of Directors. In the event that the Board of Directors assigns the Chief Executive Officer and President or any other person to act on behalf of the Board of Directors in any matter. Such assignment must be made in writing or clearly recorded as a resolution of the Board of Directors in the minutes of the Board of Directors' meeting. and clearly state the scope of authority and duties of the assignee.

4.15 The Board of Directors may authorize one or more directors or any other person to perform any of the duties on behalf of the Board. It is under the control and supervision of the Board of Directors. Or it may delegate the authority to give such person the authority as the Board deems appropriate and within such period as the Board deems appropriate, which the Board may cancel or revoke. The delegation of authority may be changed or amended as appropriate. It must not be of the nature of an authorization that enables such person to consider and approve transactions that he/she or a person who may have a conflict of interest in any other manner to be entered into with the Company or its subsidiaries (if any), except for the approval of ordinary business transactions and in accordance with general commercial conditions, or in accordance with the policies and criteria that have been considered and

approved by the Board of Directors. Conditions and procedures as prescribed in relation to connected transactions and transactions of acquisition or disposal of significant assets in accordance with the Notification of the Capital Market Board and/or any other announcement of relevant agencies.

4.16 Directors and executives must report to the Company their interests or related persons. This is an interest related to the management of the activities of the Company or its subsidiaries. Conditions and procedures announced by the Capital Market Supervisory Board

4.17 It is forbidden for directors to Executives, including spouses or minor children of directors. or executives. Use information within the Company, its subsidiaries and associates, whether obtained from the performance of its duties or in any other way that has or may have a significant impact on the Company. subsidiaries or associates for the benefit of themselves or others, directly or indirectly, and regardless of whether they receive returns or not.

4.18 Directors and executives of the Company, including related persons of such directors and executives. The Company is responsible for notifying the Company of its relationship and transactions with the Company. Subsidiaries or associates in a manner that may cause a conflict of interest and avoid transactions that may cause a conflict of interest with the Company. Such subsidiaries or associate companies.

4.19 Appoint any person to act as the Company Secretary to assist the Board of Directors in the performance of various tasks to ensure that the Company's business operations comply with laws and regulations. Regulations and related guidelines. The Board of Directors has the power to determine the remuneration (meeting allowance) to the Company Secretary as it deems appropriate and appropriate, and the Company shall be responsible for such remuneration.

## **5. Board of Directors Meeting**

5.1 The Board of Directors shall hold meetings to acknowledge the Company's operating results at least once every 3 months and not less than 6 times per year. The Company's directors must attend at least three-quarters (3/4) of the total number of meetings per year. At the Board of Directors meeting, the Company's directors must express their opinions and exercise discretion independently. In addition to force majeure that must be notified to the Secretary of the Board of Directors in advance. The Company must report the number of times the Board of Directors attends the meeting in the Annual Report, which at each Board of Directors meeting to be known to all the Board of Directors in advance, the Secretary of the Board of Directors must send an invitation letter to all the Board of Directors to inform the date. The time, place and agenda of the meeting shall be sent not less than 3 days in advance (except for urgent cases for the benefit of the Company, other actions may be taken as appropriate) and the meeting documents shall be collected from the directors. and management to submit to the Board of Directors in advance and such documents must provide sufficient information to make decisions and exercise independent discretion of the Board of Directors. The Secretary of the Board of Directors shall record the issues of the meeting to prepare the minutes of the meeting, which must be complete and complete within 14 days from the date of completion of the meeting to propose to the Chairman of the Board of Directors for signature.

5.2 The directors of the Company who have an interest in any matter do not have the right to vote on such matters.

5.3 Voting at the Board of Directors meeting shall be based on the opinion of the majority vote. In case of equal votes, the Chairman of the meeting shall cast one additional vote as the decisive vote. However, the opinions of other directors who did not vote in favor shall be clearly stated in the minutes of the meeting.

5.4 The Chairman of the Board of Directors acted as the chairman of the meeting. It is responsible for allocating sufficient time for each agenda for the directors to discuss and express their opinions independently on important issues. Taking into account the interests of shareholders and stakeholders fairly.

5.5 The Chairman of the Board of Directors and the Chairman of the Executive Committee will be in charge of approving the agenda of the meeting.

5.6 In the meeting of the Board of Directors, not less than half of the total number of directors of the Company must be present and at least 1 independent director must be present to form a quorum. In the event that the Chairman of the Board of Directors is absent from the meeting or is unable to perform his duties. If the Vice Chairman

of the Board of Directors is present at the meeting, the Vice Chairman of the Board of Directors shall chair the meeting. or being absent from the meeting or unable to perform their duties. The directors of the Company who attend the meeting shall elect one of the directors to be the chairman of the meeting.

5.7 In considering a particular matter, the directors have the right to request to see or examine the relevant documents or request the relevant management to attend the meeting to clarify more detailed information.

## **6. Report of the Board of Directors**

The Board of Directors will prepare a performance evaluation report as a support for the opinion of the Board of Directors to report on the performance of duties in the past year to the shareholders in the Annual Report. as follows

- (1) Number of meetings
- (2) Number of times each director attends the meeting
- (3) Remuneration of the Board of Directors
- (4) Performance of duties according to the prescribed charter

## **7. Evaluation of the Board of Directors**

The performance evaluation of the Board of Directors is held annually and is divided into 2 evaluations: The categories are the performance evaluation of individual directors and the performance evaluation of the entire Board of Directors. The Board of Directors will prepare a performance evaluation report as a basis for the opinion of the Board of Directors. It is prepared in 2 ways as follows:

7.1 Evaluation of the performance of the entire committee by evaluating the following aspects:

- Structure and Qualifications of the Board of Directors
- Roles, Duties and Responsibilities of the Board of Directors
- Board of Directors Meeting
- Duties of Directors
- Management Relations
- Self-development of directors

7.2 Evaluation of the performance of individual directors by evaluating in various aspects:

- Availability of Directors
- Strategizing and planning a business plan
- Risk Management and Internal Control
- Ensuring that there are no conflicts of interest
- Tracking financial and operational reports
- Board of Directors Meeting
- other

The Board of Directors will use the performance evaluation as information to support the opinion of the Board of Directors. Presenting to shareholders to consider the agenda for the election of directors which is issued according to the agenda.

## **8. Revision and Revision of the Charter**

The Board of Directors will review this Charter annually and will make amendments as it deems appropriate.

## **Information on subcommittees**

### **Information on subcommittees**

### Roles of subcommittees

#### Board of Directors

##### Role

- Others
- Manage the company in accordance with the law, objectives, and company regulations.
- Arrange a shareholder meeting Hold meetings of the Board of Directors and all sub-committees according to the charter.

##### Scope of authorities, role, and duties

4.1 Manage the company in accordance with the law. The Company's objectives and articles of association as well as the resolutions of the shareholders' meeting are lawful with good faith. Be careful to protect the interests of the company.

4.2 The Company shall arrange the Annual General Meeting of Shareholders within 4 months from the end of the Company's accounting period, and the Company shall send the Notice of the Annual General Meeting of Shareholders as well as the agenda and supporting documents for consideration in advance within a reasonable period of time. It must not be less than the period specified in the Articles of Association or in accordance with the regulations of the regulatory authority in force at that time.

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4.4 Establish an efficient and effective internal control system, internal audit, and risk management.

4.5 Arrange an accounting system. The Company also maintains a document storage system that enables the accuracy of information to be verified later and is in accordance with relevant laws.

4.6 Arrange for the preparation of quarterly financial statements to propose the auditor to review the statements before presenting them to the Board of Directors and the preparation of financial statements at the end of the Company's accounting cycle to be accurate in order to show the financial position and operating results of the past year in accordance with reality, complete and accurate. Comply with generally accepted accounting standards and be audited by the Company's auditors. Before presenting to the Annual General Meeting of Shareholders for consideration and approval.

4.7 Consider approving the proposal for the appointment of an auditor who is qualified as required by law. Regulations, Announcements, Determination and Approval of Annual Audit Fees to be presented to the Annual General Meeting of Shareholders for consideration and approval.

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4.12 Enforce the control policy and corporate governance mechanism of the Company that invests in subsidiaries or associated companies, including:

(1) Perform duties in accordance with the scope of duties and responsibilities set forth for directors who have been approved by the Board of Directors to become directors. or executives of subsidiaries or associates in proportion to the Company's shareholding in such subsidiaries or associates.

(2) Continuously monitor the performance of subsidiaries or associates in accordance with the plan and budget.

(3) Monitoring and supervising the disclosure of information related to the financial position and operating results of subsidiaries Transactions between the Company and the acquisition or disposal of significant assets to the Company are accurate and complete.

(4) In the case of a subsidiary entering into a transaction with a connected person of the Company. There is an acquisition or disposal of assets or any other important transactions. The Board of Directors in particular Directors or any other person who has received a resolution from the Board of Directors meeting shall be appointed as a director. or executives in subsidiaries are responsible for supervising the subsidiaries to comply with the regulatory mechanism regarding transactions with connected persons. The transaction shall be considered in the same manner as the transaction in the same manner and size as the transaction required by the Company to obtain a resolution from the Board of Directors or the Company's shareholders' meeting, as the case may be.

4.13 Consider and approve the appointment. Change of person to become a director and/or executives in subsidiaries or associates in proportion to their shareholding in subsidiaries or associates, including the application of the Company's control policies and corporate governance mechanisms. Invest in subsidiaries or associates to show that the Company has a supervisory mechanism for subsidiaries as stipulated in Notification Tor.J.39/2016. Application for Permission and Permission to Offer for Sale of Newly Issued Shares (including the Revised Version)

4.14 Consider determining the administrative structure and have the power to appoint. The Executive Committee, the Chief Executive Officer and the President and other subcommittees as appropriate, such as the Audit Committee. The Nomination and Remuneration Committee, etc., including the determination of the scope of authority and duties as well as the remuneration of the Executive Committee. The delegation of authority according to the prescribed scope of authority must not be in the nature of delegating the authority that makes the Executive Committee The Chief Executive Officer and President and the aforementioned subcommittees will be able to consider and approve transactions that may have conflicts of interest or other conflicts of interest with the Company or its subsidiaries (if any), except for the approval of transactions that are in accordance with the policies and criteria that have been considered and approved by the Board of Directors. In the event that the Board of Directors assigns the Chief Executive Officer and President or any other person to act on behalf of the Board of Directors in any matter. Such assignment must be made in writing or clearly recorded as a resolution of the Board of Directors in the minutes of the Board of Directors' meeting. and clearly state the scope of authority and duties of the assignee.

4.15 The Board of Directors may authorize one or more directors or any other person to perform any of the duties on behalf of the Board. It is under the control and supervision of the Board of Directors. Or it may delegate the authority to give such person the authority as the Board deems appropriate and within such period as the Board deems appropriate, which the Board may cancel or revoke. The delegation of authority may be changed or amended as appropriate. It must not be of the nature of an authorization that enables such person to consider and approve transactions that he/she or a person who may have a conflict of interest in any other manner to be entered into with the Company or its subsidiaries (if any), except for the approval of ordinary business transactions and in accordance with general commercial conditions, or in accordance with the policies and criteria that have been considered and approved by the Board of Directors. Conditions and procedures as prescribed in relation to connected transactions and transactions of acquisition or disposal of significant assets in accordance with the Notification of the Capital Market Board and/or any other announcement of relevant agencies.

4.16 Directors and executives must report to the Company their interests or related persons. This is an interest related to the management of the activities of the Company or its subsidiaries. Conditions and procedures announced by the Capital Market Supervisory Board

4.17 It is forbidden for directors to Executives, including spouses or minor children of directors. or executives. Use information within the Company, its subsidiaries and associates, whether obtained from the performance of its duties or in any other way that has or may have a significant impact on the Company. subsidiaries or associates for the benefit of themselves or others, directly or indirectly, and regardless of whether they receive returns or not.

4.18 Directors and executives of the Company, including related persons of such directors and executives. The Company is responsible for notifying the Company of its relationship and transactions with the Company. Subsidiaries or associates in a manner that may cause a conflict of interest and avoid transactions that may cause a conflict of interest with the Company. Such subsidiaries or associate companies.

