



# ESG Performance Report for Listed Companies in 2024

TPCS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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## ESG Performance

Company Name : TPCS PUBLIC COMPANY LIMITED

Symbol : TPCS

Market : SET

Industry Group : Industrials

Sector : Industrial Materials & Machinery

### Environmental management

#### Information on environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

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

##### Environmental Policy

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

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

##### Greenhouse gas management

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

The company has collected data on greenhouse gas emissions from business operations for analysis and setting goals to reduce the amount of greenhouse gas emissions. It has been calculated according to the greenhouse gas emissions coefficient of the Greenhouse Gas Management Organization (TGO).

**Net ZERO EMISSION 2065** : According to the commitments made at the COP26 conference in Glasgow to jointly solve the problem of climate change according to the Net Zero Emission goal in the year 2608 (2065), the company has determination to develop business towards a low-carbon society (Net Zero) in order to use resources efficiently and protect nature and the environment with minimal impact. By being part of solving the problem of climate change according to the Net Zero Emission goal in the year 2608 (2065) by initiating activities and projects such as:

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

##### Energy Management

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

##### Energy Conservation Measures and Projects

- The company campaigns for electrical switches and all electrical appliances to be turned off whenever they are not in use.

- The company turns lights off at night in areas where lighting is not in use.
- The company sets the temperatures of its air conditioners at 25 degrees Celsius.
- The company regulates the number of lightbulbs used in places where excessive lighting is in use.
- The company uses energy-conserving devices.
- Use renewable energy with sunlight or SOLAR CELL.

**Water Management**

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

**Measures and Projects for Worthwhile Water Resource Utilization**

- Wastewater reduction project and campaign for water conservation by employees
  - Monthly water leak inspections at various sites
  - Monthly sanitary ware leak inspections
  - Utilization of water-conserving equipment such as by installing squeeze-type nozzles on hoses and installing water-conserving faucets
  - Recirculating and reusing the water used to cool various equipment to be used in cleaning other parts of the equipment
- The company has set a goal to reduce the use of water resources by employees by establishing the main measure "Wastewater reduction project and campaign for economical water use for employees". This is because the total amount of water used throughout the year by all employees in both the Bangkok and Sriracha offices combined is more than the amount of water used in the production processes of all factories combined. This is a measure that all employees must take together and in conjunction with studies to find ways to improve the production process, reduce the amount of water, or find the right amount of water to use.

**Scrap and Waste Management**

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

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

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

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

**Information on review of environmental policies, guidelines, and/or goals over the past year**

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

Review of environmental policies, guidelines, and/or goals : No  
over the past year

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

**Compliance with environmental management principles and standards**

**Compliance with energy management principles and standards**

**Compliance with water management principles and standards**

**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) standards

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

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

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

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Energy Management

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

#### Energy Conservation Measures and Projects

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

### 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	2023	2024 : Reduced by 294,046.00 Kilowatt-Hours

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Based on the operational goals set for 2024 and the company's initiatives to reduce electricity consumption, the summarized results are as follows: Factory Division (1), Factory Division (2), and Factory Division (5) successfully reduced their total electricity consumption by 65.16%, 4.87%, and 63.86%, respectively.

The reduction in total electricity consumption in Factory Division (1) was primarily due to the relocation of its production base, which was consolidated with Factory Division (5), contributing to overall energy savings. Factory Division (2) and Factory Division (5), which continue their operations, have set new energy consumption targets for 2025.

#### Diagram of performance and outcomes in energy management

ค่าพลังงานไฟฟ้าต่อ กำลังการผลิต	เป้าหมาย ปี 2567	ผลการดำเนินงาน ปี 2566	ผลการ ดำเนินงาน ปี 2567	ผลการดำเนินงาน งานที่ได้ (เทียบเป้าหมาย ที่ตั้งไว้ของปี 2567)	กิจกรรม/การ ดำเนินงานในปี 2567
ฝ่ายโรงงาน (1) ผลิตภัณฑ์เพื่อใช้ในครัว เรือน	ไม่เกินปี 2566 (294,046 kwh/y)	294,046 kwh/y	102,424 kwh/y	ลดลง 65.16%	ไม่มีการดำเนิน การในส่วนของ การผลิต
ฝ่ายโรงงาน (2) *ผลิตภัณฑกลุ่ม อุตสาหกรรมสำหรับ เครื่องแต่งกาย, แผ่น กรองอากาศ, วัสดุ สำหรับอุตสาหกรรมยาน ยนต์	ลดลง 3% (ต่อกำลังการ ผลิต)	0.41 kwh/sq.m.	0.39 kwh/sq.m.	ลดลง 4.87%	รณรงค์สร้าง จิตสำนึกการ อนุรักษ์ พลังงาน การเปลี่ยนหล อดไฟฟ้าอวเรส เซนต์เป็นหลอด แอลอีดี
ฝ่ายโรงงาน (5)* ผลิตภัณฑ์/วัสดุสำหรับ อุตสาหกรรมยานยนต์	ไม่เกินปี (0.83 kwh/sq.m.)	0.83 kwh/sq.m.	0.53 kwh/sq.m.	ลดลง 63.86%	รณรงค์สร้าง จิตสำนึก การอนุรักษ์ พลังงาน

## Information on electricity management

### Company's electricity consumption <sup>(\*)</sup>

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	6,256,536.00	6,860,218.00	7,710,189.10
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	6,256,536.00	5,672,512.00	5,540,416.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	1,187,706.00	2,169,773.10
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,701.72	8,863.33	10,874.74

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

## Information on fuel management

### Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	28,721.00	33,962.00	32,923.23
Fuel oil (Litres)	5,000.00	700.00	4,500.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

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

### Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	N/A	0.00

### Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(1)</sup>	N/A	N/A	0.00000000

Additional explanation : <sup>(1)</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

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 42,043.00 Cubic meters	2024 : Reduced by 42,043.00 Cubic meters

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2024, water resource consumption did not meet the set target. This was due to several factors, including the construction of an expansion building, which required water usage by contractors. Additionally, the installation of new machinery and increased production capacity contributed to higher water consumption. These activities throughout the year also led to an increase in the number of employees, resulting in greater wastewater generation from employee water usage.

#### Diagram of performance and outcomes in water management

การใช้ทรัพยากรน้ำ	ปริมาณการใช้ทรัพยากรน้ำ			เป้าหมายการใช้ทรัพยากรน้ำ ปี 2567	ผลการดำเนินงาน ปี 2567	กิจกรรม/ การดำเนินงาน ปี 2567
	ปี 2565	ปี 2566	ปี 2567			
ปริมาณการใช้ทรัพยากรน้ำทั้งหมด	36,378.00 CUM	42,043.00 CUM	45,504.00 CUM	ปริมาณการใช้ที่ไม่เกินปี 2566 (ไม่เกิน 42,043.00 CUM)	ปริมาณการใช้ที่เกินที่ตั้งเป้าไว้	- ลดปริมาณการใช้น้ำที่ไม่จำเป็นอย่างต่อเนื่อง
ปริมาณน้ำที่จากการใช้น้ำของพนักงาน	9,401.05 CUM	10,501.00 CUM	8,255.41 CUM	ปริมาณการใช้ที่ไม่เกินปี 2566(ไม่เกิน 10,501.00 CUM)	ลดลง 21.39%	- สื่อสารประชาสัมพันธ์เพื่อสร้างความตระหนักให้กับพนักงาน และปริมาณการใช้น้ำโรงงาน 1 ลดลงเนื่องจากหยุดกิจการ

## Information on water management

### Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	36,378.00	38,844.00	49,719.30
Water withdrawal by third-party water (cubic meters)	20,068.00	24,177.00	36,152.30
Water withdrawal by surface water (cubic meters)	16,310.00	14,667.00	13,567.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	50.60	50.19	70.13
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.02	0.03	0.04

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

### Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	21,075.00	25,783.00	27,828.00
Wastewater discharged to third-party water (cubic meters)	21,075.00	25,783.00	27,828.00

### Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	15,303.00	13,061.00	21,891.30

### Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00826537	0.00872055	0.01701024

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

### Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (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

#### Scrap and Waste Management

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

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

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

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2023 : non-hazardous waste 132,100.00 Kilograms	2024 : Reduced by 131,120.00 Kilograms	• Other : -

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

### Information on waste management

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

	2022	2023	2024
Total waste generated (Kilograms)	131,760.00	132,100.00	131,120.00

	2022	2023	2024
<b>Total non-hazardous waste (kilograms)</b>	54,880.00	73,210.00	57,400.00
<b>Total hazardous waste (kilograms)</b>	76,880.00	58,890.00	73,720.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.07	0.09	0.10
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.03	0.05	0.04
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.04	0.06

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

	2022	2023	2024
<b>Total reused/recycled waste (Kilograms)</b>	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	0.00

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

## Greenhouse gas management

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

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Greenhouse gas management

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

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

### Setting net-zero greenhouse gas emissions targets

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

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 97.07 tCO <sub>2</sub> e	2024 : Reduced by 104.45 tCO <sub>2</sub> e in comparison to the base year	2065 : Reduced by 0.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"><li>• Thailand Greenhouse Gas Management Organization (TGO) : None</li><li>• Science-based Targets (SBTi) : None</li></ul>

### Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company has collected data on greenhouse gas emissions from business operations for analysis and setting goals to reduce the amount of greenhouse gas emissions. It has been calculated according to the greenhouse gas emissions coefficient of the Greenhouse Gas Management Organization (TGO).

**Net ZERO EMISSION 2065** : According to the commitments made at the COP26 conference in Glasgow to jointly solve the problem of climate change according to the Net Zero Emission goal in the year 2608 (2065), the company has determination to develop business towards a low-carbon society (Net Zero) in order to use resources efficiently and protect nature and the environment with minimal impact. By being part of solving the problem of climate change according to the Net Zero Emission goal in the year 2608 (2065) by initiating activities and projects such as:

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

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	4,472.36	5,184.22	3,979.25
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	96.26	97.07	104.45
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	3,127.64	3,993.33	3,225.08
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	1,248.46	1,093.82	649.72

### Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.002416	0.003461	0.003092
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	6.22	6.70	5.61

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 : No

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

#### Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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## ESG Performance

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

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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

##### Social Activities

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

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

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

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

##### Non-violation of Human Rights

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

- Employees' human dignity and fundamental rights shall be respected at work. Employee data or confidential information shall not be disclosed or transmitted to third parties or unrelated persons.
- Employees shall be treated in accordance with the provisions of law, regulations, and articles governing the Company's operations
- Employment equality shall be promoted. There shall be no discrimination on the basis of gender, Sexual Orientation, skin color, race, religion, age, disability, or any other status that is not directly related to work.
- Training and knowledge exchange shall be sponsored and promoted to encourage learning and skill development throughout employment; The Company shall seek to strengthen employees' career security and offer opportunities for advancement pursuant to each person's potential.
- Employees' participation in the determination of the Company's direction and development shall be promoted.
- Fair compensation shall be offered, subject to employees' knowledge, skills, duties, responsibilities, and performance.
- Appropriate welfare and benefits shall be given to employees, e. g. medical expenses, provident fund contribution, and a savings cooperative.
- Channels shall be provided for employees to communicate suggestions and complaints pertaining to work. All suggestions shall be considered, and remedies shall be determined in the best interest of all parties and with regard to good professional relations.
- Facilities necessary for operations shall be provided. Working conditions shall be maintained with due regard to

health, safety, and occupational hygiene as a means to promote and raise employees' quality of life.

- Employees of all levels shall be encouraged to participate in corporate social responsibility activities.

#### **Guidelines on human rights and labor practices**

##### **1. Respect for laws and human rights principles**

###### **1.1 Civil and Political Rights**

1.1.1 Promoted acceptance of differences and the ability to live together on the basis of differences equally

1.1.2 Do not take any action that may create an intimidating working atmosphere, persecuting or unfriendly including physical, verbal, mental and written harassment

1.1.3 Do not take any action that interferes with the work of other personnel causing trouble, annoyance

1.1.4 Do not take any action that is immoral or is sexually harassing other personnel; which may cause Annoyance, embarrassment, loss of face or discouragement

1.1.5 Do not take any action which limits the freedom to express opinions or participate in activities Political rights are personal rights and opinions. However, it must not refer to the name of the company. and not use the company's assets for the benefit of any political action

###### **1.2 Economic, social and cultural rights**

1.2.1. Providing personnel with social security and welfare according to the law

1.2.2. Providing a rest time for employee during working days and working hours which were including holidays annually with full wages according to labor law

1.2.3. Do not take any action which limits the right to practice according to culture and religious beliefs

##### **2. Fair and equitable labor practices**

Forced Labor : Do not commit or support the use of forced labor in any form. All kinds of works or services which are coerced from any person through the use of penalties and that person is not willing to do it himself, such as not forced labor that is not involuntary, do not force labor by intimidation, do not use physical violence or sexual violence, do not to be detained or used as debt bondage, non-payment or arrears of wages restrictions on freedom of movement being lonely and also including do not collecting money or collecting any identity documents of employees unless the action is not against the law.

