



# ESG Performance Report for Listed Companies in 2025

**SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED      Symbol : SPI

Market : SET      Industry Group : Services      Sector : Commerce

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

The company has established policies related to environmental management, which include:

- **Sustainability Development Policy:** Emphasizing the efficient use of resources, controlling, and minimizing the impact of business operations on ecosystems, biodiversity, and the ability to adapt to climate change.
- **Environmental Policy:** Recognizing and prioritizing the efficient management of resources while controlling and preventing pollution that may cause environmental degradation, ensuring compliance with relevant standards, regulations, and legal requirements.
- **Energy Policy:** Demonstrating a commitment to managing and improving energy management systems appropriately, while continuously enhancing energy efficiency to achieve optimal effectiveness.
- **Eco-Industrial Estate Development Policy:** Committed to developing areas, infrastructure, and buildings within the industrial estate in an environmentally friendly manner. This includes promoting efficient resource and energy use, adopting renewable energy, reducing waste emissions, lowering greenhouse gas emissions, and increasing environmentally friendly products.

In addition to establishing environmental policies, the Company has implemented a set of fundamental principles for sustainable environmental management, which include:

- Conducting environmental impact assessments
- Defining clear plans for resource management and utilization
- Utilizing resources in accordance with conservation principles
- Monitoring and measuring environmental impacts to review mitigation measures and control generated waste

Reference link for environmental policy and guidelines : <https://sustainability.spi.co.th/th/document/viewer/14/นโยบายด้านสิ่งแวดล้อม>

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

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

Review of environmental policies, guidelines, and/or goals over the past year	: Yes
Changes in environmental policies, guidelines,	: Greenhouse gas and climate change management

and/or goals

Thailand has since revised its Net Zero target from 2065 to **2050**. The Company has therefore revised its Net Zero Greenhouse Gas Emissions target to **2050** in alignment with the national target. The Company has also set a target to reduce greenhouse gas emissions by **25 percent by 2030**.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems, Other : Saha Group Industrial Park Development Policy for an Eco Industrial Town Policy

### Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management

### Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

### Compliance with waste management principles and standards

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

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

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO) principles and standards

## Information on other environmental management

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

#### 1. Biodiversity Management

The Company recognizes the importance of natural resources and potential ecosystem impacts, which may create risks and negative effects on future business operations. To address these challenges, the Company has established policies related to biodiversity management (Sustainability Policy : <https://sustainability.spi.co.th/en/document/viewer/54/sustainable-development-policy> ) and a Business Code of Conduct that extends to the

Company's supply chain, emphasizing biodiversity conservation (Supplier Code of Conduct : <https://sustainability.spi.co.th/en/document/viewer/22/supplier-code-of-conduct> ) to ensure comprehensive biodiversity management, with a focus on balancing sustainable business development and nature conservation through the following key approaches.

1. Policy Establishment and Commitment	Establishing biodiversity management policies to raise awareness and ensure compliance among employees, executives, and relevant stakeholders.
2. Biodiversity Risk Assessment from Business Operations	Assessing biodiversity risks covering impacts from operational sites and the impacts of business activities on biodiversity.
3. Biodiversity Impact Prevention and Mitigation	Establishing biodiversity impact prevention and mitigation measures aligned with risk issues, using the Mitigation Hierarchy principle.
4. Biodiversity Performance Monitoring	Monitoring biodiversity performance and continuously conducting comprehensive Biodiversity Due Diligence reviews.
5. Reporting and Stakeholder Communication	Reporting biodiversity management performance to communicate results to all stakeholder groups through the annual Sustainability Report and the Company's website.

Assessment results found that all 7 operational sites maintain low risk levels in terms of proximity to Areas of High Biodiversity Value. The Company also engaged independent external assessors and verified data from the Royal Forest Department website to confirm that none of the Company's properties are located within conservation forests, national parks, or Agricultural Land Reform Office (ALRO) areas.

4 Saha Group Industrial Parks Low-risk level	2 Golf Courses Low-risk level	1 Community Mall Low-risk level
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## 2. Air Quality and Noise Pollution

The Company recognizes the importance of maintaining environmental quality and has implemented ongoing monitoring efforts to assess air quality in sensitive zones and surrounding communities adjacent to its industrial estates. These measures serve as a proactive approach to minimize potential impacts on stakeholders. The Company has established clear environmental management objectives regarding air and noise quality, as follows:

- No violations of applicable environmental laws and regulations
- All environmental quality indicators must remain within the thresholds set by relevant standards

Monitoring frequency and station placement are conducted in accordance with the mitigation measures specified in the Environmental Impact Assessment (EIA) reports. Measurements are carried out biannually, adhering to both international best practices and the national standards outlined in notifications issued by the National Environmental Board, including:

- Notification No. 24 (B.E. 2547): Ambient Air Quality Standards
- Notification No. 33 (B.E. 2552): Ambient Nitrogen Dioxide Standards
- Notification Nos. 12 (B.E. 2538) and 21 (B.E. 2544): Ambient Sulfur Dioxide Standards (1-hour average)
- Notification No. 15 (B.E. 2540): General Ambient Noise Standards

Results from the air and noise quality assessments across all Company-operated industrial estates indicate that all measured indicators were within the permissible limits prescribed by law. The findings affirm full compliance with the applicable environmental mitigation measures. Throughout the reporting period, there were no instances of regulatory

violations, nor were there any complaints from nearby communities concerning breaches of environmental standards. These outcomes demonstrate the Company's strong commitment to responsible environmental stewardship and align with its established sustainability objectives.

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

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

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

## Energy management

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

Boundary type	:	Project
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Energy Management

The Company places great importance on the efficient and optimal use of resources and energy. Since business activities require various forms of energy particularly electricity and fuel for the organization's core operations the Company recognizes the impact on costs, energy security, as well as the expectations of customers and stakeholders who prioritize clean energy and environmental impact reduction.

The Company has issued an Energy Policy (*Energy Policy*: <https://sustainability.spi.co.th/en/document/viewer/16/energy-policy>) and has taken steps to improve energy efficiency across all processes, while simultaneously seeking opportunities to increase the use of alternative and clean energy. Process system improvements, the adoption of energy conservation technologies, and the promotion of energy-saving behaviors within the organization are key contributors to reducing environmental impact, mitigating energy cost risks, and supporting long-term competitiveness in pursuit of sustainable development.