4.19 Appoint any person to act as the Company Secretary to assist the Board of Directors in the performance of various tasks to ensure that the Company's business operations comply with laws and regulations. Regulations and related guidelines. The Board of Directors has the power to determine the remuneration (meeting allowance) to the Company Secretary as it deems appropriate and appropriate, and the Company shall be responsible for such remuneration.

### **Reference link for the charter**

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## **Audit Committee**

### **Role**

- Audit of financial statements and internal controls

### **Scope of authorities, role, and duties**

4.1 Review the Company's financial reporting to ensure that it is accurate, complete, reliable, and adequately disclosed by coordinating with external auditors and responsible executives. Prepare financial reports according to the time frame prescribed by law. The Stock Exchange of Thailand and relevant government agencies stipulate

4.2 Review the Company's internal control system and internal audit system, as well as appropriate and effective risk management in accordance with the internal control framework recognized as international standards and consider the independence of the internal audit department, as well as approve the consideration, appointment, transfer, and dismissal of the head of the internal audit department or any other department responsible for internal audit.

4.3 Review the Company's compliance with the Securities and Exchange Act. Requirements of the Stock Exchange of Thailand Announcement of the SEC and Announcement of the Capital Market Supervisory Commission as well as laws related to the business of the Company and its subsidiaries

4.4 To consider the selection and proposal of an independent person to act as the Company's auditor and to consider and propose the remuneration of such person, as well as to attend a meeting with the auditor without the attendance of the management at least once a year.

4.5 Consider connected transactions or transactions that may have a conflict of interest in accordance with the law. Announcement of the Capital Market Supervisory Board and Requirements of the Stock Exchange of Thailand This is to ensure that the transaction is reasonable and in the best interest of the Company and its subsidiaries.

4.6 Consider the Company's Disclosure In the event of a connected transaction or a transaction that may have a conflict of interest, it must be accurate and complete.

4.7 Review the Company and its subsidiaries to have an appropriate and effective risk management system to propose to the Board of Directors.

4.8 Review and approve the Charter of the Internal Audit Agency (if any) Annual Internal Audit Work Plan The

operation of the Internal Audit Department and coordinate with the auditor.

4.9 Prepare the report of the Audit Committee which is disclosed in the Company's Annual Report. The report must be signed by the Chairman of the Audit Committee and must contain at least the following information:

- Opinions about the accuracy and completeness of the Company's financial reports are reliable. Subsidiaries
- Opinion on the adequacy of the internal control system of the Company and its subsidiaries
- Opinions on compliance with the Securities and Exchange Act, the requirements of the Stock Exchange or laws related to the business of the Company and its subsidiaries
- Opinion on the suitability of the auditor
- Comments on items that may have a conflict of interest
- Opinion on Risk Management of the Company and its Subsidiaries
- Number of Audit Committee meetings and attendance of each Audit Committee member
- Overall opinion or observation received by the Audit Committee from the performance of its duties under the Charter
- Other items that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors.
- Conflicts of Interest
- Corruption or any irregularities or major deficiencies in the internal control system.
- Violation of the Securities and Exchange Act Announcement of the Capital Market Supervisory Board The requirements of the Stock Exchange of Thailand or laws related to the business of the Company and its subsidiaries.
- If the Board of Directors or the management does not take corrective action within the specified time. An Audit Committee may report any transactions or acts under paragraph 1 to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.
- Conduct a fact-finding investigation as notified by the auditor regarding the circumstances that should be suspected that the directors The Chief Executive Officer and the President or the person responsible for the operation of the Company or its subsidiaries have committed an offence as prescribed by the Securities and Exchange Act, and the Audit Committee shall report the preliminary audit results to the Office of the Securities and Exchange Commission and the auditor within 30 days from the date of receipt of the auditor's notification.
- Report the performance of the Audit Committee to the Board of Directors at least 4 times a year. If any of the following items or actions are found or suspected that may have a significant impact on the Company's financial position and operating results, the Audit Committee shall report to the Company's Board of Directors for improvement within the time deemed appropriate by the Audit Committee.
- In performing the duties within the scope of its authority, the Audit Committee shall have the power to invite directors. administrator Heads of departments or employees of the Company and its subsidiaries to give their opinions, attend the meeting, or submit documents as deemed necessary.
- Consider approving the appointment of consultants or third parties in accordance with the regulations of the Company and its subsidiaries to provide opinions or advice if necessary.
- Review for the Company and its subsidiaries Comply with the policy on providing information on wrongdoing and corruption. Investigation and protection of informants and acknowledgement of complaints as well as the results of the investigation of the Investigation Committee.
- To review the scope and evaluate the performance of the Audit Committee on an annual basis.
- Review the independence of the auditor and consider receiving other services other than auditing from the same audit firm.
- Perform any other duties as assigned by the Board of Directors with the approval of the Audit Committee.
- In the performance of the duties of the Audit Committee. If there is any transaction or action that may have a significant impact on the Company's financial position and operating results, the Company shall be able to conduct a transaction or act that may have a significant impact on the Company's financial position and operating results. Report what is detected immediately so that the Board of Directors can find a solution in time.

- List of conflicts of interest
- Suspicion or assumption that there may be fraud, irregularities, or major deficiencies in the internal control system.
- Suspicion that there may be a violation of the Securities and Exchange Act The requirements of the Stock Exchange or the relevant laws of the Company.
- Any other reports that the Board of Directors should be aware of.
- If the Audit Committee has reported to the Board of Directors what has a significant impact on its financial position and operating results, and has discussed with the Board of Directors and executives whether it must be improved. When the deadline is met. If the Audit Committee finds that the corrective action has been ignored without reasonable grounds. One of the Audit Committee members or the Audit Committee. The findings may be reported to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

#### **Reference link for the charter**

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### **Executive Committee**

#### **Role**

- Others
- Consider and create strategies Management structure, business plan (both short-term, medium-term, and long-term), including annual budget

#### **Scope of authorities, role, and duties**

The Board of Directors has the authority and duties to administer the Company's business in accordance with its objectives. Articles of Association Resolutions of the shareholders' meeting or any policies or orders prescribed by the Board of Directors and have the authority to approve and/or approve any action. as usual and necessary for the management of the Company's business in general. In addition, the Executive Committee shall have the duty to consider and scrutinize the various considerations that will be presented to the Board of Directors for consideration and/or approval, as stipulated in the Articles of Association or the orders of the Board of Directors, as well as the implementation of the orders of the Board of Directors from time to time. In addition, the Executive Committee has the authority and duty to act on various matters. Within the scope of the prescribed matters, the following matters:

- 3.1 Consider and prepare strategies and management structures. Business plans (both short-term, medium-term, and long-term) as well as annual budgets to be presented and considered further.
- 3.2 Manage the Company's business to achieve the objectives and objectives set, including seeking and evaluating investment opportunities in new businesses.
- 3.3 To supervise and monitor the operating results and financial position of the Company and its subsidiaries and to report the operating results and financial position to the Board of Directors for acknowledgment.
- 3.4 To review and approve transactions related to investment and disposal of assets, administration, human resources, finance and money management. General administration and any other transactions related to the Company's business within the scope of authority approved by the Board of Directors.
- 3.5 The Executive Committee delegates the authority to the executive or a person to have the authority to take action on one or more matters as the Executive Committee deems appropriate. The approval of the transactions of the Executive Committee or the delegation of sub-authorizations shall not be the approval of connected transactions or transactions that may have a conflict of interest, or transactions in which the Board of Directors has an interest as prescribed in the Company's Articles of Association and the Announcement of the Capital Market Supervisory Board.
- 3.6 Consider and screen all types of work proposed to the Board of Directors for consideration, except for work that

is located in the Company. Under the responsibilities and/or authority of other sub-committees of the Company to consider and moderate to present directly to the Board of Directors.

3.7 Perform other tasks as assigned by the Board of Directors.

### Reference link for the charter

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## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

#### 4.1 choosing

4.1.1 To consider, determine and review the structure and qualifications of the Board of Directors. Sub-committees and executives to be appropriate in accordance with the Company's business operations to propose to the Board of Directors for approval.

4.1.2 Consider the criteria and process for recruiting qualified persons. To hold the positions of directors and executives at the level of Chief Executive Officer and above, including selecting persons according to the prescribed nomination process and proposing opinions to the Board of Directors for consideration when such positions become vacant, which may need to be proposed to the shareholders' meeting for consideration and approval.

-To consider the list of directors who must retire according to the term of office and the list of persons nominated to be selected to serve as directors of the Company. Both from the proposals of the Company's directors and shareholders, especially minority shareholders (if any).

-Consider that the person nominated to serve as a director of the Company It must not have any prohibited qualifications and characteristics as required by law, including the requirements and good practices of the SEC.

-Consider that the person nominated to serve as a director of the Company must have knowledge, skills, experience, and specific abilities that are useful to the Company. Leadership Broad vision, dedication of time.

Efforts to perform their duties with fairness and honesty. Have the courage to express your opinions. Have a good work history and good ethics.

-Consider that the person nominated to serve as a director of the Company must not operate a business with the same condition and is in competition with the company's business, whether it is for personal benefit or others.

-The nomination of directors can use a consulting company or use the director database to recruit new directors.

4.1.3 Consider the suitability of the person nominated for the position. Company Secretary and propose opinions to the Board of Directors for consideration and approval. In the event that the position becomes vacant.

4.1.4 To consider and determine the succession plan of the directors and the Chief Executive Officer and the President as well as to determine the criteria for considering the successor and propose opinions to the Board of Directors for consideration and approval.

4.1.5 Perform any other duties as assigned by the Board of Directors in relation to the nomination of directors and executives of the Company.

#### 4.2 Consideration of remuneration

4.2.1 To consider and determine the form and criteria for the payment of remuneration of the Board of Directors and sub-committees of the Company in a fair and appropriate manner. as follows

-Consider the remuneration of directors by comparing it with other companies operating in the same industry or other companies operating in a similar business. and listed on the Stock Exchange of Thailand.

-Consider the rewards from the scope of authority and responsibility (Accountability and Responsibility) as well as the expected benefits from each director. Directors who are assigned additional duties should be remunerated fairly

and appropriately.

-Consider the return on the company's performance each year.

-Consider the return from the Self-Assessment of the Board of Directors' Performance each year, as well as review and make recommendations. The Company will report the performance to the Board of Directors for further consideration and improvement of the performance of the Board of Directors.

-Consider reviewing the form and criteria for paying all types of returns every year. Both the amount of cash and the proportion of remuneration payments shall be appropriate, including monthly remuneration (e.g. meeting allowance) and annual remuneration (e.g. gratuity) paid to the Company's sub-committees and then propose their opinions to the Board of Directors for consideration and approval by the shareholders' meeting.

4.2.2 Consider determining the form and criteria for paying remuneration to the Company's employees in a fair and appropriate manner. as follows

-Consider and determine the Company's performance measurement criteria or KPIs (Key Performance Indicators) to be used to consider adjusting the salary rate and annual bonus payment to the Company's employees based on the annual budget and the Company's operational targets, as well as market and economic conditions, and then propose opinions to the Board of Directors for approval.

-Consider performance evaluation and determine the salary payment structure. Annual bonus and annual salary increase rate of executives from the level of Chief Executive Officer and above, and propose opinions to the Board of Directors for further approval.

-Consider recommending a salary structure. Benefits and other benefits of the Company's employees, both monetary and non-monetary

4.2.3 The Nomination and Remuneration Committee shall consider proposing various conditions to incentivize directors and employees to perform their duties to create added value for shareholders in the long term and to be able to retain truly qualified employees, but at the same time, it must not be too high and fair to shareholders. If any director or employee is allocated securities, it exceeds 5% of the total number of securities to be allocated. The Nomination and Remuneration Committee shall consider the appropriateness and give approval in accordance with the requirements of the Office. SEC However, no member of the Nomination and Remuneration Committee must be allocated more than 5% of the securities in order to have the right to give approval. Approval from shareholders must be obtained according to relevant laws.