###### **2.1 Non-Discrimination and Equal Opportunity**

2.1.1 Paid wages, compensation and benefits in various forms that complies with labor law on time and will not deduct employee wages unless it is an operation according to the regulations in the work of the company that did not continue against the law

2.1.2 Paid equal for men and women for work of equal value

2.1.3 Do not discriminate against personnel in any environment including causing inequality due to bias in other causes unrelated to work

2.1.4 Do not discriminate in the recruitment and selection of personnel to work on the basis of age, gender, race, nationality, disability, religion, considering the required qualifications according to the job position applied for it

2.1.5 Developed personnel thoroughly, equally, without discrimination, taking into account the suitability of employees in that position and career advancement

2.1.6 Determined and disclosed the criteria for performance appraisal to be known

2.1.7 Disclosed of performance appraisal results to employees in a transparent and fair manner so that employees could improve their performance

2.1.8 The transfer process must be based on equality of career advancement opportunities and do not discriminate

2.1.9 The dismissal must be due to performance that does not meet quality according to the criteria used to evaluate or there is a disciplinary action in the work that is punishable by dismissal from work or for health reasons were diagnosed by a physician or for reasons other than discrimination

###### **2.2 Right to peaceful assembly**

2.2.1 The gathering must be peaceful and unarmed

2.2.2 The integration must be done without affecting the performance and continuity of customer service.

2.2.3 Do not take any action that limits the right to join together unless such restriction is done for the protection of public interest maintain order or prevent illegal acts or business ethics

2.2.4 Respected for the right and freedom of association or any form of aggregation including joining a group to negotiate which was not against the law, and a fundamental right that will lead to the protection of other rights for advancement Society and Sustainable Development.

###### **2.3 Don't recruit the child labor.**

2.3.1 The employment of child labor under the legal age of each country is prohibited.

2.3.2 Prohibited the employment of child labor in the work in kind of unsafe work characteristics and environment according to the law of each country that is harmful to health, security and development including affecting compulsory

education.

2.3.3 Child labor was prohibited to work overtime or work on holidays.

3. Whistleblowing: According to the guideline for whistleblowing and procedures for consideration of complaints.

4. Related policies: Well Corporate Governance Policy business ethics.

5. Related laws and agreements: Labor Protection Act and Thai Labor Standards Act including the law Other regulations Related.

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

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's 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

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

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

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan : No

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

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

### 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

### Information on employment

#### Employment

	2022	2023	2024
Total employees (persons)	719	774	709
Male employees (persons)	347	362	334
Percentage of male employees (%)	48.26	46.77	47.11
Female employees (persons)	372	412	375
Percentage of female employees (%)	51.74	53.23	52.89

#### Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	295	310	262
Percentage of employees under 30 years old (%)	41.03	40.05	36.95
Total number of employees 30-50 years old (Persons)	354	392	375
Percentage of employees 30-50 years old (%)	49.24	50.65	52.89
Total number of employees over 50 years old (Persons)	70	72	72

	2022	2023	2024
Percentage of employees over 50 years old (%)	9.74	9.30	10.16

#### Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	160	157	141
Percentage of male employees under 30 years old (%)	46.11	43.37	42.22
Total number of male employees 30-50 years old (Persons)	160	176	162
Percentage of male employees 30-50 years old (%)	46.11	48.62	48.50
Total number of male employees over 50 years old (Persons)	27	29	31
Percentage of male employees over 50 years old (%)	7.78	8.01	9.28

#### Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	135	153	121
Percentage of female employees under 30 years old (%)	36.29	37.14	32.27
Total number of female employees 30-50 years old (Persons)	194	216	213
Percentage of female employees 30-50 years old (%)	52.15	52.43	56.80
Total number of female employees over 50 years old (Persons)	43	43	41
Percentage of female employees over 50 years old (%)	11.56	10.44	10.93

#### Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	612	680	617
Percentage of employees in operational level (%)	85.12	87.86	87.02
Total number of employees in management level (Persons)	98	82	81
Percentage of employees in management level (%)	13.63	10.59	11.42
Total number of employees in executive level (Persons)	9	12	11

	2022	2023	2024
Percentage of employees in executive level (%)	1.25	1.55	1.55

#### Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	289	313	287
Percentage of male employees in operational level (%)	83.29	86.46	85.93
Total number of male employees in management level (Persons)	53	41	39
Percentage of male employees in management level (%)	15.27	11.33	11.68
Total number of male employees in executive level (Persons)	5	8	8
Percentage of male employees in executive level (%)	1.44	2.21	2.40

#### Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	323	367	330
Percentage of female employees in operational level (%)	86.83	89.08	88.00
Total number of female employees in management level (Persons)	45	41	42
Percentage of female employees in management level (%)	12.10	9.95	11.20
Total number of female employees in executive level (Persons)	4	4	3
Percentage of female employees in executive level (%)	1.08	0.97	0.80

#### Significant changes in the number of employees

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

#### Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	6	8	6

	2022	2023	2024
Total number of employees with disabilities (Persons)	6	8	6
Percentage of disabled employees to total employees (%)	0.83	1.03	0.85
Total number of workers who are not employees with disabilities (persons)	0	0	0

## Information on compensation of employees

### Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	248,953,901.00	208,258,980.83	244,420,381.38
Average remuneration of employees (Baht / Person)	346,250.21	269,068.45	344,739.61

### Provident fund management policy

Provident fund management policy : Doesn't Have

### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	277	241	248
Proportion of employees who are PVD members (%)	38.53	31.14	34.98

## Information on employee development

### Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	3.00	5.00	6.00

Additional explanation : <sup>(1)</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

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	5	9
Total number of employees that lost time injuries for 1 day or more (Persons)	2	5	9

	2022	2023	2024
Percentage of employees that lost time injuries for 1 day or more (%)	0.28	0.65	1.27
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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	340	497	548
Total number of male employee turnover leaving the company voluntarily (persons)	161	245	266
Total number of female employee turnover leaving the company voluntarily (persons)	179	252	282
Proportion of voluntary resignations (%)	47.29	64.21	77.29
Percentage of male employee turnover leaving the Company voluntarily (%)	22.39	31.65	37.52
Percentage of female employee turnover leaving the Company voluntarily (%)	24.90	32.56	39.77

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

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

Consumer data privacy and protection policy and guidelines : No

#### Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

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

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

### Information on customer management plan

#### Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

#### Customer Relationship Management

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

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

#### Information on setting customer management goals

##### Setting customer management goals

Does the company set customer management goals : 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 : Yes

#### Customer Relationship Management

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

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

- The company has a clear anti-corruption policy and is against corruption in all forms, so clients can be assured that the company operates business transparently and properly in the right way and that the company's anti-corruption activities occur continuously.
- The company has a policy to meet with clients and trade partners on a regular basis in order to exchange business view points and hear information that could be used to improve the company and lead to the development of new products in

meeting client needs.

- The company performs client satisfaction surveys by sending survey forms to clients as another way for clients to express their opinions and evaluate the company in a structured manner. These surveys are regularly performed to ensure that the company maintains its standards and operational excellence.

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

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

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

### Customer satisfaction

	2022	2023	2024
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 : 02-294-0071

Fax : -

Email : cac@tpcsplc.com

Company's website : www.tpcsplc.com

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

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

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

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

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

#### Setting of community and social management goals

Does the company set community and social management goals : No

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

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

Performance and outcomes of community and social management : Yes

##### Guidelines for Community and Social Activities

- A business which could lead to a deterioration of society shall not be undertaken and the rights of others in the community and society shall not be violated.
- Consciousness of responsibilities towards the community and society as a whole shall be instilled continuously for the benefit of the company and all levels of employees.
- Measures shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company's operations.
- The preservation of local culture and traditions shall be promoted.
- Cooperation shall be entered into with various agencies for the development of communities.
- Public benefit activities shall be sponsored.
- Incomes shall be generated and the community economy shall be promoted through employment of community members and use of community products.
- Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness.

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

##### Activities with the community and society in 2024

- **Children's Day gift-giving event for 11 communities**, including Nong Kham Community, Chuk Kachoe Community, Ban Rai Nueng Community, Wat Rangsisuthawat School, Wat Phra Prathanporn School, Laem Chabang City Municipality, Thai Kasikorn Songkhro School, Wat Nong Khla School, Village Headman's Office, Moo 2, Bueng Subdistrict, Si Racha District, Chonburi Province, Ban Wang Kho School, and Ban Thang Trong (Paiboon Songkhro)
- PPE (Personal Protective Equipment) donation project for the Khao Kheow Open Zoo Wildlife Hospital, Chonburi Province.
- PPE (Personal Protective Equipment) donation project for Phanom Sarakham Hospital, Chachoengsao Province.
- Soft armor donation project for Khao Kheow Open Zoo, Chonburi Province.
- Donation project of silicone bowls, pet cushions, and waste collection bags for the Navy Stray Dog Center, Marine Corps

Command, Chonburi Province.

- Panel discussion with Sahapattana Interholding Public Company Limited on the topic of business responsibility towards society and the environment.
- Donation project of silicone bowls, pet cushions, and waste collection bags to the Animal Hospital, Rajamangala University of Technology Tawan-ok, Chonburi Province.
- Community Project: TPCS United Campaign for Using Grease Traps (TPCS Community Project 1) (Wat Phra Prathanporn School)
- Donated Welcare Level 1 (white) face masks as samples for testing from real users.
- Community Project: TPCS Initiative to Promote and Improve Grease Trap Usage. (TPCS Community Project 2) (Wat Nern Boonyaram)
- Community Project: TPCS Initiative for Community Development to Improve Livelihood. (TPCS Community Project 5) (Thung Sukhla Pittaya Krung Thai Anukroh School)
- **Sports Jersey Donation Project for Five Schools:**  
Thai Kasikorn Songkhro School, Ban Chak Yai Chin School, Wat Phra Prathanporn School, Wat Rangsisuthawat School and Wat Nong Khla School.
- **Old Computer Donation Project to the Father Ray Foundation** to support students in developing maintenance skills and gaining hands-on experience with computer hardware, enhancing their expertise and readiness for future employment while fostering their potential.
- Medical Instrument Wrap Donation Project for the Wildlife Hospital at Khao Kheow Open Zoo, Chonburi Province.
- Funding support for the renovation and repair of school buildings at Khrua Wai Witthayakhom School.

## Benefit from implementing social development project

### Financial benefits

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

### Non-financial benefits

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

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## ESG Performance

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

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

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

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

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

Page number of the reference link : 1-2

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

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

### Nomination of Directors

#### Principle 3.3

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

### Guidelines

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

Reference link for Nomination of Directors : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## **Determination of Director Remuneration**

### Principle 3.4

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

### Guidelines

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

Reference link for Determination of Director Remuneration : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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

**Principle 3** The Board of Directors shall strengthen its effectiveness.

### Principle 3.1

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

### Guidelines

1. The Board of Directors shall be diverse in terms of qualifications, such as skills, professional experiences, and specialized traits that will benefit the Company. Directors may be of any gender as long as they possess all the legally required qualifications. In addition, there shall be at least one non-executive director with experience and competence in the Company's main business or industry.
2. The appropriate number of directors shall be determined by the Board itself, provided that the Board is able to function effectively. It shall comprise at least five (5) directors, depending on the Company's size, type, and business complexity.
3. The ratio between executive and non-executive directors shall support proper checks and balances. The majority of the Board shall be non-executive directors, who shall exercise objective and independent judgement on the work of management. The number and qualifications of independent directors shall meet the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Board shall afford independent directors the ability to work efficiently with the rest of the directors and to exercise objective and independent judgement.
4. The Board shall explicitly disclose its board diversity policy and details of its members, including directors' age, gender, education, experiences, shareholding percentage, years of service as directors, and directorships at other listed companies in annual reports and on the Company's website.