#### Targets

Target	2025 (Short-term)	2030 (Medium-term)	2050 (Long-term)
Reduction in electricity consumption from operational activities compared to base year (2024)	1%	25%	More than 90%
Energy consumption rate per operational area unit compared to base year (2024)	Decrease by 1%	Decrease by 25%	More than 90%

The Company recognizes that electricity consumption in its operations directly impacts the organization's energy costs, Energy Intensity, and indirect greenhouse gas emissions (GHG Scope 2), as well as the expectations of customers and stakeholders who place importance on clean energy. Therefore, the Company has established guidelines to improve energy efficiency across all business units, while encouraging employees, contractors, and relevant parties to participate in energy conservation through various measures such as process improvements, preventive maintenance, the adoption of energy-saving technologies, and the implementation of energy-saving behavior promotion programs within the organization.

Core Business Process Activities	Management Approaches
Electricity use in common areas of Sahaphat Industrial Estate	<ul style="list-style-type: none"> <li>● Replace all lighting systems within the industrial estate by switching to LED bulbs in place of fluorescent bulbs, and install solar panel systems capable of generating energy from sunlight.</li> <li>● Install automatic on/off control systems for lighting in the common areas of Sahaphat Industrial Estate.</li> <li>● Repair/maintain electrical equipment and increase the proportion of electricity sourced from clean energy.</li> </ul>
Electricity use in industrial water production systems	<ul style="list-style-type: none"> <li>● Implement continuous machinery maintenance plans and regularly inspect electrical equipment to ensure it is always in ready-to-use condition.</li> <li>● Adjust machinery operating hours to optimal levels.</li> </ul>
Electricity use in wastewater treatment systems	<ul style="list-style-type: none"> <li>● Adjust system operating hours to match the volume of wastewater entering the system, and adjust aeration intervals to suit the quality of wastewater entering the treatment system.</li> <li>● Establish maintenance/inspection plans to ensure readiness at all times, and inspect electrical equipment to ensure it functions normally.</li> </ul>
Electricity use in water circulation and recycling systems	<ul style="list-style-type: none"> <li>● Inspect electrical equipment to ensure it is in normal working condition, and repair/maintain high-energy-consuming machinery in the water pumping system.</li> <li>● Increase the use of electricity from clean energy sources in the water pumping system.</li> </ul>
Electricity use in office buildings	<ul style="list-style-type: none"> <li>● Encourage employees to collectively conserve electricity usage in the workplace, such as turning off lights and electrical appliances during breaks or when not in use.</li> <li>● Set the temperature for air conditioning or cooling systems within office buildings to no lower than 25 degrees Celsius.</li> </ul>

### Information on setting goals for managing energy

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

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

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

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 10,444,528.07 Kilowatt-Hours	2025 : Reduced by 1%
Increase of electricity consumption from renewable energy sources	2024 : electricity consumption from renewable sources 132,336.25 Kilowatt-Hours / m2	2025 : Increased by 31.85% or 0.01 Kilowatt-Hours / m2

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

#### Wastewater Treatment System Energy Efficiency Improvement Project

The Company places great importance on efficient energy use and reducing environmental impact from greenhouse gas emissions arising from business activities. Under its energy policy aimed at promoting sustainability, the Company has joined an energy conservation promotion project for medium and small industrial factories in the Eastern region, in collaboration with the Department of Alternative Energy Development and Efficiency (DEDE), through specialized energy consulting firms, to conduct inspections, analyze energy consumption patterns, and compile Specific Energy Consumption (SEC) data.

The Company surveyed and analyzed electricity consumption within the factory from April 2024 to March 2025 in order to assess the energy demands of key processes within the system, as well as to identify opportunities for improving energy efficiency. The data gathered was used to analyze the energy consumption proportion of each system, with the aim of establishing more effective energy management guidelines.

#### Measures Already Implemented

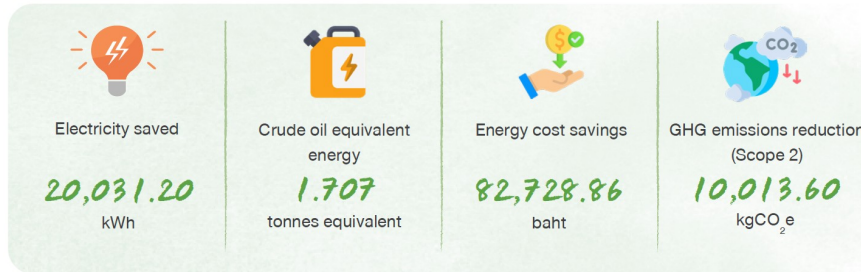
The implementation of aeration system efficiency improvement measures in wastewater treatment ponds has helped significantly reduce electricity consumption and improve process efficiency. The key measures consist of:

- Improving the operational efficiency of aeration pumps in Aeration Ponds 1 and 3

#### Results from implemented measures consist of:

- Electricity Saved 20,031.20 kWh
- Diesel Equivalent Energy 1.707 tonnes equivalent
- Energy Cost Savings 82,728.86 Baht
- GHG Emission Reduction (Scope 2) 10,013.60 kg CO<sub>2</sub>e

### Diagram of performance and outcomes in energy management



## Information on electricity management

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

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	8,309,096.30	10,576,864.32	11,063,013.67
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	8,177,210.70	10,444,528.07	10,868,843.18
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	131,885.60	132,336.25	194,170.49
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	49,458.91	52,884.32	47,277.84

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

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	0.87052610	0.91053850

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	N/A	700.00	1,000.00
Diesel (Litres)	121,105.52	158,319.19	156,031.33
Gasoline (Litres)	54,517.75	122,183.41	87,773.14
LPG (Kilograms)	N/A	15,933.00	16,473.00

Additional explanation : Not include external fuel consumption

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

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	N/A	N/A	N/A

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

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

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

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	13,553,603.87	13,678.14

#### Energy Consumption Intensity

	2023	2024	2025
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	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000000	3.29769764	0.00306260
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	N/A	N/A	0.00112578
Intensity of total energy consumption within the organization (MJ / m <sup>2</sup> )	N/A	4.02000000	4.05246769

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

## Water management

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

Boundary type	:	Project
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### Water Resource Management

Water resources are a critical factor for business operations across all industries, including the Company's operations as a basic utilities service provider for customers within the Saha Group Industrial Parks. Effective water management is therefore essential to continuously meet operator water demand, reduce water scarcity risks, and strengthen service reliability.

The Company places strong emphasis on planning and managing water throughout the entire value chain from source to discharge to prevent and reduce potential impacts from water scarcity at both local and organizational levels, and to reduce risks from water access issues or water competition that may arise without systematic and efficient management. These operations reflect the Company's commitment to responsible water resource management under sustainable development principles, to ensure that both the Company and operators within the Saha Group Industrial Parks can conduct business continuously, with resilience to water risks and no adverse impacts on surrounding communities.