4.2.4 The Company has the power to invite the Company's executives and/or related persons to attend the meeting or clarify related matters in any case.

4.2.5 Perform any other operations as assigned by the Board of Directors. Regarding the consideration of directors' remuneration. Executives and employees of the Company

## Reference link for the charter

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## Sustainability and Good Corporate Governance Committee

### Role

- Corporate governance
- Sustainability development

### Scope of authorities, role, and duties

4.1 Formulate Corporate Governance Policies Business Ethics and Work Practices The anti-corruption policy shall be in accordance with the laws and regulations of government agencies and organizations in charge of overseeing the Company, such as the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, and propose to the Board of Directors for consideration and approval.

4.2 Formulate policies, targets, operational guidelines, and follow up on actions related to the environment. Social,

Corporate Governance and Sustainable Development

4.3 Supervise the management to ensure that it complies with the Corporate Governance Policy. Business Ethics Anti-Corruption Policy Environmental, social, corporate governance and sustainable development policies

4.4 Review policies related to corporate governance Business Ethics Work Practices Anti-Corruption Policy Environmental, social, corporate governance and sustainable development policies at least once a year.

4.5 Coordinate with other committees, management In considering matters related to corporate governance. Business Ethics and Work Practices Anti-Corruption Environment, Society, and Sustainable Development by providing advice to the management as appropriate.

4.6 Encourage the Company to communicate to the directors. Executives, employees at all levels and related persons Awareness and understanding of corporate governance policies and practices Business Ethics and Work Practices Anti-Corruption Policy Environmental Policy society and sustainable development adequately and continuously.

#### Reference link for the charter

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### Risk Management Committee

#### Role

- Risk management

#### Scope of authorities, role, and duties

4.1 Consider the Company's risk management policy to cover market risks. Market Risk, Operation Risk, Strategic Risk, Liquidity Risk, and other risks such as regulatory risk, etc.

4.2 Consider reviewing and approving acceptable risks. (Risk Appetite) and presenting The Board of Directors acknowledges

4.3 Consider and review the determination of Risk Limits and measures to take action in cases that do not meet the specified risk ceiling (Corrective Measures).

4.4 Supervision Monitoring and reviewing important risk management plans and reports, as well as providing recommendations to ensure effective and appropriate risk management at an acceptable level in accordance with the risk management policy.

4.5 Coordinate with the Audit Committee on major risks and have an internal audit department review to ensure that the Company has an appropriate internal control system for risk management, including the appropriate application of the risk management system, and compliance throughout the organization.

4.6 Report on the results of important risk management to the Audit Committee. In the event of a significant factor or event that may have a significant impact on the Company. It must be reported to the Board of Directors for consideration as soon as possible.

4.7 Support and develop risk management at all levels throughout the organization as well as various tools continuously and effectively, including promoting the development of risk management culture in the organization.

4.8 Perform any other tasks related to risk management as assigned by the Board of Directors. The Risk Management Board and/or the agencies and/or working groups involved in risk management and/or the risk auditor and/or the internal auditor and/or the auditor shall report or present relevant information and documents to the Risk Management Committee to support the performance of the Risk Management Committee to achieve its assigned duties.

#### Reference link for the charter

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## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAKKRIT PARAPUNTAKUL<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	9 Dec 2022	Business Administration, Property Development, Accounting, Finance, Audit
<p>2. Mr. CHANITR CHARNCHAINARONG<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Dec 2022	Business Administration, Information & Communication Technology, Accounting, Finance, Data Analysis

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>3. Mr. TANIN TANPRAWAT (*)</p> <p>Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Dec 2022	Business Administration, Agribusiness, Industrial Materials & Machinery, Construction Materials, Engineering
<p>4. Mr. EKARIN LUENGVIPIYA (*)</p> <p>Gender: Male Age : 66 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	9 Dec 2022	Business Administration, Agribusiness, Energy & Utilities, Public Administration, Human Resource Management

*Additional explanation :*

*(\*) Directors with expertise in accounting information review*

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

**List of executive committee members**

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. PRAKIT PRASITSUPAPHOL  Gender: Male  Age : 71 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Nov 1984</p>
<p>2. Ms. KANYAKORN PRASITSUPAPHON  Gender: Female  Age : 48 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Jun 2007</p>
<p>3. Mr. PORNPIPAT PRASITSUPAPHOL  Gender: Male  Age : 35 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Jul 2020</p>
<p>4. Mr. KITTIPON PRASITSUPAPHOL  Gender: Male  Age : 32 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>12 Jan 2017</p>

List of committee members	Position	Appointment date of executive committee member
5. Mr. Keerati Chaiyakul Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 May 2022

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

**Other Subcommittees**

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. EKARIN LUENGVIPIYA	The chairman of the subcommittee (Independent director)
	Mr. TANIN TANPRAWAT	Member of the subcommittee (Independent director)
	Mr. MONGKON RATTANAPUNT	Member of the subcommittee (Independent director)
	Mr. PRAKIT PRASITSUPAPHOL	Member of the subcommittee
	Mr. KITTIPON PRASITSUPAPHOL	Member of the subcommittee
Sustainability and Good Corporate Governance Committee	Mr. MONGKON RATTANAPUNT	The chairman of the subcommittee (Independent director)
	Mr. EKARIN LUENGVIPIYA	Member of the subcommittee (Independent director)
	Mr. TANIN TANPRAWAT	Member of the subcommittee (Independent director)
	Mr. PRAKIT PRASITSUPAPHOL	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PORNPIPAT PRASITSUPAPHOL	Member of the subcommittee
Risk Management Committee	Mr. TANIN TANPRAWAT	The chairman of the subcommittee (Independent director)
	Mr. EKARIN LUENGVIPIYA	Member of the subcommittee (Independent director)
	Mr. MONGKON RATTANAPUNT	Member of the subcommittee (Independent director)
	Mr. PRAKIT PRASITSUPAPHOL	Member of the subcommittee

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

### Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. PRAKIT PRASITSUPAPHOL <sup>(***)</sup> Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer and President (The highest-ranking executive)	1 Nov 1984	Business Administration, Economics, Agribusiness, Transportation & Logistics, Law

List of executives	Position	First appointment date	Skills and expertise
<p>2. Ms. KANYAKORN PRASITSUPAPHON<sup>(***)</sup></p> <p>Gender: Female</p> <p>Age : 48 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Deputy Chief Executive Officer	1 Jun 2007	Business Administration, Agribusiness, Transportation & Logistics
<p>3. Mr. KITTIPON PRASITSUPAPHOL</p> <p>Gender: Male</p> <p>Age : 32 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Operating Officer (COO)	12 Jan 2017	Business Administration, Tourism & Leisure, Strategic Management, Transportation & Logistics, Agribusiness

List of executives	Position	First appointment date	Skills and expertise
4. Mr. PORNPIPAT PRASITSUPAPHOL <sup>(***)</sup> Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Strategy Officer (CSO)	13 Jul 2020	Agribusiness, Transportation & Logistics, Corporate Social Responsibility
5. Mr. Keerati Chaiyakul <sup>(*)</sup> Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Senior Director of Accounting and Finance	1 May 2022	Business Administration, Construction Services, Accounting, Finance, Internal Control

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

*(\*\*) Accounting supervisor*

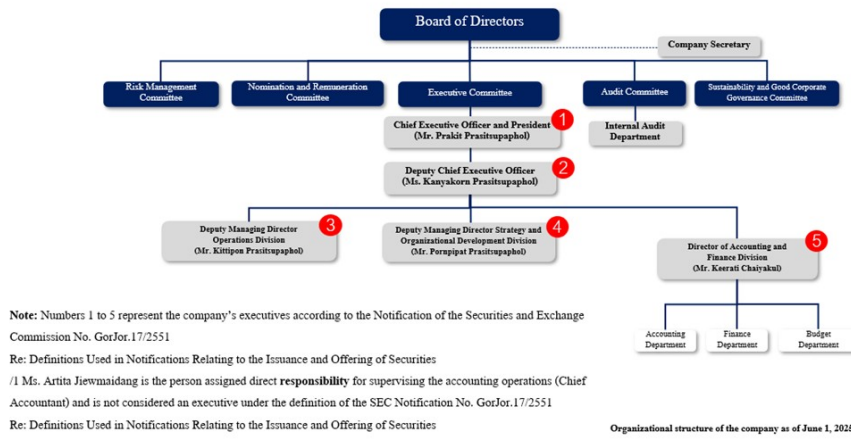
*(\*\*\*) Appointed after the fiscal year end of the reporting year*

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Jun 2025

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

**Organizational Structure and Department Structure of Petchsrivichai Enterprise Public Company Limited**



Organizational Structure

**Remuneration policy for executive directors and executives**

The Nomination and Remuneration Committee shall consider the prescribed format and criteria, taking into account various factors such as duties, scope of responsibility, performance and the Company's performance, in line with the compensation rates in the market or similar industries.

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

**Remuneration of executive directors and executives**

**Monetary remuneration of executive directors and executives**

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	18,410,000.00	22,100,000.00	23,760,000.00

For the fiscal year ended December 31, 2025, the Company paid monetary compensation to a total of 5 executives (excluding the accountant's compensation) in the total amount of 23.76 million Baht. Such compensation included salaries, bonuses, telephone allowances, fuel allowances, travel expenses, and other benefits.

The Board of Directors considers the compensation of the Executive Directors and executives to be appropriate and consistent with market or industry standards for similar businesses, as determined by the Nomination and Remuneration Committee in accordance with the specified criteria.

**Other remunerations of executive directors and executives**

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	N/A	116,625.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

### **Provident Fund**

The company and its subsidiaries have established the Thai Commercial Bank Master Fund Provident Fund, which is registered under the Provident Fund Act, B.E. 2530 (including amendments). The company and its subsidiaries have set a contribution policy of 3%-5% of the wages, depending on the member's age. The company and its subsidiaries support the Provident Fund Committee in selecting fund managers who comply with the Investment Governance Code (I Code) for institutional investors and manage investments responsibly, considering Environmental, Social, and Governance (ESG) factors. The company also ensures the fund manager adheres to good governance practices and discloses the fund manager selection process to the members, aiming for long-term investment management that maximizes the benefits for the members of the provident fund.

### **Outstanding remuneration or benefits of executive directors and executives**

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

Estimated remuneration of executive directors and executives in the current year : 23,760,000.00

### **Other significant information**

Other significant information

### **Assigned person**

#### **List of persons assigned for accounting oversight**

General information	Email	Telephone number
1. Ms. Artita Jiewmaidang	Artita@pce-th.com	0617955494

### **List of the company secretary**

General information	Email	Telephone number
1. Ms. Orapun Saiyarin	Orapun@pce-th.com	0856786835

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Korakoch Wanasawat	Korakot@dir.co.th	0863873494

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Orapun Saiyarin	Orapun@pce-th.com	0856786835

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Mr. Supakit Sa-thu	supakit@pce-th.com	093-7235136

#### Company's auditor

##### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	6,050,000.00	Types of non-audit service : The subsidiary company paid a fee of 200,000 baht for the BOI project.  Details of non-audit service : The subsidiary company paid a fee of 200,000 baht for the BOI project.  Total non-audit fee 200,000.00 baht	1. Ms. KRONGKAEW LIMKITTIKUL Email: Krongkaew. Limkittikul@th.ey.com Telephone number: 022649090 License number: 5874

**Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

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

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

##### Summary of the Board of Directors Performance in the Past Year

##### **Nomination, Development, and Performance Evaluation of the Board of Directors**

The Company's Board of Directors has performed its duties in compliance with applicable laws, the Company's objectives, Articles of Association, and resolutions of the shareholders meetings. The Board has also adhered to the Corporate Governance Code for Listed Companies 2017 as prescribed by the Securities and Exchange Commission (SEC) as a guideline for the Company's operations, with the aim of enhancing operational efficiency and ensuring transparency for investors, thereby fostering confidence among external stakeholders. The performance of the Board of Directors can be summarized as follows:

(1) **Independent Directors** :The Nomination and Remuneration Committee jointly conducts a preliminary review of the qualifications of candidates to be appointed as Independent Directors. Such review is based on the qualifications and prohibited characteristics of directors under the Public Limited Companies Act, securities and exchange laws, SEC notifications, Capital Market Supervisory Board notifications, Stock Exchange of Thailand regulations, and other relevant notifications, rules, and/or regulations. In addition, the Nomination and Remuneration Committee considers and selects Independent Director candidates from qualified individuals with appropriate expertise, work experience, and other relevant suitability criteria. The selected candidates are then proposed to the Board of Directors for submission to the shareholders meeting for appointments as directors of the Company. The Company's policy is to appoint Independent Directors to a minimum of one-third of the total number of directors, but not fewer than three people. Independent Directors must possess qualifications in accordance with the Capital Market Supervisory Board Notification No. TorJor. 39/2016 regarding permission for and approval of offering newly issued shares, as follows:

1. Holding no more than 1% of the total voting shares of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, including shares held by related persons of such Independent Director.
2. Not being or having been a director with management authority, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associates, companies under common control, major shareholders, or controlling persons, unless such status has ceased for not less than two years prior to the date of appointment as an Independent Director. This prohibition does not include cases where the Independent Director previously served as a government official or advisor to a government agency that is a major shareholder or controlling person of the Company.
3. Not being related by blood or legal registration as a parent, spouse, sibling, child, or spouse of a child of other directors, executives, major shareholders, controlling persons, or persons proposed to be executives or controlling persons of the Company or its subsidiaries.
4. Having no current or past business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons that could interfere with independent judgment, and not being or having been a significant shareholder or controlling person of any entity having such business relationship, unless such relationship has ceased for not less than two years prior to the date of appointment. Business relationships include normal commercial transactions, leasing or renting of immovable property, transactions relating to assets or services, or financial assistance through lending, guarantees, or provision of collateral, or other similar arrangements that result in indebtedness of 3% or more of the Company's net tangible assets or THB 20 million or more, whichever is lower. The calculation of such indebtedness shall follow the criteria for connected transactions as prescribed by the Capital Market Supervisory Board and shall include indebtedness incurred within one year prior to establishing such business relationship with the same person.
5. Not being a director appointed to represent directors of the Company, major shareholders, or shareholders related to major shareholders of the Company.

6. Not being or having been an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of an audit firm where the Companys auditor is affiliated, unless such status has ceased for not less than two years prior to the date of appointment.

7. Not being or having been a provider of professional services, including legal or financial advisory services, receiving service fees exceeding THB 2 million per year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for not less than two years prior to the date of appointment.

8. Not engaging in any business of the same nature and with significant competition with the Companys or its subsidiaries business, and not being a partner, director with management authority, employee, staff member, salaried advisor, or holding more than 1% of the voting shares of another company engaged in a similar and significantly competing business.

9. Having no other characteristics that would prevent the provision of independent opinions regarding the Companys operations.

## 2) **Nomination and Appointment of Directors, the Chief Executive Officer, and the President / Managing Director**

(1) **Nomination and Appointment of Directors** The election of directors shall be conducted in accordance with the Companys Articles of Association and applicable laws, with transparency and clarity in the nomination process. Consideration shall be given to the candidates educational background, professional experience, qualifications, and absence of prohibited characteristics. Sufficient support information shall be submitted to the Nomination and Remuneration Committee for review and approval prior to submission to the Board of Directors and the shareholders meeting for election, based on the following criteria and procedures:

1. Each shareholder shall have voting rights equal to one vote per one share held.
2. Each shareholder may use all voting rights to elect one or more people as directors; however, in the case of electing multiple directors, votes may not be allocated among candidates (non-cumulative voting only).
3. Candidates receiving 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. In the event of a tie resulting in more candidates than available positions, the Chairman shall have the casting vote.

(2) **Nomination and Appointment of the Chief Executive Officer and the President / Managing Director** The Chief Executive Officer and the President / Managing Director shall be nominated by the Nomination and Remuneration Committee from among individuals who are members of the Executive Committee at the time of selection, and the nomination shall be submitted to the Board of Directors for approval and appointment.

(3) **Performance Evaluation of Directors** The Company has a policy requiring the Board of Directors to conduct a self-performance evaluation at least once a year. This annual evaluation enables the Board to review performance, key issues, and obstacles encountered during the year, and to enhance the effectiveness of the Board in accordance with good corporate governance principles. The Company Secretary distributes the Board performance evaluation forms to all directors for annual assessment at both the collective and individual levels. Upon completion, the forms are returned to the Company Secretary for compilation of individual evaluation scores. The Human Resources Department then summarizes and analyzes the results of the Boards performance evaluation for the year and reports the findings to the Board of Directors for consideration to achieve the objectives stated above.

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

## Information about the selection of the board of directors

### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHANITR CHARNCHAINARONG	Chairman of the board of directors	9 Dec 2022	Business Administration, Information & Communication Technology, Accounting, Finance, Data Analysis
Mr. TANIN TANPRAWAT	Director	9 Dec 2022	Business Administration, Agribusiness, Industrial Materials & Machinery, Construction Materials, Engineering
Mr. MONGKON RATTANAPUNT	Director	9 Dec 2022	Business Administration, Agribusiness, Construction Services, Law, Public Administration

### List of newly appointed director to replace the ex-director

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

### Selection of independent directors

#### Criteria for selecting independent directors

##### (1) Nomination and Appointment of Directors and Chief Executive Officer and President

###### Nomination and Appointment of Directors

The election of directors shall be in accordance with the Company's Articles of Association and relevant laws. The nomination of directors must be transparent and clear by considering the educational background and professional experience of the person, as well as the qualifications and absence of prohibited characteristics, with sufficient details

to be submitted to the Nomination and Remuneration Committee for consideration and approval before presenting to the Board of Directors and shareholders for further election consideration, with the following criteria and procedures:

1. Each shareholder has 1 vote per share.
2. Each shareholder may use their existing votes to elect one or more individuals as directors of the

Company. In the case of election of multiple persons as directors of the Company, the number of votes cannot be divided among any one person ( non-cumulative voting for the election of directors only).

3. The person who receives the highest number of votes in descending order shall be elected as a director of the Company equal to the number of directors to be or shall be elected at that time. In the event that the person who is elected in the next order has the same number of votes in excess of the number of directors to be elected or to be elected at that time. The Chairman shall vote decisively.

(2) Nomination and Appointment of Chief Executive Officer and President

Chief Executive Officer and President to be nominated by the Nomination and Remuneration Committee. The Company shall select from the persons named as members of the Executive Committee at the time of selection and propose to the Board of Directors for consideration and approval of the appointment.

(3) Evaluation of the performance of directors' duties

The Company has a policy to arrange for the Board of Directors to conduct a self-performance evaluation at least once a year to help the Board of Directors to review its performance. The Company Secretary will submit an evaluation of the performance of the Board of Directors in accordance with the principles of good corporate governance. The committee will be sent to all members of the committee to evaluate the annual performance of both the faculty and individually. The evaluation form will be sent back to the Company Secretary to collect the evaluation scores of each director, and the Human Resources Department will summarize the analysis of the performance evaluation of the Board of Directors for the year and report to the Board of Directors for consideration to achieve the objectives mentioned above.

**Business or professional relationships of independent directors over the past year**

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

**Selection of directors and the highest-ranking executive**

**Method for selecting directors and the highest-ranking executive**

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

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

**Number of directors from major shareholders**

## Rights of minority shareholders on director appointment

The Board of Directors of Petchsrivichai Enterprise Public Company Limited (the Company) realized the importance of good corporate governance. Therefore, the Board of Directors encourages shareholders to propose an agenda(s) for the Annual General Meeting of Shareholders for the year 2026 and a qualified person to be elected as a director of the Company. The company has published these guidelines on its website at <https://pce-th.com/> under the heading "Investor Relations > Shareholder Information > Shareholder Meetings".

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

## Setting qualifications for the selection of directors<sup>(1)</sup>

### Details of qualifications for the selection of directors

*Remark: (1) The Nomination and Remuneration Committee jointly conducts a preliminary review of the qualifications of candidates to be appointed as Independent Directors. Such review is based on the qualifications and prohibited characteristics of directors under the Public Limited Companies Act, securities and exchange laws, SEC notifications, Capital Market Supervisory Board notifications, Stock Exchange of Thailand regulations, and other relevant notifications, rules, and/or regulations. In addition, the Nomination and Remuneration Committee considers and selects Independent Director candidates from qualified individuals with appropriate expertise, work experience, and other relevant suitability criteria. The selected candidates are then proposed to the Board of Directors for submission to the shareholders meeting for appointments as directors of the Company. The Company's policy is to appoint Independent Directors to a minimum of one-third of the total number of directors, but not fewer than three people. Independent Directors must possess qualifications in accordance with the Capital Market Supervisory Board Notification No. TorJor. 39/2016 regarding permission for and approval of offering newly issued shares, as follows: 1. Holding no more than 1% of the total voting shares of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, including shares held by related persons of such Independent Director. 2. Not being or having been a director with management authority, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associates, companies under common control, major shareholders, or controlling persons, unless such status has ceased for not less than two years prior to the date of appointment as an Independent Director. This prohibition does not include cases where the Independent Director previously served as a government official or advisor to a government agency that is a major shareholder or controlling person of the Company. 3. Not being related by blood or legal registration as a parent, spouse, sibling, child, or spouse of a child of other directors, executives, major shareholders, controlling persons, or persons proposed to be executives or controlling persons of the Company or its subsidiaries. 4. Having no current or past business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons that could interfere with independent judgment, and not being or having been a significant shareholder or controlling person of any entity having such business relationship, unless such relationship has ceased for not less than two years prior to the date of appointment. Business relationships include normal commercial transactions, leasing or renting of immovable property, transactions relating to assets or services, or financial assistance through lending, guarantees, or provision of collateral, or other similar arrangements that result in indebtedness of 3% or more of the Company's net tangible assets or THB 20 million or more, whichever is lower. The calculation of such indebtedness shall follow the criteria for connected transactions as prescribed by the Capital Market Supervisory Board and shall include indebtedness incurred within one year prior to establishing such business relationship with the same person. 5. Not being a director appointed to represent directors of the Company, major shareholders, or shareholders related to major shareholders of the Company. 6. Not being or having been an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of an audit firm where the Company's auditor is affiliated, unless such status has ceased for not less than two years prior to the date of appointment. 7. Not being or having been a provider of professional services, including legal or financial advisory services, receiving service fees exceeding THB 2 million per year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for not less than two years prior to the date of appointment. 8. Not engaging in any business of the same nature and with significant competition with the*

Companies or its subsidiaries business, and not being a partner, director with management authority, employee, staff member, salaried advisor, or holding more than 1% of the voting shares of another company engaged in a similar and significantly competing business. 9. Having no other characteristics that would prevent the provision of independent opinions regarding the Company's operations.

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. CHANITR CHARNCHAINARONG (Chairman of the board of directors, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2004: Director Certification Program (DCP)
2. Mr. CHAKKRIT PARAPUNTAKUL (Vice-chairman of the board of directors, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2017: Ethical Leadership Program (ELP)  • 2004: Director Accreditation Program (DAP)
3. Ms. KANYAKORN PRASITSUPAPHON (Director)	Participating	Thai Institute of Directors (IOD)  • 2018: Director Accreditation Program (DAP)
4. Mr. KITTIPON PRASITSUPAPHOL (Director)	Participating	Thai Institute of Directors (IOD)  • 2018: Director Accreditation Program (DAP)
5. Mr. PRAKIT PRASITSUPAPHOL (Director)	Participating	Thai Institute of Directors (IOD)  • 2017: Director Accreditation Program (DAP)
6. Mr. PORNPAT PRASITSUPAPHOL (Director)	Participating	Thai Institute of Directors (IOD)  • 2021: Director Accreditation Program (DAP)
7. Mr. TANIN TANPRAWAT (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2017: Director Certification Program (DCP)  • 2011: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. EKARIN LUENGVIRIYA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2021: Ethical Leadership Program (ELP)</li> <li>• 2021: Role of the Chairman Program (RCP)</li> <li>• 2017: Director Accreditation Program (DAP)</li> </ul>
9. Mr. MONGKON RATTANAPUNT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2021: The Boards Role in Mergers and Acquisitions (BMA)</li> <li>• 2017: Director Certification Program (DCP)</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

The Company has a policy to arrange for the Board of Directors to conduct a self-performance evaluation at least once a year to help the Board of Directors to review its performance. The Company Secretary will submit an evaluation of the performance of the Board of Directors in accordance with the principles of good corporate governance. The committee will be sent to all members of the committee to evaluate the annual performance of both the faculty and individually. The evaluation form will be sent back to the Company Secretary to collect the evaluation scores of each director, and the Human Resources Department will summarize the analysis of the performance evaluation of the Board of Directors for the year and report to the Board of Directors for consideration to achieve the objectives mentioned above.