### Principle 3.2

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

### Guidelines

1. The Board shall not require that the Chairman be an independent director.
2. The Chairman's roles and responsibilities shall be distinct and separate from those of the President to establish effective checks and balances of power:
  - 1) The Chairman shall be responsible for leading the Board of Directors. The Chairman's duties shall at least

include the following matters:

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

Reference link for Independence of the Board of Directors : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)  
from the Management

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## Director Development

### Principle 3.8

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

### Guidelines

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

Reference link for Director Development : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

Page number of the reference link : 10-11

## Board Performance Evaluation

### Principle 3.7

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

### Guidelines

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

3. The Board shall use evaluation results to improve its and its committees' performance.

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

Page number of the reference link : 10

## Corporate Governance of Subsidiaries and Associated Companies

### Principle 3.6

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

### Guidelines

1. The Board shall consider and establish a subsidiary's governance policies, including:
  - 1) The appointment of a director, executive officer, or another authoritative post to a subsidiary. The senior executive team of the investing Company shall consider a director or an executive officer from within the group who possess the knowledge, ability, and expertise in the subsidiary's business to represent the Company as an investor or in compliance with the joint-venture agreement.
  - 2) The scope of duties and responsibilities of the position in 1). The Board shall also have the representative to oversee that the subsidiary's operations comply with its own policies. If the subsidiary has other investors, the Board shall require the Company's appointed representative to perform his or her role in the subsidiary's in the best interest of the subsidiary while maintaining compliance with the Company's policies.
  - 3) The suitability and adequacy of the subsidiary's internal control, along with the conformity with relevant laws and regulations of all transactions.
  - 4) The disclosure of the subsidiary's financial information, operating results, related party transactions, acquisition and disposition of assets, other important transactions, capital increases or decreases, termination, etc.
2. For any significant investment in a business, the Board shall make certain that the shareholders' agreement or another agreement in place clearly defines the Company's ability to manage the subsidiary's affairs, partake in major decisions, and monitor the subsidiary's performance, which will enable the Company to prepare its financial statements in a timely manner and in conformity with relevant standards.

Reference link for Corporate Governance of Subsidiaries and Associated Companies : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

Page number of the reference link : 9-10

## Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

## Shareholder

### 1. Responsibility Towards Stakeholders

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

#### 1) Shareholders

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

1. The Board shall respect shareholders' ownership rights and shall treat shareholders equitably.
2. Operations shall be undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and lead to sustainable growth.
3. The Board shall see to the advancement of the Company's businesses to ensure proper returns on investment for shareholders.
4. Significant information that affects or may affect shareholders' interests shall be disclosed, whether in periodic accounting reports or ad-hoc reports, pursuant to the relevant laws and notifications. No action shall be taken to restrict shareholders' access to the Company's information.
5. A report on the Board's accountability for financial statements shall be included in each year's annual report.

6. Minority shareholders shall be given an opportunity to propose matters for inclusion in the meeting agenda and/or to nominate directorial candidates to be elected at an annual general meeting of shareholders.
7. Shareholders shall be granted an opportunity to submit questions relevant to the meeting in advance.
8. Shareholder meeting notices in both Thai and English shall be published on the Company's website at least 30 days prior to the meeting date to enable shareholders to arrange to be in attendance and to study the information.
9. Shareholders' convenience shall be ensured. The meeting's date, time, venue, and procedure shall not limit shareholders' attendance. Shareholders unable to attend in person shall be able to assign a proxy to attend and vote on their behalf.
10. Conflicts of interest shall be dealt with prudently and rationally. Information about any conflict of interest shall be fully disclosed.
11. The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his or her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated.

Reference link for Shareholder : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Employee

### 1) Employees

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

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

Reference link for Employee : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Customer

### 2) Customers

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

1. The Company shall manufacture and distribute products and services that are environmentally friendly and safe for consumers.
2. The Company's businesses shall be operated with commitment to developing goods and services, introducing innovations, and adding value to goods and services in order to continuously meet customer demand, along with the disclosure of critical information needed for decision-making without concealment or distortion of facts.
3. The Company's businesses shall be operated in an honest, earnest, and just manner. No action shall be taken to violate customers' rights. Moreover, consumer data shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
4. The Company shall never demand, receive, or consent to the direct or indirect receipt of any property or other

dishonest benefit from a customer.

5. The Company shall adhere to trade agreements. Whenever adherence is not possible, customers shall promptly be notified in order to jointly find a remedial measure and to prevent losses.
6. The Company shall provide communication channels by which customers are able to file complaints to the Company. Complaints shall be processed with care and dealt with fairly.

Reference link for Customer : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)  
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## Business competitor

### 1) Competitors

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

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

Reference link for Business competitor : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)  
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## Business partner

### 1) Partners

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

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

Reference link for Business partner : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)  
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## Creditor

### 5) Creditors

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

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

Reference link for Creditor : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)  
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## Government agencies

### 1) State Sector

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

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

Reference link for Government agencies : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Community and society

### 7) Community and Society

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

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

Reference link for Community and society : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

### Code of Conduct for Directors, Executive Officers, and Employees

#### 1. Formal Responsibilities

Recognizing the importance of good governance, the Board of Directors has continuously ensured that directors, executive officers, and employees are aware of and comply with its principles under the framework of the Code of Conduct, and that they act in an honest, cautious, and prudent manner in the best interest of the Company and all related parties. Therefore, the following Code of Conduct shall be implemented:

#### Directors and Executive Officers

1. Directors and executive officers shall perform their duties responsibly, prudently, honestly, in good faith, and in compliance with the law, Articles of Association, relevant notifications, and shareholders meeting resolution;
2. Directors and executive officers shall perform their duties to the best of their ability in the best interest of the Company, including attending at all meetings, except when necessity demands otherwise;
3. Directors and executive officers shall serve in their capacity impartially, and shall not vote on matters in which they have a vested interest during a meeting;
4. Directors and executive officers shall mitigate conflicts of interests prudently and reasonably in the Company's best interest, ensuring transparent management;

5. Directors and executive officers shall have the duty to report their holdings of the Company's securities to the Company. This includes the holdings of the Company's securities by their spouses, underage children, and any juristic person in which they and the said person collectively hold more than thirty percent (>30%) of the total voting rights and have the largest percentage of shares held in that juristic person. If there is a change in their holdings of the Company's securities, it must be reported to the Securities and Exchange Commission. Directors and executive officers shall also be required to inform the Company Secretary to disclose the matter to the Board of Director at the subsequent board meeting;
6. Directors and executive officers shall be prohibited from trading the Company's securities within the 1-month period before and the 24-hour period after the public disclosure of financial statements.
7. Directors and executive officers shall disclose their and related persons' interests in accordance with the prescribed rules.
8. Directors and senior executive officers shall be required to inform the Chairman about their trading of the Company's securities at least one (1) day before the trading date.
9. The Board of Directors' performance shall be assessed every year.

### **Employees**

1. Employees shall support and participate in the Company's operations on a regular basis. They shall perform their duties to the best of their ability to bring about prosperity and advancements to the Company and fellow employees.
2. Employees shall comply with relevant laws, policies, working regulation, relevant regulations, and notifications.
3. Employees shall offer courteousness, hospitality, and excellent service to any of the Company visitors in order to maintain the Company's image and reputation.
4. Employees shall keep trade secrets confidential and not disclose insider information to outsiders.
5. Employees shall not obtain any loan from the Company's customers, persons connected to customers, or business counterparts, except for loans obtained from a bank or financial institution.
6. Employees shall comply with lawful commands of their supervisors.
7. Employees shall be committed to teamwork, mutual assistance, harmony, and mutual respect for the benefit of the Company and fellow employees.
8. Employees shall treat co-workers with generosity and good human relations. No groundless allegations shall be made against others. Credit shall not be claimed for the works of others.
9. Employees shall perform their duties with determination, in earnest, and honestly, and shall not abuse their roles and responsibilities in the Company for wrongful personal gain or unlawful benefits to others.
10. Employees shall perform their duties responsibly, cautiously, and without neglect in such a manner that could cause a loss to the work or property of the Company.
11. Employees shall conduct themselves as good citizens who comply with the Constitution and relevant laws. Political rights shall be exercised appropriately. Employees shall also avoid any involvement in an activity that is unlawful or inconsistent with public order or the good morals of the people.

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

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

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

## **Prevention of Conflicts of Interest**

### **2. Conflict of Interest**

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

1. Conflicts of interest or connected transactions shall be administered prudently, fairly, and rationally. There shall be a transparent system for approving transactions that takes into account the Company's best interests. Directors with a vested interest in a particular matter shall not have the right to vote on it and shall be required to make a full

disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

2. The Company's interests shall be upheld, subject to legality. No action that would constitute a conflict of interest with the Company shall be taken. In addition, no special benefits or privileges shall be given to any person.
3. Directors and executive officers shall be required to disclose their and related persons' interests in accordance with the prescribed rules.
4. Directors, executive officers, and employees with insider information shall be prohibited from trading Company's securities during the 1-month period prior to public disclosure of the Company's financial statements and 24 hours, after the Company's financial statements disclosure.
5. Directors and executive officers shall have the duty to report their holdings of the Company's securities to the Company. This includes the holdings of the Company's securities by their spouses, underage children, and any juristic person in which they and the said person collectively hold more than thirty percent (>30%) of the total voting rights and have the largest percentage of shares held in that juristic person. If there is a change in their holdings of the Company's securities, it must be reported to the Securities and Exchange Commission. Directors and executive officers shall also be required to inform the Company Secretary to disclose the matter to the Board of Director at the subsequent board meeting;
6. Company information or secrets acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.
7. Any information disclosure shall be made by authorized employees. Classes of confidentiality may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. Directors and senior executive officers shall be required to inform the Chairman about their trading of the Company's securities at least one (1) day before the trading date.

Reference link for Prevention of Conflicts of Interest : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Anti-corruption

### 4. Anti-Fraud and Anti-Corruption Efforts

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

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

Reference link for Anti-corruption : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Whistleblowing and Protection of Whistleblowers

### 3. Informants and Complaints

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

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

#### Measures for the Protection of Complainants

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

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.tpcsplc.com/img/upload/pdf20240401091029.pdf>

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

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

Reference link for Prevention of Misuse of Inside Information : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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### **Gift giving or receiving, entertainment, or business hospitality**

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

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

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

Reference link for Gift giving or receiving, entertainment, or business hospitality : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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

#### Directors and Executive Officers

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

#### Employees

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

Reference link for Compliance with laws, regulations, and rules : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Information and assets usage and protection

### 2. Maintenance of Company Assets

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

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

Reference link for Information and assets usage and protection : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Anti-unfair competitiveness

### Partners

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

### Competitors

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

Reference link for Anti-unfair competitiveness : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Information and IT system security

### Principle 5.4

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

### Guidelines

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

### 1. Maintenance of Company Assets

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

1. Assets shall be used for business operations and not for personal gain or for the benefit of outsiders.
2. Interests and assets shall be safeguarded to prevent losses, damage, or wrongful use pursuant to the standards

of a reasonable person caring for his or her property. Direct and indirect wrongful exploitation of benefits shall be eliminated.

3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to access another person's protected system or data, including to spy on, damage, destroy, modify, change, or corrupt another person's data in any manner that could be considered a violation of computer-crime laws, shall be prohibited. An information security system consistent with international standards shall be installed.
5. Email and internet access provided shall be used cautiously for business purposes as to not prejudice the Company's reputation.
6. Passwords for access to the Company's data shall be kept secret and shall not be disclosed to unauthorized persons.

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

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## Environmental management

### 7. Environment

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

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

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

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## Human rights

### 6. Non-Violation of Human Rights

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

1. There shall be no activities or support for activities that violate human rights.
2. Employees shall be provided with knowledge and understanding of human rights, which shall be applied to their respective functions.
3. There shall be no limitations to independence or differences in ideology, gender, race, religion, politics, or other matters. Nonetheless, expressing an opinion that could cause conflicts or divisions shall be best avoided.
4. Channels shall be provided for employees or persons who believe that their personal rights have been violated or that they have been treated unfairly to file a complaint with to Company. Such complaints shall be heeded and processed fairly.

Reference link for Human rights : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Safety and occupational health at work

### 8. Occupational Safety and Health

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

1. Business undertakings shall comply with safe and healthy work environment laws, regulations, and policies with due regard to the safety of life and property, as well as to the impact on the health of employees, trading partners, and

stakeholders. Regular monitoring and safety assessment shall be conducted.