#### Water Resource Risk Assessment

To assess and manage long-term water risks, the Company has incorporated scenario data from the WWF Water Risk Filter tool into its analysis. This tool develops risk scenarios by combining IPCC climate change scenarios (Representative Concentration Pathways - RCP) and Shared Socioeconomic Pathways (SSP), which are internationally recognized frameworks. For the years 2030 and 2050, the WWF Water Risk Filter defines three scenario types:

- **Optimistic Scenario: RCP 2.64.5 combined with SSP1** reflecting a world capable of effectively reducing greenhouse gas emissions alongside social and economic development oriented toward sustainability
- **Current Trend Scenario: RCP 4.56.0 combined with SSP2** a pathway in which the world develops along current trajectories, with moderate greenhouse gas reductions while still facing increasing water risks in some regions
- **Pessimistic Scenario: RCP 6.08.5 combined with SSP3** reflecting a situation in which greenhouse gas emissions continue to increase while international cooperation declines, resulting in more severe water risks in terms of quantity, quality, and water use competition

Each scenario dataset was developed from a 2020 baseline representing current watershed risk values, supplemented by projected changes from future models, to enable the Company to assess impacts and develop water strategies as comprehensively as possible.

Assessment results for Water Scarcity evaluating whether available water is sufficient to meet human, ecosystem, or economic activity demand across all 8 operating areas indicate risk levels of 2.34.1, equivalent to moderate to high risk.

#### Water Recycling within the Saha Group Industrial Parks

The Company operates in accordance with the criteria and indicators of the "Eco Industrial Town" framework, recognizing the importance of responsible and sustainable water resource utilization. The Company has set targets to improve water use efficiency through maximizing reuse of treated wastewater in accordance with Zero Discharge principles to reduce dependence on raw water and reduce withdrawal from public water sources. To achieve these targets, the Company continuously controls and monitors water quality and manages water comprehensively from the Saha Group Industrial Parks' central wastewater treatment processes through to the reuse of treated water in various areas under Company oversight, such as irrigation of green areas, cleaning, and other appropriate processes. This commitment reflects the Company's responsibility in reducing environmental impacts, promoting circular resource utilization, and supporting long-term sustainable industrial area development.

In fiscal year 2025, the Company continuously reused treated wastewater meeting legally defined quality standards within areas under its oversight, utilizing the water in various activities including operations within the Saha Group Industrial Parks, the Dr. Thiam Chokwatana Sufficiency Agriculture Project, and golf courses.

Total water reused amounted to 2,338,222 cubic meters, representing 44.21 percent of total treated wastewater from all Company areas. Furthermore, the Saha Group Industrial Parks at Kabinburi, Lamphun, and Mae Sot discharged no treated wastewater, retaining 100 percent of all treated wastewater for reuse demonstrating the capability and efficiency of the water resource management system in alignment with the Company's circular resource utilization principles and ecological targets.

## 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)
Increase of recycled water for consumption	2025 : Recycled water for consumption 5,288,505.96 Cubic meters	2025 : Increased by 44.21% or 2,338,222.00 Cubic meters

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In fiscal year 2025, the Company continuously reused treated wastewater meeting legally defined quality standards within areas under its oversight, utilizing the water in various activities including operations within the Saha Group Industrial Parks, the Dr. Thiam Chokwatana Sufficiency Agriculture Project, and golf courses.

Total water reused amounted to 2,338,222 cubic meters, representing 44.21 percent of total treated wastewater from all Company areas. Furthermore, the Saha Group Industrial Parks at Kabinburi, Lamphun, and Mae Sot discharged no

treated wastewater, retaining 100 percent of all treated wastewater for reuse demonstrating the capability and efficiency of the water resource management system in alignment with the Company's circular resource utilization principles and ecological targets.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	16,564,295.41	16,949,292.26	20,473,466.60
Water withdrawal by third-party water (cubic meters)	219,332.00	147,787.00	190,351.10
Water withdrawal by surface water (cubic meters)	15,776,491.41	16,227,718.26	18,670,315.50
Water withdrawal by groundwater (cubic meters)	568,472.00	573,787.00	1,612,800.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	98,597.00	84,746.46	87,493.45
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	4.55	4.12	4.58

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

### Water discharge by destinations

	2023	2024	2025
<b>Total wastewater discharge (cubic meters)</b>	0.00	2,148,448.00	2,270,859.14
Wastewater discharged to surface water (cubic meters)	N/A	2,148,448.00	2,270,859.14

### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	16,564,295.41	14,800,844.26	18,202,607.46

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	2,367,852.00	2,264,907.00	2,338,222.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	4.54629579	3.60116096	4.07565073
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	N/A	1.40000000	1.49816093

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

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	0.00	0.00	0.00
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	:	Project
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

### Waste and Solid Waste Management

The Company places strong emphasis on waste and solid waste management throughout the business supply chain to prevent impacts on the environment and surrounding communities, establishing waste management policies aligned with relevant laws, environmental standards, and academic principles covering segregation, transportation, and correct disposal in accordance with defined standards while promoting waste segregation among factories within the Saha Group Industrial Parks and reuse of recoverable waste to reduce final disposal volumes. The Company applies the Waste Management Hierarchy principle Reuse, Recovery/Reuse in Operations, and Recycle and where waste cannot be beneficially recovered, selects the most effective and least impactful disposal process, with landfill used only as a last resort to minimize environmental impacts. These operations reflect the Company's commitment to efficient resource management, waste reduction, and long-term sustainable development.

The Company oversees and manages factory solid waste in the common areas of the industrial parks for non-hazardous solid and industrial waste only, delegating waste management in the Saha Group Industrial Park areas to Eastern Thai Consulting 1992 Company Limited, with reference to waste management policies under the Factory Act B. E. 2535, the Public Health Act B.E. 2535, and other relevant waste management regulations. Hazardous waste generated within industrial factories is managed by each factory as the waste generator, which independently engages licensed hazardous waste disposal contractors.

#### Waste Management toward Zero Waste to Landfill

The Company places strong emphasis on reducing environmental impacts from waste disposal particularly landfilling, which generates greenhouse gases and contributes to climate change. The Company has therefore set a Zero Waste to Landfill target, aiming to minimize solid waste disposed of by landfill through the application of Circular Economy principles to maximize waste recovery prior to disposal. The Company implements joint waste segregation and management operations with operators within the Saha Group Industrial Parks, promoting factory waste segregation under the 3Rs principle. Recoverable waste is forwarded for use in energy production or other industrial activities; hazardous waste is managed by specialized, legally licensed contractors; and non-recoverable, non-recyclable waste is landfilled only as a last resort to minimize environmental impacts.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	-	2025 : Increased by 1%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Landfilling</li> </ul>
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	-	2025 : Increased by 1%	<ul style="list-style-type: none"> <li>• Incineration with energy recovery</li> </ul>

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

In fiscal year 2025, total waste from all operations amounted to 1,192.55 tonnes, comprising 360.76 tonnes of sludge and 831.79 tonnes of general waste. The Company managed this waste through a Resource Recovery approach, implementing a Vermicompost Soil Amendment Production Project converting wastewater treatment sludge into soil amendment material instead of disposal. The resulting soil amendment products are used in green areas within the Saha Group Industrial Parks and golf courses under the Company's oversight reducing external material inputs and promoting on-site circular resource utilization. This reflects the Company's commitment to achieving Zero Waste to Landfill and supporting sustainable development through efficient waste management.