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

The Board of Directors will conduct an annual evaluation of the performance of the Board of Directors. The results of the evaluation will be used to improve the performance of their duties, as well as to support the opinions of the Board of Directors to present to shareholders in considering the agenda for the election of directors which will be issued according to the agenda. For the individual performance evaluation model by the self-assessment method. (Self-evaluation) It is an assessment form that complies with the guidelines of the Stock Exchange of Thailand. For each director to use as a guideline for reviewing the performance of duties on various issues.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	4.87%	5.00%
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	4.96%	5.00%
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	4.97%	5.00%
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	4.99%	5.00%
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None
Sustainability and Good Corporate Governance Committee	Group assessment	4.94%	5.00%
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	4.90%	5.00%

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	4.88%	5.00%
	Cross-assessment (assessment of another director)	None	None

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

- 1) The Company will clearly define the qualifications, powers, and duties of the senior executives, and in considering the criteria and procedures for nominating and appointing individuals or approving the nominees for senior management. The Nomination and Remuneration Committee will present the names to the Board of Directors and/or the Shareholders' Meeting for consideration and appointment. In addition, the company has prepared a succession plan. By selecting personnel who will perform their duties in such positions and develop them to prepare to be able to support positions in the future. This is to build confidence among investors, shareholders and employees that the Company's operations will be continued in a timely manner.
- 2) The Board of Directors is responsible for supervising the establishment of the framework. The Nomination and Remuneration Committee proposes to motivate executives and employees at all levels to work in line with the main objectives and objectives of the organization and in line with the long-term interests of the business. This takes into account the compensation level that is comparable to that of industries engaged in similar businesses.
- 3) The Board of Directors has an understanding of the structure and relationship of shareholders and helps to supervise the Board of Directors so that it does not become an obstacle to the operation of the Board. and senior executives, as well as ensuring the continuous disclosure of important information that affects the management of the Company.
- 4) The Board of Directors recognizes the importance of human resources as the most important part of joint business operations to achieve the Company's set goals. Therefore, the Company has established a personnel management and development policy that focuses on developing skills and educating employees to continuously increase the efficiency of work in all aspects of employees at all levels. This results in creative ideas to add innovative value to the company, which is considered one of the company's important strategies.

### Information on meeting attendance and remuneration payment to each board member

#### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 4  
past year (times)

Date of AGM meeting : 22 Apr 2025

## Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. CHANITR CHARNCHAINARONG (Chairman of the board of directors, Independent director)	4	/	4	1	/	1		/	
2. Mr. CHAKKRIT PARAPUNTAKUL (Vice-chairman of the board of directors, Independent director)	4	/	4	1	/	1		/	
3. Ms. KANYAKORN PRASITSUPAPHON (Director)	4	/	4	1	/	1		/	
4. Mr. KITTIPON PRASITSUPAPHOL (Director)	4	/	4	1	/	1		/	
5. Mr. PRAKIT PRASITSUPAPHOL (Director)	4	/	4	1	/	1		/	
6. Mr. PORNPAT PRASITSUPAPHOL (Director)	4	/	4	1	/	1		/	
7. Mr. TANIN TANPRAWAT (Director, Independent director)	4	/	4	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. EKARIN LUENGVIRIYA (Director)	4	/	4	1	/	1		/	
9. Mr. MONGKON RATTANAPUNT (Director, Independent director)	4	/	4	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. CHANITR CHARNCHAINARONG (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mr. CHAKKRIT PARAPUNTAKUL (Vice-chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Ms. KANYAKORN PRASITSUPAPHON (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Mr. KITTIPON PRASITSUPAPHOL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PRAKIT PRASITSUPAPHOL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PORNPIPAT PRASITSUPAPHOL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
7. Mr. TANIN TANPRAWAT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
8. Mr. EKARIN LUENGVIRIYA (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
9. Mr. MONGKON RATTANAPUNT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

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

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

##### 1. Monetary Compensation

- a. Monthly Compensation: This is provided to reflect the duties and responsibilities of the directors. Directors who receive a regular salary will not receive monthly compensation in their capacity as directors of the company. In cases where a director holds more than one position, they will only receive the highest monthly compensation for one position.
- b. Meeting Attendance Fees: This is provided to reflect the directors' involvement and to encourage regular attendance at meetings. Directors attending meetings will receive meeting attendance fees based on the number of meetings they attend. Directors receiving regular salaries will not receive meeting attendance fees in their capacity as company directors. If a director holds more than one position, they will only receive the highest meeting attendance fee for one position.
- c. Annual Bonus: This will be proposed for approval of the budget and criteria by the Annual General Meeting of Shareholders each year, considering the company's performance. The Board of Directors will evaluate both individual and collective performance before considering the bonus payment, but it will not exceed the amount approved by the shareholders.

##### 2. Non-Monetary Compensation

- a. Study Tours (Domestic and International): These are organized to help directors study, develop, and learn the business development strategies in related industries and to apply these insights to the group to ensure sustainable growth. Such study tours will only be organized if they are relevant and beneficial to the business of the group.
- b. Directors and Officers Liability Insurance: This is provided to ensure that all directors, whether independent or involved in management, can perform their duties with confidence and efficiency. The policy will cover damages resulting from management errors (excluding fraudulent actions) and the costs of legal defense for the directors.
- c. Provident Fund: This is available to directors involved in management and who receive a regular salary, provided they voluntarily join the provident fund established by the company.

d. Health and Accident Insurance: All directors, whether independent or involved in management, are entitled to receive this compensation.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. CHANITR CHARNCHAINARONG (Chairman of the board of directors, Independent director)</b>			<b>320,000.00</b>		<b>N/A</b>
Board of Directors (Chairman of the board of directors)	200,000.00	N/A	200,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	N/A	120,000.00	No	
<b>2. Mr. CHAKKRIT PARAPUNTAKUL (Vice-chairman of the board of directors, Independent director)</b>			<b>280,000.00</b>		<b>N/A</b>
Board of Directors (Vice-chairman of the board of directors)	120,000.00	N/A	120,000.00	No	
Audit Committee (Chairman of the audit committee)	160,000.00	N/A	160,000.00	-	
<b>3. Ms. KANYAKORN PRASITSUPAPHON (Director)</b>			<b>0.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Vice-chairman of the executive committee)	N/A	N/A	N/A	-	
<b>4. Mr. KITTIPON PRASITSUPAPHOL (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mr. PRAKIT PRASITSUPAPHOL (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainability and Good Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. PORNPIPAT PRASITSUPAPHOL (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainability and Good Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>7. Mr. TANIN TANPRAWAT (Director, Independent director)</b>			<b>320,000.00</b>		<b>N/A</b>
Board of Directors (Director)	120,000.00	N/A	120,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	N/A	120,000.00	-	
Risk Management Committee (The chairman of the subcommittee)	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainability and Good Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. EKARIN LUENGVIRIYA (Director)</b>			<b>320,000.00</b>		<b>N/A</b>
Board of Directors (Director)	120,000.00	N/A	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	120,000.00	N/A	120,000.00	-	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Sustainability and Good Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
<b>9. Mr. MONGKON RATTANAPUNT (Director, Independent director)</b>			<b>200,000.00</b>		<b>N/A</b>
Board of Directors (Director)	120,000.00	N/A	120,000.00	No	
Sustainability and Good Corporate Governance Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
<b>10. Mr. Keerati Chaiyakul (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	680,000.00	0.00	680,000.00
2. Audit Committee	520,000.00	0.00	520,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
5. Sustainability and Good Corporate Governance Committee	0.00	0.00	0.00
6. Risk Management Committee	240,000.00	0.00	240,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	1,060,000.00	1,440,000.00
Other monetary remuneration (Baht)	0.00	600,000.00	0.00
Total (Baht)	0.00	1,660,000.00	1,440,000.00

#### Remunerations or benefits pending payment to the board of directors

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

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

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

The Company has established a policy to supervise the operation of its subsidiaries and associates engaged in its core business. The purpose of the meeting is to establish measures to monitor the management of subsidiaries and associated companies as one of the Company's departments, as well as to establish management guidelines for subsidiaries and associates to maintain the Company's investment interests in accordance with the provisions of the Law on Public Companies, the Civil and Commercial Code. The Securities and Exchange Act and related laws, as well

as the announcements, regulations and rules of the Capital Market Supervisory Board. Securities and Exchange Commission The Securities and Exchange Commission and the Stock Exchange of Thailand In the event that the policy requires any transaction or action that is significant or affects the financial position and performance of the subsidiaries and associated companies, the matter is subject to the approval of the Board of Directors of the Company and/or the shareholders' meeting of the Company (as the case may be).

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

N/A

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

### **The monitoring of compliance with corporate governance policy and guidelines<sup>(2)</sup>**

*Remark: <sup>(2)</sup> The Company adheres to good corporate governance principles and business ethics. Throughout the past year, the Company has improved several important policies aimed at reinforcing strong corporate governance. These enhancements address the following areas: (1) Compliance with Good Corporate Governance Policies and Practices The Board of Directors recognizes the importance of good corporate governance, as it is a critical factor enabling the Company to grow sustainably while enhancing corporate value and maximizing long term returns for shareholders and all stakeholders. The Company adheres to the Corporate Governance Code for Listed Companies 2017 as prescribed by the SEC, using it as a framework for business operations. The details, as outlined in Section 6.1 Overview of Corporate Governance Practices, consist of eight principles: Principle 1: The Boards leadership role in creating sustainable value for the business. Principle 2: Defining objectives and key goals for sustainable business operations. Principle 3: Strengthening board effectiveness. Principle 4: Recruiting and developing senior executives and personnel management. Principle 5: Promoting innovation and responsible business operations. Principle 6: Ensuring appropriate risk management and internal control systems. Principle 7: Maintaining financial trustworthiness and disclosure. Principle 8: Supporting shareholder participation and communication. (2) Prevention of Conflicts of Interest The Board has established a policy to prevent conflicts of interest, based on the principle that all business decisions must be made solely for the best interests of the Company. Actions that may lead to conflicts of interest must be avoided. Individuals with relationships or interests in the matters under consideration must disclose such information to the Company and must not participate in decision making or approval processes. The conflict-interest management policy includes the following: 1. Ensure the Company strictly complies with rules, procedures, and disclosure requirements for related party transactions as prescribed by law and regulators and adheres to the Companys internal regulations. 2. Avoid engaging in related party transactions involving oneself or related persons/entities that may create conflicts of interest, including refraining from influencing or pressuring others in the decision making process. 3. Any related party transaction that is not conducted under ordinary commercial terms or exceeds managements approval authority must be reviewed and commented on by the Audit Committee before being presented to the Board or shareholders for approval, as applicable. 4. Any related party transaction deemed necessary must follow general commercial terms approved by the Board, carried out transparently, fairly, and in the Companys best interests. 5. Individuals with vested interests must not participate in the decision making process for such transactions. (3) Use of Insider Information for Personal Benefit The Company has established policies and practices for the use of insider information to prevent directors and executives, employees, and staff from using such information for personal gain or for the benefit of others improperly. Individuals must not use material, non public information of the Group for personal or others benefit. The Company has communicated these guidelines and policies to all personnel and monitors compliance regularly, as follows: 1. Directors, executives, and employees at all levels are prohibited from using material, non public insider information obtained through their duties for personal or others benefit, directly or indirectly, whether acting on their own behalf or on behalf of others. Such actions may impact the Companys securities prices or, if disclosed improperly, cause damage or disadvantage to the Company. 2. To prevent conflicts of interest, directors, executives, and employees who possess insider information relating to financial performance are prohibited from trading the Companys securities or derivatives referencing the Companys shares from the date they become aware of the information until one business day after the information has been publicly disclosed. They are also prohibited from disclosing undisclosed insider information to manipulate securities prices and from trading securities of the Group within 30 days prior to the disclosure of quarterly or annual financial statements or any financial information to the public. 3. Directors and executives must report any changes in their securities or derivative holdings within three business days of any purchase, sale, transfer, or receipt of transfer, via Form 59 to the SEC. They must also prepare reports on their interests and those of related people and submit them to the Company Secretary without delay. The Company Secretary must forward copies of such reports to the Chairman of the Board, Chief Executive Officer, and Chairman of the Audit Committee within seven days of receipt. 4. If a violation of the above practices is found and confirmed through investigation, the Company will impose disciplinary actions according to the severity of the infraction. Penalties may range from verbal warnings, written warnings, wage deductions, suspension without pay, termination of*