2. Occupational safety shall be promoted. Work regulations, procedures, and standards shall be prescribed according to the level of risk. The safety of the working condition, work environment, and work procedures shall be improved. Protective tools and equipment shall be provided to employees.

3. Preparations shall be made for emergency events. An emergency plan shall be devised. Regular drills and improvements shall be carried out to prevent and minimize any loss of life or property of the Company, employees, trading partners, and related persons.

4. A safe workplace culture shall be fostered for the entire organization to ensure sustainable and safe operations.

Reference link for Safety and occupational health at work : [www.tpcsplc.com/img/upload/pdf20240401091029.pdf](http://www.tpcsplc.com/img/upload/pdf20240401091029.pdf)

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## Promotion of compliance with the business code of conduct

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

### TPCS Public Company Limited

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

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

The Good Corporate Governance Policy

The 8 Good Corporate Governance Principles

The Business Ethics

The Code of Conduct for Directors, Executive Officers, and Employees

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

Page number of the reference link : 1

## Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status : ใบประกาศRe-Cer-CAC2022-Certificate.jpg

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

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

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

Material changes and developments in policy and guidelines over the past year : No

## Implementation of the CG Code for listed companies

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

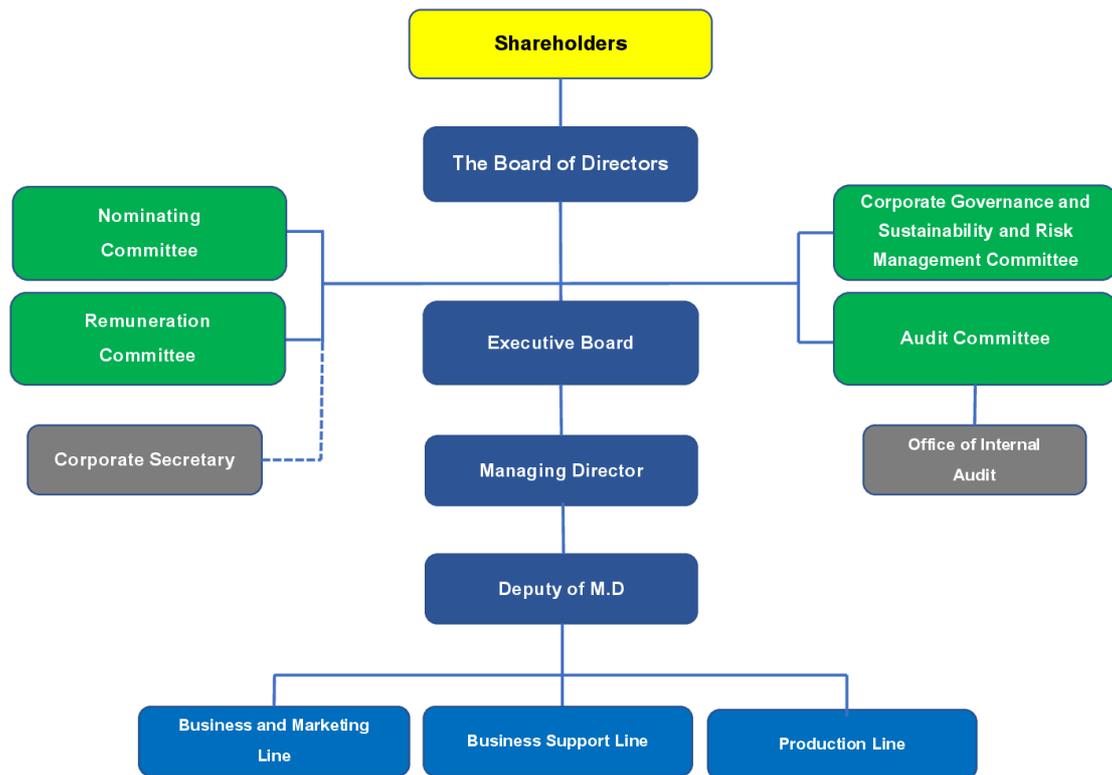
## Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	11	
	8	3
Executive directors	4	
	3	1

	2024	
	Male (persons)	Female (persons)
Non-executive directors	7	
	5	2
Independent directors	4	
	4	0
Non-executive directors who have no position in independent directors	3	
	1	2

	2024	
	Male (%)	Female (%)
<b>Total directors</b>	100.00	
	72.73	27.27
Executive directors	36.36	
	27.27	9.09
Non-executive directors	63.64	
	45.45	18.18
Independent directors	36.36	
	36.36	0.00
Non-executive directors who have no position in independent directors	27.27	
	9.09	18.18

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

	2024	
	Male (years)	Female (years)
Average director age	63	
	64	62

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SUCHAI NARONGKANANUKUL  Gender: Male  Age : 78 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Architecture  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years : Doesn't 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 : 106,260 Shares (0.098389 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 1,900 Shares (0.001759 %)</li> </ul>	<p>Chairman of the Board of Directors  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	10 Aug 1977	Corporate Management, Architecture, Leadership, Strategic Management, Business Administration
<p>2. Ms. SIRIKUL DHANASARNILP  Gender: Female  Age : 77 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 : Doesn't Have  Legal offenses in the past 5 years : Doesn't 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 : 498,120 Shares (0.461222 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	7 Jul 1976	Fashion, Brand Management, Corporate Management, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. ARNUT RATTANAPATHIMAKORN  Gender: Male  Age : 68 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 : Doesn't Have  Legal offenses in the past 5 years : Doesn't 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 : 322,140 Shares (0.298278 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 (shares) : 24,170 Shares (0.022380 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Apr 1991	Automotive, Industrial Materials & Machinery, Negotiation, Project Management, Engineering
<p>4. Mr. PADOONG TECHASARINTR  Gender: Male  Age : 84 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't 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>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 1999	Accounting, Finance, Audit, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. SOMNUEK THUNGPUKDEE  Gender: Male  Age : 58 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 : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 150 Shares (0.000139 %)</p>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Nov 2018	Automotive, Industrial Materials & Machinery, Project Management, Engineering, Design
<p>6. Dr. UTID TAMWATIN  Gender: Male  Age : 75 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2019	Insurance, Law, Audit, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. KORAVIT NARONGKANANUKUL  Gender: Male  Age : 32 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 979,370 Shares (0.906824 %)</p>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Apr 2021	Marketing, Digital Marketing, Brand Management, Engineering, Business Administration
<p>8. Mr. NATTAVUDH PUNGCHAROENPONG  Gender: Male  Age : 47 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 : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, IT Management, Digital Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Ms. RACHANEE LUEVIPASAKUL  Gender: Female  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 70,930 Shares (0.065676 %)</p>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	11 Aug 2022	Human Resource Management, Sustainability, Procurement, Governance/ Compliance
<p>10. Ms. NATTHAKAN THANAWADEE  Gender: Female  Age : 41 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years : Doesn't Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 Dec 2023	Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
11. Dr. PISIT LEEAHTAM Gender: Male Age : 73 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director)  Authorized directors as per the company's certificate of registration : No  Type of director : Newly appointed director to replace the ex-director	23 Apr 2024	Economics, Audit, Governance/ Compliance, Internal Control, Business 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.

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. SUPACHET CHANSARN Gender: Male Age : 45 years Highest level of education : Doctoral degree Study field of the highest level of education : Philosophy Program in Demography Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : No  <b>Shareholding in the company</b> • Direct shareholding : 0 Shares (0.000000 %) %)	Director (Non-executive directors, Independent director)  Authorized directors as per the company's certificate of registration : No	23 Apr 2024	Dr. PISIT LEEAHTAM  Appointment date of replacement director : 23 Apr 2024

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. SUCHAI NARONGKANANUKUL	Chairman of the Board of Directors		✓		✓	✓
2. Ms. SIRIKUL DHANASARNSILP	Director		✓		✓	✓
3. Mr. ARNUT RATTANAPATHIMAKORN	Director	✓				✓
4. Mr. PADOONG TECHASARINTR	Director		✓	✓		
5. Mr. SOMNUEK THUNGPUKDEE	Director	✓				✓
6. Dr. UTID TAMWATIN	Director		✓	✓		
7. Mr. KORAVIT NARONGKANANUKUL	Director	✓				✓
8. Mr. NATTAVUDH PUNGCHAROENPONG	Director		✓	✓		
9. Ms. RACHANEE LUEVIPASAKUL	Director	✓				✓
10. Ms. NATTHAKAN THANAWADEE	Director		✓		✓	✓
11. Dr. PISIT LEEAHTAM	Director		✓	✓		
<b>Total (persons)</b>		<b>4</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>7</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	9.09
2. Fashion	1	9.09
3. Finance & Securities	1	9.09
4. Insurance	1	9.09
5. Automotive	2	18.18
6. Industrial Materials & Machinery	2	18.18
7. Media & Publishing	1	9.09
8. Information & Communication Technology	1	9.09
9. Law	1	9.09
10. Marketing	1	9.09
11. Accounting	2	18.18
12. Finance	2	18.18
13. Human Resource Management	1	9.09
14. Sustainability	1	9.09
15. Procurement	1	9.09
16. IT Management	1	9.09
17. Digital Marketing	2	18.18
18. Brand Management	2	18.18
19. Negotiation	1	9.09
20. Project Management	2	18.18
21. Corporate Management	2	18.18
22. Engineering	3	27.27
23. Architecture	1	9.09
24. Design	1	9.09
25. Leadership	1	9.09
26. Strategic Management	1	9.09
27. Audit	3	27.27
28. Internal Control	2	18.18
29. Governance/ Compliance	5	45.45
30. Business Administration	5	45.45

#### Information about the other directors

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

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

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

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

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

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

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

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

Board charter : Have

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

## Information on subcommittees

## Information on subcommittees

## Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit Subcommittee

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

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

#### Reference link for the charter

-

### Executive Committee

#### Role

- Other
  - executing corporate business management

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

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

#### Reference link for the charter

-

### Remuneration Committee

#### Role

- Remuneration Subcommittee

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

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

#### Reference link for the charter

-

### Nomination Committee

#### Role

- Other
  - selection Company directors

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

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

#### Reference link for the charter

-

### Corporate Governance and Sustainability and Risk Management Committee

#### Role

- RiskManagement Subcommittee
- Nomination Remuneration Subcommittee
- Sustainability Subcommittee

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

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

#### Reference link for the charter

-

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PADOONG TECHASARINTR<sup>(*)</sup>                      Gender: Male                      Age : 84 years                      Highest level of education : Bachelor's degree                      Study field of the highest level of education : Accounting                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee                      (Non-executive directors, Independent director)                       Director type : Existing director</p>	24 Dec 1999	Accounting, Finance, Audit, Internal Control, Governance/ Compliance
<p>2. Dr. UTID TAMWATIN                      Gender: Male                      Age : 75 years                      Highest level of education : Doctoral degree                      Study field of the highest level of education : Business Administration                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : No</p>	<p>Member of the audit committee                      (Non-executive directors, Independent director)                       Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2019	Insurance, Law, Audit, Governance/ Compliance, Business Administration
<p>3. Dr. PISIT LEEAHTAM<sup>(*)</sup>                      Gender: Male                      Age : 73 years                      Highest level of education : Doctoral degree                      Study field of the highest level of education : Economics                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : Yes</p>	<p>Member of the audit committee                      (Non-executive directors, Independent director)                       Director type : Newly appointed director to replace the ex-director</p>	13 May 2024	Economics, Audit, Governance/ Compliance, Internal Control, Business Administration
<p>4. Mr. NATTAVUDH PUNGCHAROENPONG                      Gender: Male                      Age : 47 years                      Highest level of education : Master's degree                      Study field of the highest level of education : Engineering                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : No</p>	<p>Member of the audit committee                      (Non-executive directors, Independent director)                       Director type : Existing director</p>	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, IT Management, Digital Marketing

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mr. SUPACHET CHANSARN</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Philosophy Program in Demography</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p>	<p>23 Apr 2024</p>	<p>Dr. PISIT LEEAHTAM</p> <p>Appointment date of replacement committee member : 23 Apr 2024</p>