Sludge from the wastewater treatment system in fiscal year 2025 that was recyclable totaled 3.69 tonnes, equivalent to a reduction in greenhouse gas emissions from landfill disposal of 2,928.86 kgCO<sub>2</sub>e (3,692 kg 0.7933 kgCO<sub>2</sub>e).

Total wastewater treatment sludge beneficially utilized in pursuit of the Zero Waste to Landfill target using the 3Rs principle from fiscal years 2022-2025 amounts to a cumulative total of 9.57 tonnes, equivalent to a reduction in greenhouse gas emissions from landfill of 7,588.71 kgCO<sub>2</sub>e.

In fiscal year 2025, recyclable waste collected from the Head Office and J-Park Nihon Mura, Chonburi Province projects totaled 20,746.46 kilograms equivalent to a reduction in greenhouse gas emissions from landfill disposal of 78,691.24 kgCO<sub>2</sub>e (20,746.46 kg 0.7933 kgCO<sub>2</sub>e). Since the project commenced in fiscal year 2024 through the present, plastic waste collected and beneficially utilized totals 34,782.56 kilograms, representing a reduction in greenhouse gas emissions from landfill disposal equivalent to 131,721.24 kgCO<sub>2</sub>e.

From waste management activities based on the 3Rs principle (Reduce, Reuse, Recycle), the Company achieved significant reductions in waste requiring landfill disposal. In fiscal year 2025, total waste beneficially recovered in various forms amounted to 26,760.25 kilograms, representing 2.24 percent of total organizational waste generated meeting the Company's defined targets for end-disposal waste reduction while supporting Circular Economy resource utilization and long-term environmental impact reduction.

## Information on waste management

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

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	341,170.00	951,920.22	1,190,682.00
<b>Total non-hazardous waste (kilograms)</b>	341,170.00	951,920.22	1,190,682.00
Non-hazardous waste - Landfilling (Kilograms)	337,960.00	949,256.22	1,013,390.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	N/A	175,220.00
Non-hazardous waste Others (kilograms)	3,210.00	2,664.00	2,072.00
<b>Total hazardous waste (kilograms)</b>	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.09	0.23	0.27
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.09	0.23	0.27
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

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

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

### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	3,210.00	2,664.00	2,072.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	3,210.00	2,664.00	2,072.00

	2023	2024	2025
Recycled non-hazardous waste (Kilograms)	3,210.00	2,664.00	2,072.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.94	0.28	0.17
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.94	0.28	0.17

*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	:	Project
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

#### Climate Change Governance Structure

The Companys Board of Directors serves as the highest-level governance mechanism on climate change issues, playing a key role in defining sustainability direction, strategies, and targets aligned with short-, medium-, and long-term organizational risks and opportunities and systematically integrating climate issue management into the organizational risk management system and internal controls. To ensure effective operations, the Board has delegated sub-committees and management to closely monitor performance, covering greenhouse gas emissions reduction, efficient energy use, physical and transition risk impact management, and compliance with relevant environmental laws, standards, and requirements.

Management is responsible for driving operations in accordance with Board-defined policies and strategies, and regularly reports progress and challenges to sub-committees to enable timely, transparent, and auditable decision-making and oversight. The Internal Audit function plays an important role in assessing the compliance and effectiveness of climate operations to ensure all units adhere to defined standards and requirements. The Boards proactive governance therefore plays a critical role in strengthening stakeholder confidence and supporting the organizations ability to adapt, respond, and create new business opportunities in the context of increasingly complex climate change.

The Company places strong emphasis on managing and conducting business in alignment with the future direction of business operations toward clean energy and a low-carbon society under the Measure, Reduce, Offset concept. In previous years, greenhouse gas emissions assessments were conducted across all operating areas to appropriately define organizational greenhouse gas management approaches. From the Measure, Reduce, Offset concept, the Company has developed this into a Carbon Neutrality and Net Zero Greenhouse Gas Emissions Strategy (Net Zero Strategy) under the SPI+ 10 concept, covering operations across energy, production processes, strategic investments, and carbon offsetting.

The Company has annually prepared organizational carbon footprint data since fiscal year 2022, referencing the methodology of the Thailand Greenhouse Gas Management Organization (TGO). In fiscal year 2024, the Company completed organizational carbon footprint data across all 8 operating areas using the Operational Control boundary approach, establishing this as the base year for Net Zero emissions targets.

In accordance with the Companys defined targets of achieving Carbon Neutrality by 2050 and Net Zero Greenhouse Gas Emissions by 2065 aligned with Thailands original national targets Thailand has since revised its Net Zero target from 2065 to 2050. The Company has therefore revised its Net Zero Greenhouse Gas Emissions target to 2050 in alignment with the national target. The Company has also set a target to reduce greenhouse gas emissions by 25 percent by 2030

## 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 carbon neutrality targets

### Setting net-zero greenhouse gas emissions targets

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

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2024 : Greenhouse gas emissions 5,670.00 tCO <sub>2</sub> e	2030 : Reduced by 25% in comparison to the base year	2050 : Reduced by 100% 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>

### Setting carbon neutrality targets

#### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024 : Greenhouse gas emissions 5,670.00 tCO <sub>2</sub> e	2050 : Reduced by 100% tCO <sub>2</sub> e	None

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

#### Greenhouse Gas Reduction Initiatives

The Company actively promotes various initiatives aimed at reducing greenhouse gas (GHG) emissions. These include:

Encouraging the use of renewable energy Participating in the "Care the Bear" campaign, Promoting the adoption of electric vehicles, Implementing waste and waste management programs and Wastewater treatment system energy efficiency improvement under the **Low Emission Support Scheme (LESS)**, Hosting the annual seminar using **recycled microfiber fabric** to reduce environmental impact

From all activities and measures implemented throughout fiscal year 2025 to reduce environmental impacts and greenhouse gas emissions, the Company achieved a total greenhouse gas emissions reduction of 123.53 tCO<sub>2</sub>e. These results reflect the Companys achievements in energy management, resource efficiency improvement, recycling promotion, and participation in voluntary greenhouse gas reduction projects under international standards all of which are key components in elevating sustainability operations and supporting national sustainable development goals.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	287,271.00	202,456.04	272,508.14
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	498.00	708.80	1,572.65
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	4,032.00	4,960.97	4,981.89
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	282,741.00	196,786.27	265,953.60