employment, or legal action, depending on intent and severity. The Company is obligated to disclose significant operational information promptly and comprehensively to the public through the media and channels of the Stock Exchange of Thailand and the Company's own disclosure policies and communications to ensure equal access to information for all shareholders and investors. (4) **Anti Corruption Measures** The Group has a strict policy prohibiting directors, executives, employees, and workers from engaging in any form of corruption, whether directly or indirectly, whether as a recipient, giver, or proposer of bribes to any person or organization involved. The Company conducts regular annual reviews of the policy and practices to ensure alignment with changes in business operations, regulations, and legal requirements. The policy includes the following: 1. The Company and the Group are committed to fostering an anticorruption organizational culture. 2. All personnel must comply with the anticorruption and business ethics policies and must not engage in corruption in any form, directly or indirectly, for personal gain or for the benefit of related persons. Directors and executives must set a good example and ensure that all employees follow anticorruption measures. 3. The Company and the Group maintain internal control systems that address corruption-related risks, including risk assessment and establishing appropriate risk mitigation measures. 4. The Company has processes for auditing sales, marketing, procurement, and contracting operations to ensure transparency and compliance with corporate rules, including assessing corruption risks and implementing appropriate corrective measures. (5) **Whistleblowing** If anyone observes or has evidence of misconduct, legal violations, breaches of regulations, business ethics, or corporate governance policies by directors, executives, employees, or representatives of the Company, they may report complaints or whistleblowing through the following channels: 1. Email: Company Secretary Office: Cs@pce.th.com 2. Audit Committee: AC@pce.th.com 3. Telephone: +66 77 947300 4. Postal Mail / In Person: Company Secretary Office Petchsrivichai Enterprise Public Company Limited 99/19 Moo 4, Kanjanawithi Road, Bang Kung Subdistrict, Mueang Surat Thani District, Surat Thani Province 84000 During the past year, the Company has not received any whistleblowing reports or complaints from stakeholders regarding corruption or violations of the Company's corporate governance policies.

## Prevention of conflicts of interest

### Operations for conflict of interest prevention over the past year

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

The Board has established a policy to prevent conflicts of interest, based on the principle that all business decisions must be made solely for the best interests of the Company. Actions that may lead to conflicts of interest must be avoided. Individuals with relationships or interests in the matters under consideration must disclose such information to the Company and must not participate in decision making or approval processes. The conflict-interest management policy includes the following:

1. Ensure the Company strictly complies with rules, procedures, and disclosure requirements for related party transactions as prescribed by law and regulators and adheres to the Company's internal regulations.
2. Avoid engaging in related party transactions involving oneself or related persons/entities that may create conflicts of interest, including refraining from influencing or pressuring others in the decision making process.
3. Any related party transaction that is not conducted under ordinary commercial terms or exceeds management's approval authority must be reviewed and commented on by the Audit Committee before being presented to the Board or shareholders for approval, as applicable.
4. Any related party transaction deemed necessary must follow general commercial terms approved by the Board, carried out transparently, fairly, and in the Company's best interests.
5. Individuals with vested interests must not participate in the decision making process for such transactions.

### Number of cases or issues related to conflict of interest

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

## Prevention of the use of inside information to seek benefits

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

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

The Company has established policies and practices for the use of insider information to prevent directors and executives, employees, and staff from using such information for personal gain or for the benefit of others improperly. Individuals must not use material, non public information of the Group for personal or others benefit. The Company has communicated these guidelines and policies to all personnel and monitors compliance regularly, as follows:

1. Directors, executives, and employees at all levels are prohibited from using material, non public insider information obtained through their duties for personal or others benefit, directly or indirectly, whether acting on their own behalf or on behalf of others. Such actions may impact the Companys securities prices or, if disclosed improperly, cause damage or disadvantage to the Company.
2. To prevent conflicts of interest, directors, executives, and employees who possess insider information relating to financial performance are prohibited from trading the Companys securities or derivatives referencing the Companys shares from the date they become aware of the information until one business day after the information has been publicly disclosed. They are also prohibited from disclosing undisclosed insider information to manipulate securities prices and from trading securities of the Group within 30 days prior to the disclosure of quarterly or annual financial statements or any financial information to the public.
3. Directors and executives must report any changes in their securities or derivative holdings within three business days of any purchase, sale, transfer, or receipt of transfer, via Form 59 to the SEC. They must also prepare reports on their interests and those of related people and submit them to the Company Secretary without delay. The Company Secretary must forward copies of such reports to the Chairman of the Board, Chief Executive Officer, and Chairman of the Audit Committee within seven days of receipt.
4. If a violation of the above practices is found and confirmed through investigation, the Company will impose disciplinary actions according to the severity of the infraction. Penalties may range from verbal warnings, written warnings, wage deductions, suspension without pay, termination of employment, or legal action, depending on intent and severity. The Company is obligated to disclose significant operational information promptly and comprehensively to the public through the media and channels of the Stock Exchange of Thailand and the Companys own disclosure policies and communications to ensure equal access to information for all shareholders and investors.

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

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

## Anti-corruption action

### Operations in anti-corruption in the past year

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

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

The Group has a strict policy prohibiting directors, executives, employees, and workers from engaging in any form of corruption, whether directly or indirectly, whether as a recipient, giver, or proposer of bribes to any person or organization involved. The Company conducts regular annual reviews of the policy and practices to ensure alignment with changes in business operations, regulations, and legal requirements. The policy includes the following:

1. The Company and the Group are committed to fostering an anticorruption organizational culture.
2. All personnel must comply with the anticorruption and business ethics policies and must not engage in corruption in any form, directly or indirectly, for personal gain or for the benefit of related persons. Directors and executives must set a good example and ensure that all employees follow anticorruption measures.
3. The Company and the Group maintain internal control systems that address corruptionrelated risks, including risk assessment and establishing appropriate riskmitigation measures.
4. The Company has processes for auditing sales, marketing, procurement, and contracting operations to ensure transparency and compliance with corporate rules, including assessing corruption risks and implementing appropriate corrective measures.

### Number of cases or issues related to corruption

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

## Whistleblowing

### Operations related to whistleblowing over the past year

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

If anyone observes or has evidence of misconduct, legal violations, breaches of regulations, business ethics, or corporate governance policies by directors, executives, employees, or representatives of the Company, they may report complaints or whistleblowing through the following channels:

1. Email: Company Secretary Office: Cs@pce [th.com](mailto:Cs@pce.th.com)
2. Audit Committee: AC@pce [th.com](mailto:AC@pce.th.com)
3. Telephone: +66 77 947300
4. Postal Mail / In Person: Company Secretary Office Petchsrivichai Enterprise Public Company Limited 99/19 Moo 4, Kanjanawithi Road, Bang Kung Subdistrict, Mueang Surat Thani District, Surat Thani Province 84000

During the past year, the Company has not received any whistleblowing reports or complaints from stakeholders regarding corruption or violations of the Companys corporate governance policies.

### Number of cases or issues related to whistleblowing

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

### The monitoring of compliance with other corporate governance policy and guidelines

During the past year, the Company has not received any whistleblowing reports or complaints from stakeholders regarding corruption or violations of the Companys corporate governance policies.

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

## Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. CHANITR CHARNCHAINARONG (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. TANIN TANPRAWAT (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 Mr. EKARIN LUENGVIRIYA (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of the audit committee

The company's Audit Committee performs its duties independently within the scope defined in the Audit Committee Charter and approved by the Board of Directors, which is reviewed annually. A summary of the key aspects of the Audit Committee's duties for 2025 is as follows:

1. Financial Statements The company's Audit Committee reviewed and examined the quarterly and annual financial reports of the company and its subsidiaries. This included discussions with the auditors and management on material issues, and clarifications were received from both parties. To ensure that the financial statements comply with financial reporting standards and provide adequate disclosures, an unqualified opinion has been given on these audited and reviewed financial statements. In addition, a private meeting was held with the auditors, without management participation, to independently discuss the acquisition of information, the independence of the audit work, and recommendations regarding the internal control system in the financial reporting process. The auditors did not raise any specific concerns in 2025.

2. Consideration for the Appointment of External Auditors and Audit Fees The company's audit committee selected its auditors based on their knowledge, experience in the business, independence, and the appropriateness of the audit fees. The selection was then presented to the board of directors for approval and subsequently submitted for approval at the annual general meeting of shareholders. In 2025, shareholders resolved to appoint EY Thailand Limited as the company's auditor.

3. Internal Control System and Internal Control Audit The company's Audit Committee reviewed the internal control audit report and approved the internal control audit plan for the company and its subsidiaries. The committee also acknowledged the quarterly internal audit reports on key business performance and provided recommendations to management and the internal audit department. In addition, the adequacy of the internal control system was assessed using the evaluation form of the Securities and Exchange Commission of Thailand (SEC). The management has already

documented the internal control activities and oversees the internal audit work. This includes reviewing the appropriateness of the internal audit charter and monitoring the performance of the internal audit department to ensure they perform their duties according to professional standards, independently and impartially, in compliance with company rules, regulations, and policies. And in accordance with the professional standards of internal audit practice, the company's audit committee has a reasonable belief that the company has adequate and appropriate internal control systems in place for conducting its business operations, and that no deficiencies of any material impact have been found.

4. Review of Risk Management The company's Audit Committee reviews the adequacy and appropriateness of the risk management system by regularly meeting with the Risk Management Committee responsible for oversight, and also reviews risk management in operational processes based on internal audit reports, to ensure that the company has effective risk management, responsible parties, and appropriate risk management measures in place.

5. Connected Transactions The company's audit committee has reviewed related party transactions or transactions that may involve conflicts of interest between the company and its subsidiaries, and found these transactions to be reasonable, appropriate, and fully disclosed.

6. Review of good corporate governance. The company's Audit Committee has promoted and overseen the company's adherence to good corporate governance principles, reviewed key company policies, and also reviewed the self-assessment certification regarding anti-corruption measures to renew its participation in the Thai Private Sector Collective Action Against Corruption (CAC).

7. Compliance with the law The company's audit committee has reviewed the operations of corporate governance and legal authorities to ensure that the company has adequate control processes in place to comply with all laws and regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other laws relevant to the company's business operations.

In summary, the Audit Committee has fulfilled its duties and responsibilities as set forth in the Audit Committee Charter, exercising its competence, diligence, prudence, and sufficient independence. In performing its duties, the Audit Committee received excellent cooperation from the Board of Directors, management, the auditors, the internal audit department, and all relevant parties. Furthermore, opinions and recommendations are provided with due consideration to all stakeholders equally and in the best interest of all parties. In the opinion of the Audit Committee, the Company's financial statements have been prepared accurately in all material respects under generally accepted accounting principles. The Company has adequate risk management in place, including appropriate internal controls and internal audit systems. The Company complies with good corporate governance principles, and all applicable laws and regulations.