*Additional explanation :*

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

## List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. SUCHAI NARONGKANANUKUL  Gender: Male  Age : 78 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Architecture  Thai nationality : Yes  Residence in Thailand : Yes</p>	Chairman of the executive committee	24 Dec 1999
<p>2. Mr. KORAVIT NARONGKANANUKUL  Gender: Male  Age : 32 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	10 Aug 2020
<p>3. Mr. ARNUT RATTANAPATHIMAKORN  Gender: Male  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	24 Dec 1999
<p>4. Mr. SOMNUEK THUNGPUKDEE  Gender: Male  Age : 58 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	12 May 2011
<p>5. Ms. RACHANEE LUEVIPASAKUL  Gender: Female  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	1 Mar 2004
<p>6. Ms. DARUNEE SUPO  Gender: Female  Age : 57 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	8 May 2014

List of committee members	Position	Appointment date of executive committee member
7. Mrs. SUWANNEE NAIPONGPRASIT Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Education Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	11 May 2022
8. Mr. Tawatchai Tungworakittaworn Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2024

### Other Subcommittees

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. KORAVIT NARONGKANANUKUL  Gender: Male  Age : 32 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Managing Director  (The highest-ranking executive)</p>	20 Dec 2023	Marketing, Digital Marketing, Brand Management, Engineering, Business Administration
<p>2. Mr. ARNUT RATTANAPATHIMAKORN  Gender: Male  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Director of Production	1 Jan 2006	Automotive, Industrial Materials & Machinery, Negotiation, Project Management, Engineering
<p>3. Mr. SOMNUEK THUNGPUKDEE  Gender: Male  Age : 58 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Factory Manager	21 Apr 2017	Automotive, Industrial Materials & Machinery, Project Management, Engineering, Design
<p>4. Ms. RACHANEE LUEVIPASAKUL  Gender: Female  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Human Resources and Administration Manager	1 Jan 2006	Human Resource Management, Sustainability, Procurement, Governance/ Compliance

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. DARUNEE SUPO<sup>(*)(**)</sup>  Gender: Female  Age : 57 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : Yes</p>	Accounting and Finance Manager	8 May 2014	Accounting, Finance, Data Management, Audit, Budgeting
<p>6. Mrs. SUWANEE NAIPONGPRASIT  Gender: Female  Age : 56 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Bachelor of Education  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Factory Manager	21 Apr 2017	Automotive, Industrial Materials & Machinery, Negotiation, Project Management, Governance/ Compliance
<p>7. Mr. Tawatchai Tungworakittaworn  Gender: Male  Age : 45 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	IT Manager	13 May 2024	Information & Communication Technology, Data Analysis, Data Management, Engineering, Budgeting
<p>8. Mr. Supachai Taechalapanarusmie  Gender: Male  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Internal Audit Manager	6 Jun 2016	Accounting, Finance, Internal Control, Audit, Data Analysis

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

## Remuneration policy for executive directors and executives

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

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

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

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

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	52,825,307.00	31,983,660.00	37,268,214.66

Executive Board Director Remuneration includes meeting allowances  
Executive Remuneration includes salary, bonus and retirement benefits.

### Other remunerations of executive directors and executives

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

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

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

### Other significant information

### Other significant information

### Assigned person

### List of persons assigned for accounting oversight

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

### List of the company secretary

General information	Email	Telephone number
1. Ms. DARUNEE SUPO	darunee@tpcsplc.com	02-294-0071*221

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

General information	Email	Telephone number
1. Mr. SUPACHAI TECHALAPANARASMEE	supachai@tpcsplc.com	02-294-0017*215

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. DARUNEE SUPO	darunee@tpcsplc.com	02-294-0071*221

#### Company's auditor

##### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
NEXIA ASV (THAILAND) LIMITED CHONG NONSI YAN NAWA Bangkok 10120 Telephone +66 2294 8504	1,455,000.00	Types of non-audit service : Verify compliance with BOI conditions., Translate financial statements to English version.  Details of non-audit service : Verify compliance with BOI conditions 40,000 Baht Translate financial statements to English version 3,000 Baht  Total non-audit fee 43,000.00 baht	1. Mr. PRASITPORN KESAMA Email: prasitpornk@nexiaasv.co.th License number: 9910  2. Mrs. KWUNJAI KIATGUNGWALGRI Email: kwunjaik@nexiaasv.co.th License number: 5875  3. Mr. ANUSORN KIATGUNGWALGRI Email: anusornk@nexiaasv.co.th License number: 2109  4. Mr. SATIS KIATGUNGWALGRI Email: satisk@nexiaasv.co.th License number: 9760  5. Ms. JUTHAMAS KRAIKITTIWUT Email: juthamask@nexiaasv.co.th License number: 9356  6. Ms. BOONPEN LIKITVARIN Email: boonpenl@nexiaasv.co.th License number: 8668

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

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

## Performance Report on Corporate Governance

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

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
Dr. UTID TAMWATIN	Director	8 Aug 2019	Insurance, Law, Audit, Governance/ Compliance, Business Administration
Ms. RACHANEE LUEVIPASAKUL	Director	11 Aug 2022	Human Resource Management, Sustainability, Procurement, Governance/ Compliance
Ms. NATTHAKAN THANAWADEE	Director	20 Dec 2023	Accounting, Finance

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

List of directors	Position	First appointment date of director	Skills and expertise
Dr. PISIT LEEAHTAM	Director	23 Apr 2024	Economics, Audit, Governance/ Compliance, Internal Control, Business Administration

### Selection of independent directors

#### Criteria for selecting independent directors

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

The company has The Nomination Committee which is responsible for the selection of qualified candidates, taking into account the knowledge, skills, experience and expertise from various professions. The Nomination Committee also consider their leaderships, visions, ethics, transparency, and must not be prohibited by laws and regulations of the company and nominate competent candidate(s) who are eligible by law and regulations, set out by the Stock Exchange of Thailand and the Securities and Exchange Commission and not being sexual prejudice for their nominations to the Board of Directors for approval, unless In the case of independent directors retired by rotation to propose to the AGM for approval individually.

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

##### Determination of Independent Directors'

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

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

(1) holding shares not exceeding one percent of the total number of shares with voting rights of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by

related persons of such independent director;

(2) neither being nor used to be an executive director, employee, staff, advisor who receives salary, or controlling person of the company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of appointment as an independent director. Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the company;

(3) not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the company or its subsidiary company;

(4) neither having nor used to have a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, in the manner which may interfere with his independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of appointment as an independent director.

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

(5) neither being nor used to be an auditor of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of appointment as an independent director;

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

(7) not being a director appointed as representative of directors of the company, major shareholder or shareholder who is related to major shareholder;

(8) not undertaking any business in the same nature and in competition to the business of the company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the company or its subsidiary company;

(9) not having any other characteristics which cause the inability to express independent opinions with regard to the company's business operations.

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

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

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

## 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 : Yes  
through the nomination committee

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

### Rights of minority shareholders on director appointment

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

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

## Information on the development of directors

### Development of directors over the past year

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the Board of Directors)	Non-participating	-
2. Ms. SIRIKUL DHANASARNILP (Director)	Non-participating	-
3. Mr. ARNUT RATTANAPATHIMAKORN (Director)	Non-participating	-
4. Mr. PADOONG TECHASARINTR (Director)	Non-participating	-
5. Mr. SOMNUEK THUNGPUKDEE (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) Other • 2024: DCP363/2024
6. Dr. UTID TAMWATIN (Director)	Non-participating	-
7. Mr. KORAVIT NARONGKANANUKUL (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) Other • 2024: DCP353/2024
8. Mr. NATTAVUDH PUNGCHAROENPONG (Director)	Non-participating	-
9. Ms. RACHANEE LUEVIPASAKUL (Director)	Non-participating	-
10. Ms. NATTHAKAN THANAWADEE (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) Other • 2024: DCP356/2024 • 2024: Sustainability-related Financial Disclosures by IOD
11. Dr. PISIT LEEAHTAM (Director)	Non-participating	-
12. Mr. SUPACHET CHANSARN (Director)	Non-participating	-

## Information on the evaluation of duty performance of directors

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

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

With a scoring system of 100%;  
 More than 90% = very good,  
 More than 70% = good,  
 More than 50% = fair  
 Less than or equal 50% = poor

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

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

With a scoring system of 100%;  
 More than 90% = very good,  
 More than 70% = good,  
 More than 50% = fair  
 Less than or equal 50% = poor

In the Board of Directors meeting No.1/2568 on February 24 2025 all directors assessed and acknowledgement work performance of the Board of Directors and Sub-committee in year 2024. The summary of this assessment was presented to the Board as follows;

**1) Self-Assessment to evaluate entire of the Board of Directors** which has topics as the structure and qualification of the directors, the roles and responsibilities, the meeting, the duty and acting, the relationships with the management and the skill development of the director and the executive. The overall summary of assessment findings showed an average of 90.42 %, regarded as Very good.

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

- The Nomination Committee	had the average score	<u>85.63 %</u>	rated	<u>"Good"</u>
- The Remuneration Committee	had the average score	<u>94.67 %</u>	rated	<u>"Very good"</u>
- The Audit Committee	had the average score	<u>99.21 %</u>	rated	<u>"Very good"</u>
- The Corporate Governance and Sustainability and Risk Management Committee	had the average score	<u>93.80 %</u>	rated	<u>"Very good"</u>
- The Executive Board	had the average score	<u>94.21 %</u>	rated	<u>"Very good"</u>

**3) Self-Assessment to evaluate individual of the Audit Committee:** There are 4 topics used in the assessment, consist of composition and qualifications of the audit committee, tenure of the audit committee, meeting of the audit committee, roles, duties and responsibilities of the audit committee. The summary of the 4 individual assessment were 100%, 96.85%, 100%, 100%, or on average 99.21%, which are in Very good criteria.

## Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

## 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 past year : 5  
 (times)  
 Date of AGM meeting : 23 Apr 2024  
 EGM meeting : No

## Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the Board of Directors)	4	/	5	1	/	1	N/A	/	N/A
2. Ms. SIRIKUL DHANASARNILP (Director)	4	/	5	1	/	1	N/A	/	N/A
3. Mr. ARNUT RATTANAPATHIMAKORN (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Mr. PADOONG TECHASARINTR (Director, Independent director)	5	/	5	0	/	1	N/A	/	N/A
5. Mr. SOMNUEK THUNGPUKDEE (Director)	5	/	5	1	/	1	N/A	/	N/A
6. Dr. UTID TAMWATIN (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
7. Mr. KORAVIT NARONGKANANUKUL (Director)	5	/	5	1	/	1	N/A	/	N/A
8. Mr. NATTAVUDH PUNGCHAROENPONG (Director, Independent director)	4	/	5	1	/	1	N/A	/	N/A
9. Ms. RACHANEE LUEVIPASAKUL (Director)	5	/	5	1	/	1	N/A	/	N/A
10. Ms. NATTHAKAN THANAWADEE (Director)	5	/	5	1	/	1	N/A	/	N/A
11. Dr. PISIT LEEAHTAM (Director, Independent director)	4	/	4	0	/	0	N/A	/	N/A
12. Mr. SUPACHET CHANSARN (Director, Independent director)	0	/	1	0	/	1	N/A	/	N/A