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (* )	0.078845	0.049259	0.061016
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1,709.95	1,012.28	1,164.56

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.02852175	0.01668240	0.02243780

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

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

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

Verification of the company's greenhouse gas : Yes  
emissions

List of greenhouse gas verifier entity : ECEE Company Limited

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	13,773.08	12,341.15	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	13,773.08	12,341.15	N/A

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	7,781.10	59,751.80	128,094.48
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	N/A	N/A
<b>Other projects (Metric kilograms of carbon dioxide equivalent)</b>	7,781.10	59,751.80	128,094.48

	2023	2024	2025
Promoting use of renewable energy (Metric kilograms of carbon dioxide equivalent)	55.17	55.17	33,807.17
Promoting use of renewable energy (Metric kilograms of carbon dioxide equivalent)	55.17	55.17	33,807.17
Promoting use of renewable energy (Metric kilograms of carbon dioxide equivalent)	55.17	55.17	33,807.17
Surveying and evaluating carbon sequestration of trees (Metric kilograms of carbon dioxide equivalent)	2,026.95	N/A	N/A
Surveying and evaluating carbon sequestration of trees (Metric kilograms of carbon dioxide equivalent)	2,026.95	N/A	N/A
Surveying and evaluating carbon sequestration of trees (Metric kilograms of carbon dioxide equivalent)	2,026.95	N/A	N/A
Annual seminar activities (Metric kilograms of carbon dioxide equivalent)	198.21	292.02	1,009.89
Annual seminar activities (Metric kilograms of carbon dioxide equivalent)	198.21	292.02	1,009.89
Annual seminar activities (Metric kilograms of carbon dioxide equivalent)	198.21	292.02	1,009.89
How to ting (Metric kilograms of carbon dioxide equivalent)	2,111.00	53,030.00	78,691.24
How to ting (Metric kilograms of carbon dioxide equivalent)	2,111.00	53,030.00	78,691.24
How to ting (Metric kilograms of carbon dioxide equivalent)	2,111.00	53,030.00	78,691.24
Sludge from wastewater treatment system (Metric kilograms of carbon dioxide equivalent)	2,546.49	4,659.84	2,928.86

	2023	2024	2025
Sludge from wastewater treatment system (Metric kilograms of carbon dioxide equivalent)	2,546.49	4,659.84	2,928.86
Sludge from wastewater treatment system (Metric kilograms of carbon dioxide equivalent)	2,546.49	4,659.84	2,928.86
Organic waste fertilizer (Metric kilograms of carbon dioxide equivalent)	843.28	1,714.77	1,643.72
Organic waste fertilizer (Metric kilograms of carbon dioxide equivalent)	843.28	1,714.77	1,643.72
Organic waste fertilizer (Metric kilograms of carbon dioxide equivalent)	843.28	1,714.77	1,643.72
Wastewater treatment system energy efficiency improvement (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	10,013.60

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

# ESG Performance

Company Name : SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED

Symbol : SPI

Market : SET

Industry Group : Services

Sector : Commerce

## Human rights

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

#### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

The company places great importance on systematically managing human rights issues in its business operations, adhering to principles of respect for the rights, dignity, and equality of all stakeholder groups including employees, business partners, customers, and surrounding communities, as well as LGBTQIA+ individuals, vulnerable groups, and the disadvantaged with equal acceptance of differences in thought, culture, and society, without discrimination.

The company recognizes that human rights violations can create risks and impacts on business operations, corporate reputation, and stakeholder confidence. Therefore, to demonstrate its commitment to preventing and managing human rights risks, the company has established and announced a Human Rights Policy, strictly adhering to internationally recognized human rights principles and standards, and integrating these guidelines into its business processes and organizational decision-making.

In addition to respecting the human rights of all stakeholders, the company also places importance on responsible treatment of labor. It has established and announced a Social Responsibility on Labor Policy, covering: prohibition of forced labor, prohibition of child labor, non-discrimination and promotion of gender equality, respect for labor rights and labor relations, prevention of sexual harassment and workplace violence, and occupational health and safety.

These policies have been applied within the practice framework for employees and all parties throughout the business value chain, in order to promote a safe and fair working environment that respects human dignity and sustainably supports equality in all dimensions of operations.

Furthermore, the company supports employment opportunities for persons with disabilities and their caregivers under their rights pursuant to Section 35 of the Persons with Disabilities Empowerment Act B.E. 2550 (2007), continuously to the present. In 2025, the company provided support for 2 persons with physical or mobility disabilities through Vulcan Coalition an organization aimed at building meaningful and strong employment for persons with disabilities enabling them to earn a sustainable livelihood by working as AI Trainers in a subcontracting project for data preparation for artificial intelligence (AI) development, at 100 hours per month.

Reference link for social and human rights policy and guidelines : <https://sustainability.spi.co.th/en/document/viewer/17/human-rights-policy>

### 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 compliance with human rights principles and standards

### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, Others : Corporate Social Responsibility Policy on Labor

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The company recognizes that operating an industrial estate business may also give rise to human rights risks whether from environmental pollution that could affect the health and quality of life of surrounding communities, or risks related to working conditions and the safety of employees and workers within the premises. For this reason, the company places great importance on systematically managing human rights risks by establishing a comprehensive Human Rights Due Diligence (HRDD) process, covering the identification, assessment, prevention, mitigation, and monitoring of human rights impacts that may arise throughout the business value chain. This process is carried out in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs), enabling the company to manage human rights risks appropriately, transparently, and effectively, while fostering a culture of human rights respect within the organization and building long-term stakeholder confidence.

The company has conducted an analysis of key human rights risk issues for each stakeholder group, examining both actual events or situations that have previously occurred and potential ones that may arise in the future, which could result in human rights violations across all 4 dimensions. The findings are used to inform the development of preventive, mitigating, and monitoring measures to continuously and systematically elevate the company's human rights management. This also includes analyzing potential human rights violation events or situations arising from organizational activities, using a linkage assessment framework across 3 characteristics:

- **Cause** the organization or its operations are the direct cause
- **Contribute** the organization or its operations contribute to the occurrence
- **Link to** the organization or its activities are indirectly connected to the occurrence

The company's primary rights-holders and target groups among direct stakeholders consist of 5 groups: employees, business partners/contractors, communities, customers/consumers, and shareholders. The company has analyzed the human rights risk framework for each group regarding issues likely to affect these stakeholders. In addition, the company has applied this framework to analyze both actual and potential human rights violations across the following 4 rights dimensions:

1. Labor rights

2. Natural resources and environmental rights
3. Customer/consumer rights
4. Rights to housing and livelihood

In 2025, high-level human rights risk issues and salient issues comprising unsafe/inappropriate working conditions leading to health risks and accidents, environmental pollution, and complaints arising from violations of housing rights were reviewed to develop preventive and remedial measures, as well as remediation measures should such incidents occur, successfully reducing all risk levels to low and acceptable at 100%.