## **Information on summary of the results of duty performance of subcommittees**

### **Meeting attendance and the results of duty performance of subcommittees**

#### **Meeting attendance of Executive Committee**

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRAKIT PRASITSUPAPHOL (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Ms. KANYAKORN PRASITSUPAPHON (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. PORNPIPAT PRASITSUPAPHOL (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. KITTIPON PRASITSUPAPHOL (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. Keerati Chaiyakul (Member of the executive committee)	12	/	12	12/12 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Executive Committee

In summary, the key aspects of the Executive Committee's duties in 2025 are as follows:

- 1 To consider and formulate strategies, management structures, business plans (short, medium, and long-term), including the annual budget for further presentation and consideration.
- 2 To manage the Company's operations to achieve its stated objectives and goals, including identifying and evaluating investment opportunities in new businesses.
- 3 To oversee and monitor the performance and financial status of the Company and its group companies and to report such performance and financial status to the Board of Directors monthly.
- 4 To consider and provide opinions to the Board of Directors regarding the Company's dividend policy.
- 5 To review and approve matters related to investment and asset disposal, human resource management, finance and treasury operations, general administration, and any other matters related to the Company's business, within the scope of authority delegated by the Board of Directors.
- 6 To consider and review risk management and the Company's internal control systems.
- 7 The Executive Committee may delegate authority to executives or other persons as deemed appropriate for certain matters. Such delegation or approval must not involve connected transactions or matters that may result in conflicts of interest, or matters where the Executive Committee has vested interests, as stipulated in the Company's Articles of Association and the announcements of the Capital Market Supervisory Board. All approvals must comply with the policies and procedures set by the Board and regulatory authorities.
- 8 To screen all matters submitted to the Board of Directors, except for matters under the responsibility and/or authority of other sub-committees, which are to be submitted directly to the Board.
- 9 To perform any other duties assigned by the Board of Directors.

### Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 3  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. EKARIN LUENGVIRIYA (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. TANIN TANPRAWAT (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. MONGKON RATTANAPUNT (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
4 Mr. PRAKIT PRASITSUPAPHOL (Member of the subcommittee)	3	/	3	3/3 (100.00%)
5 Mr. KITTIPON PRASITSUPAPHOL (Member of the subcommittee)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination and Remuneration Committee

The committee considered major matters including Selection and nomination of directors, Consideration of director candidates replacing those retiring by rotation, reviewing the required qualifications consistent with the company's strategy, Review of the appropriateness of remuneration for directors for the year 2025.

In 2025, no candidates were nominated by shareholders for the Nomination Committee's consideration. Therefore, the Nomination Committee considered directors whose terms were due to expire at the 2025 Annual General Meeting of Shareholders, taking into account their qualifications, educational background, skills, work experience, performance during the past year, willingness and time commitment to the Board, as well as other qualifications aligned with the company's business strategy, to be reappointed for another term.

### Meeting attendance of Sustainability and Good Corporate Governance Committee

Meeting Sustainability and Good Corporate Governance Committee (times) : 4

List of Directors	Meeting attendance of Sustainability and Good Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. MONGKON RATTANAPUNT (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. EKARIN LUENGVIRIYA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. TANIN TANPRAWAT (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
4 Mr. PRAKIT PRASITSUPAPHOL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. PORNPIPAT PRASITSUPAPHOL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Sustainability and Good Corporate Governance Committee

The Sustainability and Corporate Governance Committee has established the corporate governance policy, business ethics, and code of conduct, as well as the anti corruption policy, to ensure alignment with the laws and regulations of government authorities, the Stock Exchange of Thailand, and the Securities and Exchange Commission. The committee then presented these matters to the Board of Directors for consideration and approval.

### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. TANIN TANPRAWAT (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. EKARIN LUENGVIPIYA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. MONGKON RATTANAPUNT (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
4 Mr. PRAKIT PRASITSUPAPHOL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Risk Management Committee

The Risk Management Committee reviewed the company's risk management policy to ensure complete coverage of business operations, including reviewing and establishing risk appetite, implementing corrective measures for deviations, supervising and monitoring risk management plans, and providing recommendations to ensure effective management aligned with the company's risk policy before proposing to the Board of Directors.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The company and its subsidiaries ("the Group") focus on conducting business based on sustainable growth. The Group recognizes the importance of social responsibility, environmental responsibility, and stakeholders in the business value chain, as well as the significance of being recognized as an organization that prioritizes Environmental, Social, and Governance (ESG) factors. This is achieved through the use of modern machinery and production processes, including transportation systems, that are environmentally friendly. The Group also promotes the adoption of digital technologies across its operations. The Group has a management system in place to minimize safety, health, environmental, and social impacts arising from operations, and strives to coexist harmoniously with local communities. The Group provides opportunities for all stakeholders to participate transparently in operations to ensure sustainable growth of both the Group and society.

The Group emphasizes corporate social responsibility (CSR) in every step of its business operations, including the development of environmentally friendly products and services, reducing resource and energy consumption at all stages, minimizing pollution and waste, cutting down greenhouse gas emissions, and establishing environmental standards in various areas to demonstrate its commitment to social responsibility. As a result, the company has set social responsibility policies and sustainability management targets in alignment with the United Nations' Sustainable Development Goals (SDGs) under the UN Global Compact.

The company has established a sustainability development policy, focusing on conducting business with strong governance principles alongside social responsibility, conservation of natural resources, and environmental care. This approach aims to build trust with stakeholders through transparent and verifiable operations, in line with the company's core values.

#### Sustainability management goals

Does the company set sustainability management goals : Yes

The Group has established operational guidelines to achieve its sustainability management objectives as follows:

- Good Corporate Governance:** The Group conducts its business in accordance with the principles of good corporate governance, ensuring transparency, accountability, and adherence to ethical standards. This includes complying with the corporate governance manual, business ethics, personal data protection, and comprehensive risk management across the value chain. These efforts ensure business continuity, create shared value for society, and safeguard the interests of all stakeholders in a balanced and equitable manner.
- Continuous Business Process Development:** The Group is committed to the continuous improvement of its palm oil business and its by-products. In addition, the Group actively seeks opportunities to expand its service offerings, including transportation, port services, and warehousing, beyond palm oil and its by-products. The Group is mindful of creating long-term value for its products and services while considering the satisfaction of customers and stakeholders. The Group also promotes the development of innovation in business alongside social and environmental innovations to achieve sustainable business goals.
- Creating Social Value:** The Group effectively and fairly manages human resources by developing the necessary knowledge and skills through individual development plans (IDP) to support career growth and succession planning. The Group encourages creativity in the workplace and supports a robust occupational health and safety management system. Additionally, the Group promotes respect for human rights in alignment with universal principles, emphasizing

equality and non-discrimination. The Group also fosters participation from the company, communities, and relevant stakeholders to build strong relationships, understanding, and cooperation, reducing potential conflicts in the future.

4. **Sustainable Environmental Management:** The Group is committed to conducting business in an environmentally responsible manner, focusing on energy conservation, climate change mitigation, and resource management. The Group promotes efficient energy usage and collaborates with external entities to conserve natural resources and protect the environment. Strict adherence to environmental laws is also a priority.

In addition, the Group has adopted a Corporate Social Responsibility (CSR) policy that guides the Group in conducting business according to sustainable development principles. This policy takes into account the risks and opportunities at all levels of the organization, as well as the short-term and long-term needs and expectations of stakeholders across the value chain. It also considers the social and environmental impact to inform strategic decision-making, ensuring sustainable growth in a rapidly changing environment while balancing environmental, social, and governance dimensions.

United Nations SDGs that align with the organization's sustainability management goals	: Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals
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## Information on review of policy and/or goals of sustainable management over the past year

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

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

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

The Board of Directors recognizes the importance of enhancing governance efficiency and elevating the Company's corporate governance standards in alignment with the Corporate Governance Code (CG Code) for Listed Companies 2017, as prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. Accordingly, the Board has established a process to regularly review the appropriateness and adequacy of the Company's corporate governance policies, practices, and Business Code of Conduct at least once a year. This is to ensure alignment with the Company's business operations, changes in the business environment, laws, regulations, best practices, and feedback from stakeholders.

At the Board of Directors Meeting No. 4/2025 held on 13 November 2025 (with all nine directors in attendance), the Board reviewed the Board Charter and the charters of all sub committees to ensure coverage in accordance with good corporate governance principles and certain anti corruption measures that had not yet been adopted. The review results were endorsed by all sub committees. The review proposed that additional wording be included under the section Duties and Responsibilities to enhance completeness in accordance with the assessment

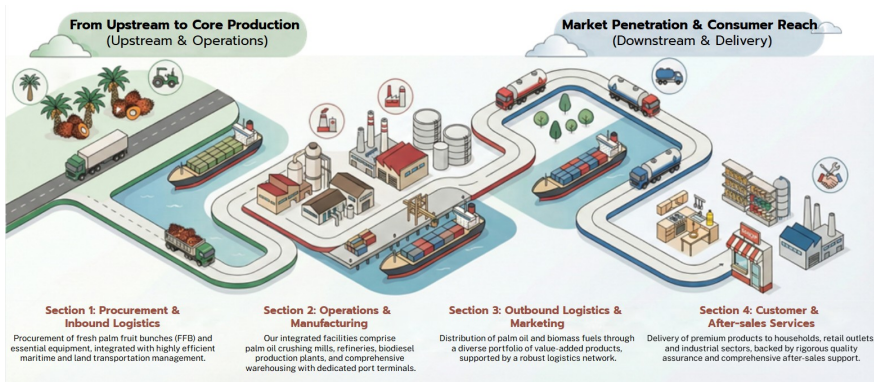
criteria of the Corporate Governance Report (CGR) of the Stock Exchange of Thailand. The objective is to ensure governance practices are sufficiently appropriate for business operations and to enable an effective review of the Company's anti corruption system in line with guidelines from various regulatory bodies, such as the Thai Private Sector Collective Action Against Corruption (CAC), the Thai Institute of Directors Association (IOD), and the National Anti Corruption Commission (NACC).

**Information on impacts on stakeholder management in business value chain**

**Business value chain**

The Group attaches great importance to the development of quality products and services by focusing on meeting the needs of stakeholders throughout the value chain, including safety and environmental friendliness, both directly and indirectly. Enhance organizational management to be efficient. Personnel are involved and have career stability in order to maximize the benefits of development and create value for the organization, as well as to be able to continuously develop innovation and modern technology.

**Business value chain diagram**



Business Value Chain

**Analysis of stakeholders in the business value chain**

**Details of stakeholder analysis in the business value chain**

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Farmers</li> <li>• Competitors</li> <li>• Business partners</li> <li>• Community</li> <li>• Investors or investment institutions</li> <li>• Employees</li> <li>• Customers</li> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with the principles of human rights. Respect the rights of neighboring communities.</li> <li>• Create career security and income to be self-reliant.</li> <li>• Operating a business that does not affect the community and society, is environmentally friendly, and is safe.</li> <li>• Participate in community and social development.</li> <li>• Promote and support activities that build good relationships with the community and society.</li> </ul>	<ul style="list-style-type: none"> <li>• Create jobs and create careers for people in the community to distribute income and improve the quality of life of the community and society.</li> <li>• Improve production processes and provide services to be environmentally friendly.</li> <li>• Increase the proportion of renewable energy consumption</li> <li>• Efficiently manage production waste</li> <li>• Supporting public activities with the community</li> <li>• Comply with international standards and relevant laws.</li> <li>• Exploring the impact on the community and society</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> </ul>

Diagram of the stakeholder analysis in the business value chain



Analyzing stakeholders in a business's value chain.