## Remuneration of the board of directors

### Types of remuneration of the board of directors

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

### Remuneration of the board of directors<sup>(1)</sup>

#### 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. SUCHAI NARONGKANANUKUL (Chairman of the Board of Directors)</b>			<b>58,000.00</b>		<b>0.00</b>
Board of Directors	48,000.00	0.00	48,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Nomination Committee	10,000.00	0.00	10,000.00	No	
<b>2. Ms. SIRIKUL DHANASARNILP (Director)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors	40,000.00	0.00	40,000.00	No	
Remuneration Committee	20,000.00	0.00	20,000.00	No	
<b>3. Mr. ARNUT RATTANAPATHIMAKORN (Director)</b>			<b>82,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Corporate Governance and Sustainability and Risk Management Committee	16,000.00	0.00	16,000.00	No	
Remuneration Committee	16,000.00	0.00	16,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>4. Mr. PADOONG TECHASARINTR (Director)</b>			<b>402,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
Audit Committee	320,000.00	0.00	320,000.00	No	
Corporate Governance and Sustainability and Risk Management Committee	16,000.00	0.00	16,000.00	No	
Remuneration Committee	16,000.00	0.00	16,000.00	No	
<b>5. Mr. SOMNUEK THUNGPUKDEE (Director)</b>			<b>66,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Corporate Governance and Sustainability and Risk Management Committee	16,000.00	0.00	16,000.00	No	
<b>6. Dr. UTID TAMWATIN (Director)</b>			<b>274,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
Audit Committee	184,000.00	0.00	184,000.00	No	
Corporate Governance and Sustainability and Risk Management Committee	16,000.00	0.00	16,000.00	No	
Remuneration Committee	16,000.00	0.00	16,000.00	No	
Nomination Committee	8,000.00	0.00	8,000.00	No	
<b>7. Mr. KORAVIT NARONGKANANUKUL (Director)</b>			<b>58,000.00</b>		<b>0.00</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	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Nomination Committee	8,000.00	0.00	8,000.00	No	
<b>8. Mr. NATTAVUDH PUNGCHAROENPONG (Director)</b>			<b>156,000.00</b>		<b>0.00</b>
Board of Directors	40,000.00	0.00	40,000.00	No	
Audit Committee	116,000.00	0.00	116,000.00	No	
<b>9. Ms. RACHANEE LUEVIPASAKUL (Director)</b>			<b>50,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
<b>10. Ms. NATTHAKAN THANAWADEE (Director)</b>			<b>50,000.00</b>		<b>0.00</b>
Board of Directors	50,000.00	0.00	50,000.00	No	
<b>11. Dr. PISIT LEEAHTAM (Director)</b>			<b>160,000.00</b>		<b>0.00</b>
Board of Directors	40,000.00	0.00	40,000.00	No	
Audit Committee	100,000.00	0.00	100,000.00	No	
Corporate Governance and Sustainability and Risk Management Committee	20,000.00	0.00	20,000.00	No	
<b>12. Ms. DARUNEE SUPO (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee	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	
13. Mrs. SUWANEE NAIPONGPRASIT (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
14. Mr. Tawatchai Tungworakittaworn (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
15. Mr. Boonsithi Chokwatana (Member of the subcommittee)			8,000.00		0.00
Nomination Committee	8,000.00	0.00	8,000.00	No	
16. Mr. SUPACHET CHANSARN (Director)			54,000.00		0.00
Board of Directors	0.00	0.00	0.00	No	
Audit Committee	54,000.00	0.00	54,000.00	No	

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

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	518,000.00	0.00	518,000.00
2. Audit Committee	774,000.00	0.00	774,000.00
3. Executive Committee	0.00	0.00	0.00
4. Remuneration Committee	68,000.00	0.00	68,000.00
5. Nomination Committee	34,000.00	0.00	34,000.00
6. Corporate Governance and Sustainability and Risk Management Committee	84,000.00	0.00	84,000.00

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

	2024
Meeting allowance (Baht)	1,478,000.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	1,478,000.00

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

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

Remunerations or benefits pending payment to the 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, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

#### Policy on Supervision of the Subsidiary and the Associated Company

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

1. Appointment of personnel to be the director of the subsidiary and/or the associated company. The Board of Directors has assigned the Executive Committee to consider the director or the executive in the Group of Companies who is knowledgeable, capable and has expertise in such relevant businesses to represent the Company as a joint venture pursuant to shareholder proportion or joint venture agreement.
2. The appointed person who shall be the Company's representative shall perform duties for the best interests of the subsidiary or the associated company that he/she holds office.
3. The Company's appointed person is required to supervise the subsidiary on compliance with and disclosure of material information in the same criteria complied by the Company, such as connected transaction, asset acquisition or disposition transactions and etc.
4. Supervise on keeping of information and accounting records of the subsidiary and the associated company, so that the Company can inspect and use for preparation of the consolidated financial statement on time.
5. Monitor financial positions and performance of the subsidiary and the associated company constantly.
6. Supervise to ensure that the subsidiary has appropriated and adequate internal control system.

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

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

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

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

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

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

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

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

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

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

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

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

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

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

	2022	2023	2024
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 Board of Directors of TPCS Public Company Limited has approved the resolution to sign a Declaration of Intent of Collective Action Coalition Against Corruption enacted by Thai Private Sector on February 27, 2014. In order to be in compliance with the company's Corporate Governance as well as corroborate its aims and Corporate Social Responsibility as a whole, the company follows **the Anti-Corruption policy** relevant to laws countering corruption by prohibiting the company directors, executives and employees from accepting or supporting every type of corruption both in direct and indirect manner, which is written for exercising it, which has been reviewed and approved by the Board of Directors Meeting No. 6/2566, dated December 20, 2023, In 2024 has been reviewed by the Board of Directors Meeting No. 5/2567, dated December 24, 2024 as follows;

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

Throughout the period, the company conducts business with integrity, fairness, and the complaint does not appear to be the case or business bribery of the company.

The Company was certified as a member of the Private Sector Collective Action Coalition Against Corruption from the Collective Action Coalition and has re-certified as a member (Re-Certification 2) on 30 September 2022.

Although this policy was established for the company, the company has been monitoring and evaluating the implementation of the policy. Communicated this policy to all subsidiaries and other companies under its supervision to build credibility and good image for the group as a whole. The company has provided training to employees on anti-corruption issues both Bangkok Office and Sriracha office on 23 February 2024 and 1 March 2024.

### Number of cases or issues related to corruption

	2022	2023	2024
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 procedures : Yes  
over the past year

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

1. The channels of complaint, practices are as follows:

Direct verbal complaints or complaints in writing.

- Internal Audit Manager, Tel: 0-2294-0071 Ext. 210

- HR Manager, Tel: 0-2294-0071 Ext. 110

- Company Secretary, Tel: 0-2294-0071 Ext. 220

- Accounting Manager, Tel: 0-2294-0071 Ext. 130

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

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

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

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

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

#### Informant protection

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

#### Investigation Audit

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

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

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

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

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

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

## Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

## The monitoring of compliance with other corporate governance policy and guidelines

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

In 2024, the Company has been assessed for compliance with good corporate governance principles as follows:

- Corporate Governance Report of Thai Listed Companies 2024. Award granted by the Thai Institute of Directors Association under the support of the SEC and SET, classified as “**Very Good**” Four Stars level.
- Assessment of arrangement quality of the Annual General Shareholders’ Meeting 2024 by the Thai Investors Association the Company received an excellent score (4 coins) from Thai Investors Association.
- The company has passed the sustainability assessment continuously for the 5th year. causing the company to be the company listed in the “List of sustainable stocks” **SET ESG Ratings**.

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

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 12

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. PADOONG TECHASARINTR (Chairman of the audit committee)	12	/	12
2 Dr. UTID TAMWATIN (Member of the audit committee)	12	/	12
3 Dr. PISIT LEEAHTAM (Member of the audit committee)	7	/	7
4 Mr. NATTAVUDH PUNGCHAROENPONG (Member of the audit committee)	9	/	12
5 Mr. SUPACHET CHANSARN (Member of the audit committee)	4	/	4

## The results of duty performance of the audit committee

The Audit Committee of TPCS Public Company Limited consisted of 4 independent directors who are competent, experienced, and qualified pursuant to the requirements of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), namely Mr. Padoong Techasarintr, Chairman of the Audit Committee; Mr. Pisit Leeahtam, Mr. Utid Tamwatin, and Mr. Natavudh Pungcharoenpong as members of the Audit Committee. Mr. Supachai Taechalapanarusmie, Internal Audit Manager is the secretary to the Audit Committee.

The Audit Committee has performed its duties independently. According to the scope of duties and responsibilities assigned by the Board of Directors and according to the charter of the Audit Committee. By emphasizing compliance with the principles of good corporate governance for the company to have transparent and fair operations. Create sustainability for the company which is the highest benefit to shareholders and all stakeholders and reports performance

results to the Board of Directors quarterly. The summarized as follows.:

· **Review of Financial Statements**

Reviewed the quarterly financial statements and annual financial statements for 2024 of the Company and its subsidiaries which have been reviewed and audited by the external auditor to ensure that the preparation of the financial statements of the Company and its subsidiary and the disclosure of notes to financial statements were completely, adequate, reliably and timely manner. The Audit Committee also organized a meeting with the external auditor without the presence of the Company's management to discuss about the auditing scope, the independence on performing duties and the recommendations on the internal control system of the external auditor. In this regard, the external auditor has reported unqualified opinion, and no material issues were found. The external auditor has independence on performing duties without being restricted on the scope of audit and review.

The Audit Committee is of the opinion that the essence of such financial reporting is accurate in accordance with the financial reporting standards and information is completely, sufficiently and timely disclosed in the interests of the shareholders and the users of the financial statements.

· **Internal Control System and Internal Audit Work**

Reviewed the internal control system of the Company and its subsidiaries to ensure that the Company's operations have a sufficiently vigorous internal control system by considering from the internal audit report, the discussion, the recommendation and the monitoring on improvement to make the internal control more efficient and effective. In addition, the Internal Audit Office has been supervised to report monitoring results on improvement to prevent the recurrence of the problem. Considered and approved the annual audit plan and supported the Internal Audit Office to perform the work independently and equitably. The Audit Committee is of the opinion that the Company's internal audit is effective and suitable for the business operation conditions. No material defects that may affect the Company's business operation were found.

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

Reviewed the transaction with the relevant business or the transaction which may have a conflict of interest to ensure that they have been conducted in accordance with the Office of the SEC as well as other laws and regulations related to the business, and that they were reasonable and for the best interests of the Company and the shareholders. The transactions between the connected businesses and the transaction which may have conflicts of interest were disclosed in accordance with the laws and regulations of the Capital Market Supervisory Board.

· **Risk Management**

The Executive Board has established the risk management sub-committee and the relevant working groups to assess and manage risks and reduce potential impacts and be able to operate the business continuously by analyzing internal and external factors, preparing risk management plans to prevent the likelihood of occurrence or reduce the potential pacts on business operations to be at an acceptable level. The Audit Committee is of the opinion that the Company has an appropriate and adequate risk management system in accordance with the current business conditions.

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

Reviewed the operations to ensure that they complied with the laws on securities and exchange, the requirements of the Stock Exchange of Thailand, and the laws pertaining to the Company's business operations. Monitored the change in the regulations to ensure that the Company has complied with the regulations and the laws, including the Personal Data Protection Act and other relevant laws. Reviewed the anti-corruption from the report of the Internal Audit Office with regards to compliance with the anti-corruption policy on conflict of interest, compliance with the policies on risk management, gift giving/receiving, entertainment, and communication. It was found that all policies have been observed, and no material defects were found. Encouraged participation in the Collective Action Against Corruption (CAC). Any clue or complaint in fraud could be directly reported verbally, or by written in a letter, e-mail, or via the Company's website. In 2024, no complaint has been reported at all.

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

The Audit Committee has considered and reviewed the Audit Committee Charter regularly every year to make sure that the roles, duties and responsibilities of the Audit Committee currently adopted conform to the requirements of the Office of the SEC and the SET. The Audit Committee also conducted an annual self-assessment in accordance with the good corporate governance principles of the SEC.

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

Considered the selection and appointment of the external auditor for the year 2025 based on performance, independence, and qualifications as specified by the Office of SEC. It was considered that the auditing quality of the current external auditor for the past year was satisfactory and the audit fee proposed was appropriate. Therefore, it is deemed appropriate to propose to the Board of Directors to request approval from the shareholders to appoint Ms. Kwunjai Kiatgungwalgr, or Mr. Satit Kiatgungwalgr, or Mr. Anusorn Kiatgungwalgr, or Mr. Prasitporn Kesama, or Miss Juthamas Kraikittiwut, or Miss Boonpen Likitvarin from Nexia ASV (Thailand) Co., Ltd. as the external auditor for the year 2025 with total review and audit fees of 965,000 Baht.