Reference link for the information and an HRDD : <https://sustainability.spi.co.th/en/social/human-rights-process>

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

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

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

## Fair labor practice

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

Boundary type	:	Project
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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

Personnel are considered a vital resource in driving the organization toward its goal of becoming a leading company and enhancing its competitive capabilities in the market. The company therefore places great importance on compliance with labor laws and welfare regulations, alongside the principles of respecting human rights, in order to treat employees with respect, fairness, and without discrimination. This includes a commitment to continuously promoting and supporting employee development, as well as providing a safe and hygienic work environment to improve quality of working life and create a balance between work, health, and personal life. The company firmly believes that capable and happy employees will be a driving force in sustaining the organization's long-term growth.

The company has therefore defined its human resource strategy under the organization's Corporate Core Values (S - P - I) and the Saha Group's quality policy of "Good People, Good Products, Good Society," combined with the business philosophy of Dr. Thiam Chokwatana, the founder of the Saha Group, who emphasized conducting business with integrity, without self-interest, and with consideration for the benefit of society as a whole. These principles serve as a framework for managing and developing employees within the organization, with the aim of cultivating personnel who are capable, ethical, and ready to support the achievement of the organization's strategic goals, while also being responsible toward society and all stakeholders in every dimension. A human resource management strategy has been developed through the concept of creating "Value-based HR Management" in order to build a solid foundation for strengthening the organization and preparing for sustainable long-term growth. This strategy covers management across 5 key areas, consisting of:

1. Fair Employment and Employee Compensation
2. Employee Potential Development
3. Employee Engagement Management
4. Employee Retention
5. Health, Safety and Quality of Working Life

From these 5 key HR management principles, a framework for the company's HR management has been developed, encompassing:

- Employment
- Working days, normal working hours, and rest periods

- Holidays and holiday criteria
- Criteria for overtime work, overtime on holidays, and holiday overtime
- Days and places of payment for wages, overtime pay, holiday work pay, holiday overtime pay, and other compensation
- Leave days and leave criteria
- Discipline and disciplinary penalties
- Grievances and complaint handling
- Termination, separation from employment, severance pay, and special severance pay.

Reference link for employee and labor management plan : <https://www.spi.co.th/storage/corporate-governance/policy-procedures/20250324-spi-labor-social-responsibility-policy-en.pdf>

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

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

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

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Recruitment and Hiring Success Rate According to 80% of the Plan	Hiring Success Rate According to 80% of the Plan	2024: Hiring Success Rate According to 80% of the Plan	2025: Hiring Success Rate According to 80.77% of the Plan
• Fair employee compensation • Non-discrimination	100% of employees and executives receive performance evaluations.	2024: 100%	2025: 100% of employees and executives receive performance evaluations.
• Employee training and development	1. Employees must complete a minimum of 3 training courses per year in accordance with the quality management system 2. The average training hours per employee must be no less than 18 hours per person per year	2024: 1. Employees must complete a minimum of 3 training courses per year in accordance with the quality management system 2. The average training hours per employee must be no less than 18 hours per person per year	2025: 1. Employees must complete a minimum of 3 training courses per year in accordance with the quality management system 2. The average training hours per employee must be no less than 18 hours per person per year

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	Achieve an Employee Engagement Score of no less than 80%.	2024: Achieve an Employee Engagement Score of no less than 80%.	2025: Achieve an Employee Engagement Score of no less than 80%.
• Others : Employee Turnover Rate	Employee Turnover Rate does not exceed 10%	2024: Employee Turnover Rate does not exceed 10%	2024: Employee Turnover Rate does not exceed 10%
• Safety and occupational health at work	1. The number of work-related accidents resulting in work stoppages of employees and contractors 0 case 2. Lose time injury (LTIR) per 1 million working hours 0 case 3. Report emergency situations and issues to relevant parties and proceed to the incident site with in 5 mins	2024: 1. The number of work-related accidents resulting in work stoppages of employees and contractors 0 case 2. Lose time injury (LTIR) per 1 million working hours 0 case 3. Report emergency situations and issues to relevant parties and proceed to the incident site with in 5 mins	2025: 1. The number of work-related accidents resulting in work stoppages of employees and contractors 0 case 2. Lose time injury (LTIR) per 1 million working hours 0 case 3. Report emergency situations and issues to relevant parties and proceed to the incident site with in 5 mins

## 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 : Yes

#### 1. Fair Employment and Compensation

The company has clearly established regulations and practices for recruitment and employment, requiring employees to be at least 18 years of age and prohibiting forced labor, in compliance with child labor prevention principles and relevant labor laws. Candidates are evaluated on their qualifications, knowledge, capabilities, and experience in relation to the defined position requirements. The company upholds fair recruitment principles, provides equal opportunities, and does not discriminate on the basis of gender, skin color, race, religion, or social status, while also placing importance on diversity and mutual respect in the workplace.

Regarding wages and compensation, the company determines remuneration appropriately and fairly based on responsibilities, knowledge, capabilities, and experience, in order to attract and retain capable personnel and remain competitive in the labor market. Throughout the recruitment and employment process, the company places importance on transparency, equality, and good governance, with the following recruitment strategies:

- **Workforce planning aligned with organizational culture** Systematically preparing recruitment and workforce plans, defining approaches to recruit new employees who fit the organizational culture, with all candidates interviewed by a committee and their supervisors to assess cultural compatibility.
- **Attracting new-generation employees through positive employer branding** Operating an Internship Program to provide students with real work experience. In 2025, the company accepted 13 interns, and expanded communication channels through online platforms such as Facebook to reach younger generations.

- **Expanding employee capabilities through cross-functional work support** Providing opportunities for employees to apply for internal transfers or moves within the group according to their interests and potential, including promoting learning and new skill development through cross-functional work. In 2025, one employee transferred within the group.