## Information on organization's material sustainability topics

### Organization's material sustainability topics

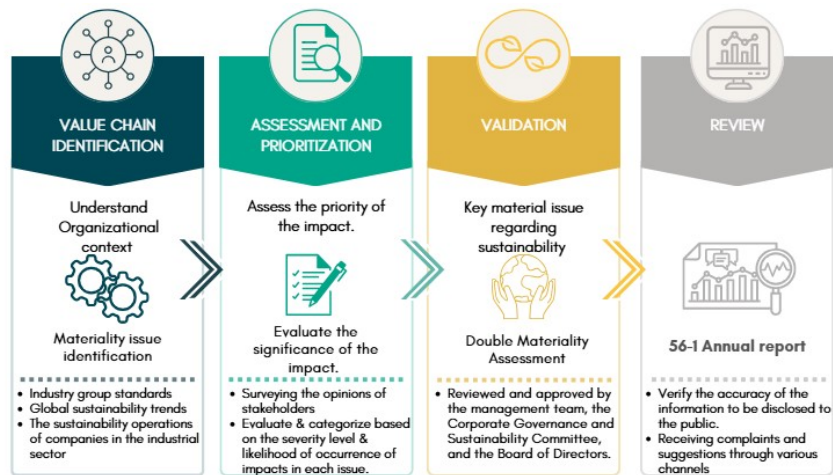
The company has identified its sustainability : Yes  
materiality topics

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

### Details of organization's material sustainability topics<sup>(3)</sup>

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

### Diagram of organizations material sustainability topics



Key issues related to organizational sustainability.

Remark: <sup>(3)</sup> The group of companies has assessed key sustainability issues, categorized into four materialistic issues and ten fundamental issues. Details of the impact on the company and external stakeholders (Double Materiality Principle) are as follows: The key material issue is the aspect that stakeholders (internal and external to the company) consider important in terms of its impact on various issues,

*including corporate governance, economic, social, and environmental dimensions. This is assessed by scoring the level of impact on these issues, both positively and negatively, with significant implications (high to very high impact levels). Fundamental material issues are issues that are fundamental to the company's business operations and must comply with laws, standards, or general practices. Stakeholders consider the impact of these key issues to be low to moderate.*

## **Information on sustainability report**

### **Corporate sustainability report**

Corporate sustainability report : Have data  
Reference link for corporate sustainability report : <https://pce-th.com/sustainability>

### **Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with : Carbon Disclosure Project (CDP), GRI Standards, IFRS  
standards or guidelines Sustainability Disclosure Standards, Sustainability  
Accounting Standards Board (SASB)

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The company recognizes that risk management is an essential part of good corporate governance. Identifying and managing risks helps support better planning and decision-making and enables the company to spot opportunities while mitigating potential impacts from significant events that may affect the company or its shareholders. At the Extraordinary General Meeting of Shareholders No. 4/2022, held on December 9, 2022, the appointment of the Risk Management Committee was approved, along with the approval of the risk management policy, to serve as a framework and guidelines for the company's risk management process throughout the organization. This ensures that the roles and responsibilities for managing the identified risks are clearly defined. The company's risk management policy is as follows:

1. The company integrates risk management into its decision-making process, strategic planning, operational plans, and overall operations.
2. Each department is required to assess risks, set risk indicators, and implement preventive measures and mitigation strategies for potential risks or losses. Regular monitoring and evaluation of risk management performance are conducted, and reports are prepared in line with the company's risk management framework and procedures.
3. If an employee identifies or becomes aware of a risk that could affect the company, they must immediately report it to the relevant parties for further risk management actions.
4. The company is committed to promoting, supporting, and continuously educating executives and employees on the risk management process and guidelines. This aims to instill a sense of awareness and responsibility at all levels, ensuring that risk management becomes part of the company's culture, ultimately contributing to the creation of added value.

Additionally, at the Risk Management Committee Meeting No. 1/2023 held on January 28, 2023, the company established an internal risk management handbook to serve as a guideline for the company's risk management process, ensuring alignment with the risk management policy and good corporate governance principles. This also ensures that the company has defined appropriate responsibilities for managing risks. The details of the handbook cover the following key actions:

1. **Defining Responsibilities:** The roles and responsibilities of the Risk Management Committee are defined to ensure that significant business risks are identified, assessed, and controlled. This includes ensuring that executives and employees at all levels are responsible for identifying, analyzing, assessing, prioritizing risks in their respective departments, and establishing appropriate measures to manage these risks.
2. **Risk Management Approach:** The company has adopted and adapted the COSO Enterprise Risk Management Framework to align with the company's risk management process, ensuring consistency with these principles.
3. **Analyzing the Internal Environment:** To determine the plan and procedures for risk management, including defining the details regarding strategy, operations, reporting, and compliance. This ensures that the risk management process is effective and appropriate.
4. **Reviewing Risks and Risk Factors:** The company conducts a review of various risk factors, including strategic, operational, reporting, legal, regulatory, anti-corruption, and internal change factors. Activities to control these risks are then developed to ensure business continuity, efficiency, and to mitigate potential risks.
5. **Monitoring and Reporting Risks:** Risks are monitored and reported based on relevant events and factors critical to business operations.
6. **Managing Business Risks:** It is the responsibility of management to develop plans to ensure operations are aligned with the company's objectives. This includes managing risks across four areas: revenue goals, profitability, cost control, and investment in new business ventures.

7. **Reviewing the Risk Management Handbook:** The Risk Management Committee will review the risk management handbook and ensure that a summary of both internal and external risk factors is prepared and reviewed at least once a year.

## Information on ESG risk factors management standards

### ESG risk factors management standards

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

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Environmental Risks

- Related risk factors : Strategic Risk
- ESG risk
  - Pandemic risk
  - Climate change and disasters
- Operational Risk
- Climate change and disasters
  - Impact on the environment
- ESG risk factors : Yes

##### Risk characteristics

- Climate change affects the design of products or services. and procurement of raw materials
- Water shortage
- Increased costs from taxing industrial sectors or businesses that emit carbon dioxide.
- Construction site Has an impact on the community

##### Risk-related consequences

- Climate change affects the design of products or services. and procurement of raw materials
- Water shortages cause delays in the production process.
- Bear increased costs from taxing industrial sectors or businesses that emit carbon dioxide.
- Construction site Has an impact on the community

##### Risk 2 Social Risks

- Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers
  - Business operations of partners in the supply chain
  - ESG risk

#### Operational Risk

- Shortage or reliance on skilled workers
- Climate change and disasters
- Impact from population structure

#### Compliance Risk

- Corporate Governance

#### Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Income volatility

ESG risk factors : Yes

#### **Risk characteristics**

- Human rights violations in the supply chain
- Changes in population structure
- The living behavior of people in society has changed.
- Geographic risks that affect investment decisions
- People in the community do not agree with the construction of factories in the vicinity of residences.

#### **Risk-related consequences**

- Human rights violations in the supply chain This causes rights violations and brings risks.
- Changes in population structure Affecting changes in every dimension
- The living behavior of people in society has changed.
- Geographic risks that affect investment decisions
- People in the community do not agree with the construction of factories in the vicinity of residences.

#### **Risk 3 Corporate governance Risks**

Related risk factors : Strategic Risk

- Damage to company image and reputation
- Corporate ownership structure risk
- ESG risk

#### Operational Risk

- Reliance on employees in key positions
- Systems or internal control system

#### Compliance Risk

- Change in laws and regulations
- Corporate Governance

ESG risk factors : Yes

#### **Risk characteristics**

- The organization does not disclose significant information which is an issue that is expected of stakeholders.

- Deficiencies in governance measures within the organization
- Risks from investing in countries that have corruption problems
- Failure to pass regulations such as consideration of environmental impacts
- Choosing materials that are not up to standard in construction causes permission from government agencies.

### **Risk-related consequences**

- The organization does not disclose significant information which is an issue that is expected of stakeholders.
- Deficiencies in governance measures within the organization
- Risks from investing in countries that have corruption problems
- Failure to pass regulations such as consideration of environmental impacts
- Choosing materials that are not up to standard in construction causes permission from government agencies.

### **Information on business continuity plan (BCP)**

#### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://pce-th.com/sustainability>  
management policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

##### 1. Input management or inbound logistics.

###### Palm Oil / Trading

Supply of raw materials and quality products and standards.

There is a process for purchasing and selecting suppliers fairly. No trade barriers, no discrimination.  
employee

Palm fruit farmers

Partners

Government Agencies

###### Transportation/Warehouse & Terminal

There is a process for procurement and fair selection of suppliers.

There is a process of selecting and evaluating vendors and contractors to maintain the quality of products and services continuously.

There is a process for receiving goods and services to ensure that the correct products and services are received and meet the procurement conditions.

employee

customer

Partners

Government Agencies

##### 2. Operation

###### Palm Oil / Trading

There is an efficient production and storage process with product quality inspection at every stage of production.

Reduce the amount of waste generated from production and storage so as not to cause an impact on the environment and the community.

employee

customer

community

Government Agencies

###### Transportation/Warehouse & Terminal

Operators are trained to respond to emergency situations quickly and safely for society and the environment.

Control the operation correctly and in accordance with the law.

There are 24-hour security measures to ensure the security of the goods deposited.

employee

customer

community

Government Agencies

3. Distribution of goods and services or outbound logistics.

#### Palm Oil / Trading

There is a standardized warehouse that can maintain good product quality.

There is standard transportation. It does not pollute the environment.

Deliver goods to customers on time and maintain product quality according to standards.

employee

customer

community

Government Agencies

#### Transportation/Warehouse & Terminal

The safety of both operators, including vehicles and boats, is checked before every service.

Transportation services are monitored with modern technology to ensure safety and on-time transportation.

There are safety audits and environmental management. continuously and in accordance with the law.

Safe and on-time freight service

Safe storage service and maintain product quality according to the conditions set by customers.

employee

customer

community

Government Agencies

4. Marketing & Sales

#### Palm Oil / Trading

There is a fair sales process, not taking advantage of customers, and it is for the benefit of customers.

Set the appropriate selling price of products at a fair price (Fair Dealing).

Reasonable and fair discounts are provided to customers.

Rintip products are sold through online channels and dealers, while other products focus on direct sales (Off-line)

because they are products with specific customer groups such as the palm oil industry and the food industry.

employee

customer

Government Agencies

#### Transportation/Warehouse & Terminal

There is a review process for the work agreement to ensure that the service can be provided according to the needs of the customer.

There is a systematic process for preparing bidding documents or service outsourcing agreements for transparency in services.

employee

customer

Partners

5. After-sales Service

#### Palm Oil / Trading

There is a warranty for products that do not meet the quality or agreement and customer satisfaction.

Complaints from customers are received and handled systematically.

employee

customer

### Transportation/Warehouse & Terminal

Complaints from customers are received and handled systematically.

There is a satisfaction assessment process. To improve the quality of service to meet the highest customer needs.

employee

customer

Reference link to sustainable supply chain management plan : <https://pce-th.com/sustainability>

## **Information on new suppliers undergoing sustainability screening criteria**

### **New suppliers undergoing sustainability screening criteria**

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

## **Information on supplier code of conduct**

### **Supplier code of conduct**

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://pce-th.com/code-of-conduct>

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

### **Key suppliers acknowledging compliance with the supplier code of conduct**

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.20	0.00	0.58

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

The Group recognizes the importance of research and development as a key mechanism for driving the business toward sustainability. Over the past year, the Company has focused on studying and developing various projects to upgrade the palm oil supply chain toward a highvalue-added industry. The key directions of operations are as follows:

1. Development of Oleochemical Products (Downstream Oleochemicals): The Company is in the process of studying and developing new downstream product groups to expand its customer base in specialized industries. The focus is on utilizing palm oil and by-products through advanced processing to obtain products with special properties and higher value, to meet the demands of the bio chemical market both domestically and internationally.
2. Creating Value from Waste Materials (Waste to Value): The Company places importance on managing production waste for maximum benefit. Research and development activities focus on transforming biomass into agricultural and soil improvement products (Bio products for Agriculture). This not only helps increase revenue but also supports goals to reduce greenhouse gas emissions and promote sustainable environmental management.
3. Enhancing International Food Safety Standards: To meet the needs of health conscious consumers worldwide, the Company has developed refining processes and production technologies to control and reduce contaminants in palm oil to levels below required standards. This helps reduce production losses and maximize yield improvement, while supporting future business expansion.
4. Improving Production Process Efficiency (Process Optimization): The Company is committed to applying new technologies and innovations to improve extraction and refining efficiency, as well as logistics and raw material management, to optimize cost efficiency and support business growth.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No  
innovation culture

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

## Benefits of innovation development

### Financial benefits

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

### Non-financial benefits

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

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