The Audit Committee performed its duties as specified in the Audit Committee Charter. Has applied knowledge and capability to perform duties independently and has supervised and provided useful recommendations that are beneficial to both the organization and stakeholders. to ensure that the Company's financial reporting is accurate, reliable and information is adequate disclosed. The Audit Committee encouraged good corporate governance, compliance with the relevant laws and regulations relevant to risk management and internal control to keep them sufficient and suitable with the business operations and considered to propose on appointment the external auditor and fix the audit fees. Self-evaluation of performance has been conducted every year, and evaluation results on the structure of the Audit Committee and its performance were in the satisfactory criteria.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. SUCHAI NARONGKANANUKUL (Chairman of the executive committee)	12	/	12
2 Mr. KORAVIT NARONGKANANUKUL (Member of the executive committee)	12	/	12
3 Mr. ARNUT RATTANAPATHIMAKORN (Member of the executive committee)	12	/	12
4 Mr. SOMNUEK THUNGPUKDEE (Member of the executive committee)	11	/	12
5 Ms. RACHANEE LUEVIPASAKUL (Member of the executive committee)	12	/	12
6 Ms. DARUNEE SUPO (Member of the executive committee)	12	/	12
7 Mrs. SUWANNEE NAIPONGPRASIT (Member of the executive committee)	12	/	12
8 Mr. Tawatchai Tungworakittaworn (Member of the executive committee)	7	/	7

#### The results of duty performance of Executive Committee

In 2024, the Executive Committee held a total of 12 meetings. The Executive Committee performed its duties within the scope of its authority and responsibilities set out in the Charter. The summary of its essential performance is as follows;

- Consider, review and approve the Company's operational direction and strategy, administrative structure, annual business plan and budget and presented to the Board of Directors for approval.
- Propose goals, policies, plans and annual budgets to the Board of Directors.
- Follow up on the financial performance and performance of the company and report to the Board of Directors.
- Consider, review and approve the dividend payment, investment in new business, and report to the Board of Directors for approval.
- Responsible for managing the company's affairs by the directions, goals, and business policies of the company.
- Responsible for increasing the competitiveness of the company and supporting continuous innovation.
- Responsible for the operation of the company in accordance with the law, objectives, regulations of the company,

resolution of the shareholders' meeting Resolutions of the Board of Directors Meeting as well as related regulations.

## Meeting attendance Remuneration Committee

Meeting Remuneration Committee (times) : 2

List of Directors	Meeting attendance Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. SIRIKUL DHANASARNILP (The chairman of the subcommittee)	2	/	2
2 Mr. PADOONG TECHASARINTR (Member of the subcommittee)	2	/	2
3 Mr. ARNUT RATTANAPATHIMAKORN (Member of the subcommittee)	2	/	2
4 Dr. UTID TAMWATIN (Member of the subcommittee)	2	/	2

## The results of duty performance of Remuneration Committee

TPCS Public Company Limited has appointed the Remuneration Committee, according to Good Corporate Governance Principles, to support the operation of The Board of Directors for determining the limits and criteria for the allocation of directors' remuneration.

In 2024, The Remuneration Committee held 2 meetings where all of the committee members attended the meetings. (or 100%) The committee had performed its duties as assigned by the Board of Directors in compliance with the Charter of the Remuneration Committee to set a compensation limit and criteria of remuneration for directors. The Remuneration should be appropriate to effectively motivate and maintain personnels who has the knowledge and talented to stay with the company. In addition, reviewed of the Remuneration Committee's charter that has been implemented. The Board of Directors has opinion that the existing Remuneration Committee's Charter is still appropriate.

The Remuneration Committee has set the remuneration limits for directors by comparing with other companies in the same industry, growth and operating results of the company. The limit was approved by the Annual General Meeting of Shareholders in the past year. The amount of compensation actually allocated to directors in the Board and in the sub committees will be determined by the authority, responsibility and performance within the limit approved by the shareholders.

Remuneration of Directors and sub committee have already been disclosed in the annual report. The Remuneration Committee considers that it is appropriate and it complies with the duties, responsibilities and policy of the company.

## Meeting attendance Nomination Committee

Meeting Nomination Committee (times) : 1

List of Directors	Meeting attendance Nomination Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Boonsithi Chokwatana (Member of the subcommittee)	1	/	1
2 Mr. SUCHAI NARONGKANANUKUL (The chairman of the subcommittee)	1	/	1

List of Directors	Meeting attendance Nomination Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mr. KORAVIT NARONGKANANUKUL (Member of the subcommittee)	1	/	1
4 Dr. UTID TAMWATIN (Member of the subcommittee)	1	/	1

## The results of duty performance of Nomination Committee

In 2024, the Nomination Committee held 1 meeting where all of the committee members attended the meetings. (or 100%) to assist the Board of Directors by select and nominate director and top management to the Board of Directors.

In February, the committee reviewed the Charter, the Rules and Procedures of the Nomination Committee making certain that they are still appropriate in accordance with the current situation in selecting director and top management and evaluate the performance of the whole faculty. The Company has given the opportunity to shareholders to nominate a person to be considered for election as the Company's director at the 2024 Annual General Meeting of Shareholders in advance. The company had provided the opportunity to the shareholders during December 1 - 31 December 2023. There was not any nomination submitted.

The Nomination Committee considers the diversity of the board structure with qualifications, knowledge, skills, experience and expertise from various professions. The Nomination Committee also consider their leaderships, visions, ethics, transparency, and must not be prohibited by laws and regulations of the company and not being sexual prejudice for their nominations.

Therefore, it is appropriate to propose directors who retired by rotation to take office for another term, namely Dr. Utid Tamwatin, Assoc. Prof. Dr. Supachet Chansarn, Miss Rachanee Luevipasakul and Miss Natthakan Thanawadee. Since Assoc. Prof. Dr. Supachet Chansarn did not wish to renew his term, the selection committee considered selecting and proposing Mr. Pisit Leeahtam as an independent director to replace the director whose term had expired and who did not wish to renew his term. All four directors were approved by the 2024 Annual General Meeting of Shareholders.

The Nomination Committee had discreetly and reasonably performed its duty as assigned by the Board of Directors in compliance with the Charter of the Nomination Committee with its authority.

## Meeting attendance Corporate Governance and Sustainability and Risk Management Committee

Meeting Corporate Governance and Sustainability and Risk Management Committee (times) : 2

List of Directors	Meeting attendance Corporate Governance and Sustainability and Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PADOONG TECHASARINTR (Member of the subcommittee)	2	/	2
2 Mr. ARNUT RATTANAPATHIMAKORN (Member of the subcommittee)	2	/	2
3 Dr. UTID TAMWATIN (Member of the subcommittee)	2	/	2
4 Mr. SOMNUEK THUNGPUKDEE (Member of the subcommittee)	2	/	2

List of Directors	Meeting attendance Corporate Governance and Sustainability and Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
5 Dr. PISIT LEEAHTAM (The chairman of the subcommittee)	2	/	2

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

The Corporate Governance and Sustainability and Risk Management Committee consists of 3 independent directors, namely Dr. Pisit Leeahtam is the Chairman, Mr. Padoong Techasarintr, and Dr. Utid Tamwatin are the Committee Member, and 2 executive directors, namely Mr. Arnut Rattanapathimakorn, and Mr. Somnuek Tungpukdee are the Committee Member, and Miss Daranee Supo is a secretary to the Committee. The duties and responsibilities performed by the Committee were as per specified in the Corporate Governance and Sustainability and Risk Management Committee Charter, which conformed to the best practices of the Office of the Securities and Exchange Commission. Their operations were mainly emphasized on compliance with the corporate governance principles, and arrangement of efficient risk management system to ensure that the Company has operated businesses with transparency, honesty and fairness for sustainability of the organization and for maximum interests of society and reduce the impact on the environment as well as being responsible to all stakeholders.

During 2023, the Committee held 2 meetings where all of committee members attended the meetings. (100%)

The Committee has divided the operations into 3 main aspects: corporate governance, Sustainability and risk management. The Corporate Governance and Sustainability Sub-committee and Risk Management Sub-committee have been appointed to support the operations of the Committee. Material works performed could be summarized as follow

### On Corporate Governance and Sustainability :

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

so

that the Company's economic growth could be balanced with the social and environmental development. Consequently, the assessment results of the Company's performance of various programs were in satisfactory levels, which include:

- The Company obtained a "Very Good" rating from the 2024 Corporate Governance Report of Thai Listed Companies (CGR) arranged by the Thai Institute of Directors (IOD).
- The Company was scored as "Excellence" level from quality assessment by Thai Investors Association to arrange its 2024 Annual General Meeting of the Shareholders.
- Results of the application to participate in the 2024 Sustainability Assessment (SET ESG Ratings) arranged

by

the Stock Exchange of Thailand, made the company on the list of sustainable securities companies for 5<sup>th</sup> consecutive year.

- The application results for the CSR-DIW Continuous Project in 2024 of the Department of Industrial Works resulted in the Company receiving the CSR-DIW Continuous Award and Certificate in Green Industry Level 3

for

another year.

### On Risk Management:

1. Considered and approved the action plan and risk management process for the year 2024 by considering risk factors and set guidelines for risk management in line with international standards COSO (The Committee of Sponsoring Organizations of the Treadway Commission) in which the risk management system is adequate and suitable with the Company's current circumstances.
2. The Company has continuously monitored the performance of risk management to ensure that the risks that may occur can be controlled to be at an acceptable level (risk appetite), which is classified as follows:
  - 2.1 Organizational risk management to support economic fluctuations both domestically and internationally, continuous development of a variety of new products, reinforcement and development of skilled

personnel

to enable sustainable, efficient and effective business operations.

## 2.2 Business Process Risk Management

- Risk management supporting product quality inspection and control processes. To prevent products

that

do not meet standards from being sent to customers.

- Geopolitical risk management and supply chain.

To ensure that the company's business operations will not be disrupted. It is caused by trading

partners in

the supply chain. and have bargaining power in determining the quality of products or raw materials.

The company is able to manage all operational risks well. and has continuity.

3. Supported risk management in other areas such as support for answering risk assessment forms sustainability on topics related to risk management Corruption Risk.
4. Considered, reviewed, and approved the risk management policy, including promoted enterprise-wide risk management to raise awareness on risk management and other aspects.

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

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

### Sustainability Policy

Sustainability Policy : Yes

#### Sustainable Development Policy

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

### Sustainability management goals

Does the company set sustainability management goals : Yes

#### Sustainability Management

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

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

#### Sustainable Development Guidelines

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

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

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

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

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

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

## Information on impacts on stakeholder management in business value chain

### Business value chain

## Analysis of stakeholders in the business value chain

### Details of stakeholder analysis in the business value chain<sup>(2)</sup>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Consumers</li> <li>• Customers</li> </ul>	-	-	-

Remark: <sup>(2)</sup> None

## Information on organization's material sustainability topics

### Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : No

### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
-	<ul style="list-style-type: none"> <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> <li>• Innovation Development</li> </ul>

## Information on sustainability report

### Corporate sustainability report

The company's corporate sustainability report : Have data

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

### Company sustainability disclosure aligned with standards

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

# Sustainability risk management

## Information on risk management policy and plan

### Risk management policy and plan

#### RISK MANAGEMENT

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

#### Risk Management Strategy

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

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

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

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : No

## Information on ESG risk factors

### Risk factors on business operation

## Operational risk associated with the Company or the group of companies

### Risk 1 Risk of losing personnel in key positions

Related risk topics : Operational Risk  
• Reliance on employees in key positions  
ESG risks : Yes

#### Risk characteristics

- The loss of personnel in positions that require specialized knowledge will affect the quality of goods or services or may disrupt business if the activity requires specialized licensed professions such as doctors, engineers, architects.
- The loss of personnel in senior management positions will affect the direction of business operations and the

efficiency of internal management.

#### **Risk-related consequences**

- Currently, domestic employment levels are likely to rise due to the recovery of businesses that were sluggish during the COVID-19 pandemic, such as tourism, retail, and services. However, the demand for personnel in specialized occupations will increase only in certain industries, such as real estate, automotive.
- Industrial products are a group that relies not so much on specialized professions. Therefore, the loss of personnel in key positions does not significantly affect business operations.

#### **Risk management measures**

- Successor Development Plan and Career Path Development Plan.
- Knowledge Management through job training and personnel training.

#### **Risk 2 Risk of shortage of talent**

Related risk topics : Operational Risk  
• Shortage or reliance on skilled workers  
ESG risks : Yes

#### **Risk characteristics**

- The shortage of potential personnel will affect the competitiveness of the business in the long run, both from productivity and business development that is inferior to competitors in the industry.
- The shortage of potential personnel will result in the loss of personnel in key positions exacerbated by the lack of suitable successors.

#### **Risk-related consequences**

- Thailand's transition to a fully ageing society in 2022 resulted in a steady decline in the proportion of working-age people, which, combined with fewer frontiers in the workplace due to advances in communication technology, made recruitment of potential more competitive and costly.
- The way of the new generation who do not prefer to work in the same organization for a long time and prefer to change jobs to increase income or find a job that suits them increases the burden of human resource management in the organization.
- The country's educational disparity and the tendency to have children in each income class will cause the average skill to fall and the burden on businesses to train more people.