- **Employee Engagement Survey and Enhancement**

The company regularly conducts Employee Engagement Surveys every 2 years to assess employee engagement levels, and conducts annual employee satisfaction surveys to measure positive sentiments toward the organization, their work, management, colleagues, and the overall work environment – a key factor reflecting the quality of human resource management and its impact on engagement, performance, satisfaction, and organizational sustainability. Survey results are compared across periods, trends are analyzed, and findings are used to inform HR strategies and plans to strengthen relations between employees and management, and to promote a sense of belonging and effective collaboration. The engagement strategy is built around 4 main approaches:

- Career development and advancement
- Work environment and quality of working life
- Communication and participation
- Recognition and valuing of employees

### **Employee Opinion Survey and Listening**

The company conducts an engagement survey every 2 years and places importance on listening to and involving employees as key stakeholders, believing that the "employee voice" is a vital mechanism for driving continuous and sustainable organizational development. A Pulse Survey was therefore conducted for 2025 to allow employees to share their perspectives, opinions, and suggestions regarding the organization's operations and work atmosphere throughout the year, covering 3 main categories:

- Training and development
- Communication
- Empowerment, trust, and participation

The survey was distributed to 217 employees and received 215 responses, representing a response rate of 99.08%, reflecting very strong employee participation. Scores across all categories were no lower than 80%, with an average employee satisfaction score for 2025 of 82%, meeting the company's established target and demonstrating an overall very high level of employee satisfaction. The company also promotes equality within the organization with no discrimination practiced. In 2025, there were zero labor complaints recorded.

### **Labor Management Under Good Labor Practices (GLP)**

The company places importance on fair labor management, respect for labor rights, and promotion of quality of working life in accordance with relevant laws and standards, aiming to elevate employment practices and working conditions in line with sustainable development principles. On 3 July 2025, the Saha Group Industrial Park received a GLP emblem and certificate of recognition from relevant government agencies for implementing Good Labor Practices in its labor management, reflecting the company's commitment to responsible labor operations.

Adopting GLP guidelines has helped promote appropriate, fair, and safe employment and working conditions for establishments within the industrial estate, in compliance with labor law, while also promoting respect for labor rights, reducing labor risks, and raising awareness of ethical labor treatment.

The company firmly believes that operating in accordance with good labor practices will strengthen employer-employee relations, improve work efficiency, and elevate the long-term quality of life of workers – forming a vital foundation for the sustainable growth of both the organization and society as a whole.

## Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	168	200	234
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	168	200	234
Male employees (persons)	68	84	93
Percentage of male employees (%)	40.48	42.00	39.74
Female employees (persons)	100	116	141
Percentage of female employees (%)	59.52	58.00	60.26

## Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	27	30	38
Percentage of employees under 30 years old (%)	16.07	15.00	16.24
Total number of employees 30-50 years old (Persons)	102	127	154
Percentage of employees 30-50 years old (%)	60.71	63.50	65.81
Total number of employees over 50 years old (Persons)	39	43	42
Percentage of employees over 50 years old (%)	23.21	21.50	17.95

## Number of male employees categorized by age

	2023	2024	2025
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	2023	2024	2025
Total number of male employees under 30 years old (Persons)	10	9	14
Percentage of male employees under 30 years old (%)	14.71	10.71	15.05
Total number of male employees 30-50 years old (Persons)	39	55	63
Percentage of male employees 30-50 years old (%)	57.35	65.48	67.74
Total number of male employees over 50 years old (Persons)	19	20	16
Percentage of male employees over 50 years old (%)	27.94	23.81	17.20

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	17	21	24
Percentage of female employees under 30 years old (%)	17.00	18.10	17.02
Total number of female employees 30-50 years old (Persons)	63	72	91
Percentage of female employees 30-50 years old (%)	63.00	62.07	64.54
Total number of female employees over 50 years old (Persons)	20	23	26
Percentage of female employees over 50 years old (%)	20.00	19.83	18.44

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	163	124	132
Percentage of employees in operational level (%)	97.02	62.00	56.41
Total number of employees in management level (Persons)	4	64	92
Percentage of employees in management level (%)	2.38	32.00	39.32
Total number of employees in executive level (Persons)	1	12	10
Percentage of employees in executive level (%)	0.60	6.00	4.27

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	64	46	48
Percentage of male employees in operational level (%)	94.12	54.76	51.61
Total number of male employees in management level (Persons)	3	29	39
Percentage of male employees in management level (%)	4.41	34.52	41.94
Total number of male employees in executive level (Persons)	1	9	6
Percentage of male employees in executive level (%)	1.47	10.71	6.45

**Number of female employees categorized by position**

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	99	78	84
Percentage of female employees in operational level (%)	99.00	67.24	59.57
Total number of female employees in management level (Persons)	1	35	53
Percentage of female employees in management level (%)	1.00	30.17	37.59
Total number of female employees in executive level (Persons)	0	3	4
Percentage of female employees in executive level (%)	0.00	2.59	2.84

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	93
Bangkok Metropolitan (Person)	N/A	39	48
Northern (Person)	N/A	10	11
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0

	2023	2024	2025
Eastern (Person)	N/A	36	34

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	141
Bangkok Metropolitan (Person)	N/A	48	102
Northern (Person)	N/A	7	8
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	30	31

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

#### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	N/A
Percentage of disabled workers to total employment (%)	0.00	0.00	N/A

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	N/A	0	N/A
Total male employees with disabilities (persons)	N/A	0	N/A
Total female employees with disabilities (persons)	N/A	0	N/A
Percentage of disabled employees to total employees (%)	N/A	0.00	N/A
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	N/A

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	0.00	338,005,703.18	354,926,762.34
Average of remuneration of employees (Baht/persons)	0.00	1,690,028.52	1,516,781.03

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

the Company provides additional benefits and privileges beyond the basic legal requirements to all employees without discrimination. These benefits are allocated fairly based on job responsibilities. The Company also considers paying annual bonuses to employees based on the Company's performance and individual employee performance. In 2024, the Company provided total compensation to employees, including salaries, meeting allowances, subsidies, overtime pay, and per diem allowances, amounting to THB 323,227,475.18. Apart from wages, the Company has established a Provident Fund managed by Land and Houses Fund Management Co., Ltd. As of December 31, 2024, the fund had a total of 154 members. Employees receive a Company contribution of 3% to 8% of their wages, totaling THB 14,778,228. Members can choose their contribution rate to the fund between 3% to 15%, upon termination of membership, employees will receive their accumulated contributions, Company contributions, and the net average return in accordance with the funds terms and conditions.

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

### Participation in provident fund membership

#### Details of provident fund participation

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	0	200	234
Number of employees joining in PVD (persons)	135	154	196
Number of PVD members / Total employees (%)	80.36	77.00	83.76
Number of PVD members / Total eligible employees (%)	0.00	77.00	83.76

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	10,522,022.00	14,778,228.00	16,128,858.00

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED	Yes	234	234	196	83.76	83.76

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

Policy and guidelines on promoting savings : Providing education or information on selecting

through the provident fund for appropriate investment policies  
non-participating employees (PVD)

### Providing education or information on selecting appropriate investment policies

#### Promoting Financial Well-being and Retirement Preparedness

The company places importance on holistically caring for employees, encompassing physical health, mental health, and financial well-being, in order to enhance quality of life and long-term financial security. In 2025, the company carried out activities under the SPI Mindfulness in Workplace 2025 project on the topic of "Happy Retirement How to Plan Your Life to Spend Less, but Correctly," with the aim of building knowledge, understanding, and financial planning skills for employees. The activities focused on providing knowledge about managing savings for retirement, making effective use of the Provident Fund (PVD), as well as understanding personal income tax, tax benefits, and options for managing savings upon leaving employment both in cases of retirement and early resignation.