#### **Risk management measures**

- Proactive Recruitment through various channels
- Adopt more technology and automation systems in operations to replace the lack of labor.
- Encourage employees to do more value-added work based on new technologies.

#### **Risk 3 Risks from data and information system security and cyber threats.**

Related risk topics : Operational Risk  
• Information security and cyber-attack  
ESG risks : Yes

#### **Risk characteristics**

- The leak of business sensitive information has many serious consequences, such as loss of business secrets, litigation over personal information, loss of confidence from partners, partners, and loss of image in the perspective of customers.
- Cyber-attacks can result in disruption to business operations, loss of knowledge within the organization, and costs to recover data or information systems.

#### **Risk-related consequences**

- The exponential growth of online transactions has attracted cyber threat fraudsters to increase at an exponential rate as well.
- The current speed of data dissemination has resulted in higher damage in data breaches and difficult to control.
- The promulgation of the Personal Data Protection Law, in addition to having a legal impact on the organization, also raises public awareness, which affects the image of the organization if personal information is leaked.

#### **Risk management measures**

- Establish policies, rules, and guidelines for information technology security.
- Install and update the Intrusion Prevention System (IPS), Firewall system, and antivirus and cyber-attack prevention software.
- There is an alternate site that backs up important data and has a recovery plan in case of a cyberattack.

#### Risk 4 Risk of shortage of raw materials or inputs.

Related risk topics : Operational Risk  
• Shortage or fluctuation in pricing of raw materials or productive resources  
ESG risks : No

##### Risk characteristics

- The shortage of raw materials will result in disruption to business operations or higher costs of goods and services, resulting in loss of competitiveness.
- The shortage of raw materials or inputs will affect the quality of goods and services, which will affect the image or reputation of the brand or business both in the short and long term.

##### Risk-related consequences

- In 2025, the issue of flooding caused by the La Nina phenomenon both domestically and internationally, along with geopolitical conflicts, may result in a shortage of raw materials and production factors.
- Importers of electric vehicles who apply for tax subsidy measures in 2022-2023 will be required to produce an equal number of vehicles domestically as the subsidies received starting from 2024, which may impact the market for raw materials or components for vehicle production, leading to shortages in certain types of raw materials or production factors.

##### Risk management measures

- Continuously forecast and review product demand trends to plan production in line with raw material procurement and manpower planning.
- Regularly review business plans across the supply chain and marketing side to plan for significant changes.
- Manage suppliers in terms of raw material reserves and key input reserves, and manage production and human resource continuity.

#### Risk 5 Climate change risks

Related risk topics : Strategic Risk  
• Climate change and disasters  
ESG risks : Yes

##### Risk characteristics

- Changes in temperature and seasonality affect the number of agricultural products and result in a shortage of raw materials produced from agricultural products.
- The intensifying drought has affected the production and transportation capacity of raw material producers in supply chains both domestically and internationally.
- The global community's efforts to stop or slow climate change have resulted in government regulations or policies that contribute to the use of renewable energy and carbon neutrality.

##### Risk-related consequences

- It is anticipated that Thailand is unlikely to be significantly affected by the La Nina phenomenon in the year 2025.
- In the year 2025, it is anticipated that the average rainfall will be higher than the normal average starting from the summer season onwards, thus there is a possibility that the drought problem will decrease compared to the year 2024.
- The economic geographical conflicts affecting global cooperation on climate change from the 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) may lead to uncertainties in trade policies or related international agreements, such as support for alternative energy and the transition from fossil fuels to renewable energy.

##### Risk management measures

- Manage supplier relations, plan raw material procurement and reserve in advance to reduce the risk of raw material shortages and rising prices.
- Continuously forecast and review product demand trends to plan production in line with raw material procurement and manpower planning.

#### Risk 6 Environmental Impact Risks

Related risk topics : Strategic Risk  
• ESG risk  
ESG risks : Yes

#### Risk characteristics

- The environmental impact caused by the operation will result in business interruption either due to litigation, control or suspension of the business by government agencies, being rally against it from nearby community workers or people in society.
- Environmental issues that affect the health of workers as well as people in nearby communities and degrade the natural environment in the area will result in the organization having to pay a lot of compensation to those affected as well as restore the environment.
- Environmental impacts on both the organization and its supply chain partners will affect the image and brand of the organization and will affect sales and marketing on the consumer side and recruitment in the labor market.

#### Risk-related consequences

- Factories located in industrial estates are strictly controlled to comply with environmental standards of both the government and industrial estates, so there is a relatively low chance of environmental problems from the organization's operations.
- Organizations that implement relevant environmental standards such as ISO and are regularly audited effectively reduce the opportunities and impacts it will have on both workers and neighboring communities.
- The impact on corporate image on sustainability issues is exacerbated today and extends throughout the supply chain, making organizations more vulnerable if proper supply chain management is not in place.

#### Risk management measures

- Establish environmental policies as guidelines within the organization.
- Create a corporate culture and create awareness for employees at all levels to cooperate and take responsibility for environmental management, efficient and sustainable use of resources.
- Promote environmental management systems ranging from economical use of resources, treatment and restoration, replacement, monitoring, care and prevention of impacts on natural resources and the environment sustainably.
- Promote the development and dissemination of environmentally friendly technologies.
- Establish criteria for selecting and registering suppliers (Approved Vendor List) and regularly review and audit suppliers on environmental issues.

#### Risk 7 Safety, Occupational Health and Work Environment Risks

Related risk topics	:	<u>Operational Risk</u>
		• Safety, occupational health, and working environment
ESG risks	:	Yes

#### Risk characteristics

- Accidents in the work process to the point of injury or death will result in disruption of operations, litigation, and payment of compensation or medical expenses to the person who suffered the accident.
- Occupational health and work environment will affect the health of workers, which is a key factor in the productivity of the organization, both lower productivity and higher cost of worker medical treatment than industry competitors, thereby losing both short- and long-term competitiveness.
- Responsibility for occupational safety, health and working environment of workers both within the organization and partners in the supply chain will affect the image and brand of the organization and will affect both sales and marketing on the consumer side and recruitment in the labor market.

#### Risk-related consequences

- Working processes in the manufacturing industry that rely on machinery today are less likely to cause accidents from machinery due to the relatively strict safety control measures of the government and industrial estate operators and higher knowledge or technology about safety, but there is still a chance of human error depending on the management of each organization.
- Occupational safety, health and working environment for organizations that implement relevant standards such as ISO, TIS and are regularly audited will effectively reduce the opportunities and impacts on workers.
- The impact on corporate image on sustainability issues is exacerbated today and extends throughout the supply chain, making organizations more vulnerable if proper supply chain management is not in place.

#### Risk management measures

- Establish occupational safety, health and work environment policies as guidelines within the organization.
- Appoint an occupational health and safety working group consisting of professional safety officers to promote and supervise the implementation of appropriate operations in accordance with laws and regulations on an ongoing basis.
- Establish criteria for selecting and registering suppliers (Approved Vendor List) and regularly review and inspect suppliers on occupational safety, health and working environment issues.

## Risk 8 Risks from human rights impacts

Related risk topics : Operational Risk  
• Impact on human rights  
ESG risks : Yes

### Risk characteristics

- Human rights violations of the organization will result in business interruption due to litigation, control or suspension by government agencies, and protests from practitioners, nearby communities or people in society.
- Human rights violations will result in the organization having to pay compensation to the victims and other relevant stakeholders.
- Human rights impact on both the organization and supply chain partners will affect the image and brand of the organization and will affect sales and marketing on the consumer side and recruitment in the labor market.

### Risk-related consequences

- The business sector is now very aware of human rights, especially those with clear legal provisions, but there are also implicit issues of human rights violations that are focused on business suitability, which are not yet clearly enforced, such as recruitment and discrimination based on gender, age, nationality or physical integrity.
- Today's social trends have shifted the importance of human rights from prominent issues such as child labor, forced labor and discrimination to more individualistic and mentally relevant issues such as harassment, violence or verbal abuse.
- The leap in social media communication has exacerbated the impact of human rights violations from legal and regulatory damage to severe and rapidly spreading image damage, covering both direct corporate abuse cases and cases where violations are committed by partners throughout the supply chain.

### Risk management measures

- Establish human rights policies and practices within the organization.
- Establish criteria for selecting and registering suppliers (Approved Vendor List) and regularly review and audit suppliers on human rights issues.

## Risk 9 Risk of Fraud and Corruption

Related risk topics : Operational Risk  
• Corruption  
ESG risks : Yes

### Risk characteristics

- Corruption, both within and between organizations, will affect the productivity and efficiency of business operations as well as its financial position.
- Corruption between a juristic person and a government entity will result in the person executing and that entity being prosecuted under the Organic Act on the Prevention and Suppression of Corruption.
- Corruption will affect the image and brand of the organization from the perspective of customers and consumers and affect the confidence of business partners in the supply chain.

### Risk-related consequences

- At present, the business sector is alert and strict to control corruption from personnel and departments within the organization and between juristic persons. However, there is still some corruption from senior executives of the business sector due to interference with internal audit agencies.
- The potential for corruption today is still mostly found in transactions between government agencies and the private sector, especially in the case of convenience purchases.
- The impact of corruption today is not limited to corporate financial damage, but also extends to sanctions from government regulators at both individual and corporate levels and loss of reputation and confidence from all stakeholders.

### Risk management measures

- Establish anti-corruption policies and practices within the organization.
- Develop critical work processes to reduce the chance of errors leading to corruption with external agencies.
- Participated in the Private Sector Collective Action Coalition Against Corruption (CAC) to measure and develop anti-corruption actions.
- Training to provide knowledge and awareness on anti-corruption every year to create an anti-corruption culture within the organization.

## Risk 10 Risks from geoeconomic confrontation and international conflicts.

Related risk topics : Strategic Risk

• Other : -

ESG risks : No

#### **Risk characteristics**

- The war between countries that own key production factors affects inflation rates and the scarcity of production factors, as well as impacting the export sector in cases where the warring countries are important export markets.
- The trade barriers of major powers will impact the scarcity of certain goods, particularly in the technology sector.

#### **Risk-related consequences**

- The state of war in 2025 is likely to ease due to the stance of the United States, which seeks to end the conflict between Russia and Ukraine; however, the situation of war in the Middle East still has the potential to prolong.
- If the situation of war in the Middle East tends to escalate, it may affect energy prices in the country and the cost of living for the people, leading to a reduction in spending on goods from domestic producers and a potential shift towards purchasing cheaper imported goods from China.
- The trade war between the United States and China is likely to intensify, which may lead to an expansion of China's export market to the ASEAN region to replace the export market to the United States that is facing trade barriers.

#### **Risk management measures**

- Regularly review business plans across the supply chain and marketing side to plan for significant changes.
- Develop new businesses or products to reduce dependence on products that are the company's core business.

### **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 policy and guidelines : Yes

Link for company's sustainable supply chain management policy and guidelines : [https://drive.google.com/file/d/1Zi7j27BLJpLZvT4\\_svHQzEswvNujvK9O/view](https://drive.google.com/file/d/1Zi7j27BLJpLZvT4_svHQzEswvNujvK9O/view)

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

##### Supply chain management

The company recognizes the importance of managing the supply chain sustainably and in accordance with the principles of good corporate governance, social responsibility policy and environmental policy. To create value in a balance between 3 dimensions, namely the economic dimension, the social dimension, and the environmental dimension, which is considered an important foundation for developing and creating sustainable business value.

"Supply chain management" is one of the important roles that supports business operations and sustainable development by building confidence among stakeholders through transparent procurement operations. Under the framework of ethical management in conducting business, we have prepared management practices regarding trading partners that cover and align with the Company's policies in various areas, including social/environmental aspects, social responsibility, governance principles. Take good care of business including the code of ethics for business partners, etc. The company supports and encourages business partners or stakeholders to participate in applying the said principles as part of their practice and expanding the results to society at large and make the business sustainable further.

##### Management guidelines

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

### 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://drive.google.com/file/d/1Zi7j27BLJpLZvT4\\_svHQzEswvNujvK9O/view](https://drive.google.com/file/d/1Zi7j27BLJpLZvT4_svHQzEswvNujvK9O/view)

### 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 : Yes  
compliance with the supplier code of conduct?

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	47.37	47.62	75.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : No

#### R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	3.15	3.59	3.39

### Information on process of developing and promoting the company's innovation culture

#### 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 from : No  
innovation development?

##### Non-financial benefits

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

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