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	26.00	34.20	37.00
Total amount spent on employee training and development (Baht)	2,378,738.29	5,105,291.98	6,759,660.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000608	0.001462	0.001558
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000653	0.001242	0.001514

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

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

#### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	5,487,426.80	N/A
Total number of hours worked by employees (Hours)	N/A	353,180.00	N/A
Total number of hours work by non-employee (Hours)	N/A	5,134,246.80	N/A

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	N/A	0.00	N/A
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	N/A	0.00	N/A

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

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

#### Information on promoting employee relations and participation

##### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	7	10	15
Total number of male employee turnover leaving the company voluntarily (persons)	1	2	7
Total number of female employee turnover leaving the company voluntarily (persons)	6	8	8
Proportion of voluntary resignations (%)	N/A	5.00	6.41
Percentage of male employee turnover leaving the Company voluntarily (%)	14.29	20.00	46.67
Percentage of female employee turnover leaving the Company voluntarily (%)	85.71	80.00	53.33

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	Yes

#### Employee internal groups

Employee internal groups : Yes  
Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

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

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://sustainability.spi.co.th/en/document/viewer/52/personal-data-protection-policy>

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines : <https://www.spi.co.th/storage/corporate-governance/policy-procedures/20250324-spi-quality-policy-en.pdf>
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.spi.co.th/storage/corporate-governance/policy-procedures/20250324-spi-quality-policy-en.pdf>

### Information on customer management plan

#### Customer management plan

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

### **Quality Management and Customer Responsibility**

The Company operates under the quality policy of Good People, Good Products, Good Society, which serves as the cornerstone of its customer responsibility approach. The Company is committed to delivering service that is prompt, courteous, fair, and transparent, in accordance with employee responsibility standards set out in its good corporate governance principles. To ensure a positive experience for all visitors and service recipients, employees are required to engage with professionalism, appropriate conduct, and service excellence reflecting the Company's reputation as an organization committed to quality and social responsibility. The Company has implemented ISO 9001:2015 as its quality management standard to ensure that service delivery and customer relationship management align with its quality objectives, respond to evolving business conditions, and enable the consistent delivery of high-quality services that create shared value with society.

### **Quality Management and Customer Responsibility Strategy**

#### **Good People**

Serve customers promptly, courteously, honestly, and fairly, while sharing knowledge and expertise

#### **Good Products**

Deliver utility infrastructure services that are reliable, sufficient in quality, and developed in line with established targets

#### **Good Society**

Promote and develop occupational health, safety, and environmental well-being for employees and surrounding communities to strengthen stakeholder engagement

To ensure quality operations meet international standards and align with organizational strategy, the Company has established clear objectives, targets, and key performance indicators (KPIs) for each strategic pillar under the ISO 9001:2015 quality management framework. This framework is used to continuously monitor, control, and evaluate management and service effectiveness, enabling transparent performance tracking against defined standards and ongoing improvement of service processes in response to customer expectations and changing business conditions ultimately driving long-term service quality and stakeholder satisfaction. **Target 2025 Customer satisfaction survey score of no less than 70%**

### **Customer Relationship Management Activities**

The Company recognizes Customer Relationship Management (CRM) as a key component of sustainable business development, focusing on delivering positive customer experiences, building trust, and responding to customer expectations in a transparent and equitable manner. The Company continuously develops activities and processes to strengthen and maintain long-term customer relationships, as follows:

#### **Customer Feedback and Complaint Channels.**

The Company provides multiple feedback and complaint channels both online and offline including online forms, telephone, email, and suggestion boxes, enabling customers to communicate with the Company conveniently and securely. A dedicated team monitors and responds to complaints promptly and substantively.

#### **Customer Seminars and Engagement Activities.**

The Company organizes seminars, knowledge-sharing forums, and special events to foster strong relationships, including

- seminars introducing new services
- knowledge exchange sessions between the Company and customers

- safety and environmental workshops for customers.

These activities promote mutual understanding, strengthen collaboration, and build confidence in the Company's operations.

**Customer Satisfaction Survey.**

The Company conducts an annual customer satisfaction survey to gather feedback for improving product quality, services, and operational processes. Survey results also serve as key inputs for shaping customer service strategy and quality targets for the following year.

**Transparent and Ethical Service Delivery.**

The Company upholds courteous, fair, and transparent service under its Good People, Good Products, Good Society quality policy. Employee codes of conduct are established to ensure consistent service standards across all customer groups, in alignment with good corporate governance principles.

**Customer Safety.**

The Company implements measures to ensure the safety of visitors and customers on its premises, including pre-entry safety checks, on-site safety advisory points, and clear safety communications giving customers confidence when accessing the Company's services.

**Customer Engagement via Community and Environmental Activities.**

The Company connects customer service with social and environmental initiatives by inviting customers to participate in CSR activities such as tree planting, donation drives, and energy conservation campaigns, creating shared value and deepening long-term customer relationships.

**Information on setting customer management goals**

**Setting customer management goals**

Does the company set customer management goals : Yes

**Details of setting customer management goals**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>Responsible production and services for customers</li> <li>Protection of customer personal information</li> </ul>	There were no incidents of business data breaches or information leaks.	2025: There were no incidents of business data breaches or information leaks.	2025: There were no incidents of business data breaches or information leaks.
<ul style="list-style-type: none"> <li>Development of customer satisfaction and customer relationship</li> </ul>	Customer Satisfaction	2025: The Company has set a minimum customer satisfaction score of no less than 3.5 out of 5 (equivalent to at least 70%).	2025: The Company has set a minimum customer satisfaction score of no less than 3.5 out of 5 (equivalent to at least 70%).

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Protection of customer personal information	personal data breaches.	2025: There were no complaints related to personal data breaches.	2025: There were no complaints related to personal data breaches.

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

**Performance and outcomes of customer management**

Performance and outcomes of customer management : Yes

**Customer Satisfaction Survey**

The Company recognizes that responding to customer needs promptly and effectively is fundamental to its service business. The Company has developed multiple, modern communication channels including telephone, website, email, and social media to ensure customers can access services conveniently and efficiently. Following the resolution of customer issues within the Saha Group Industrial Parks, the Company has implemented a QR Code-based satisfaction assessment system, enabling customers to provide immediate feedback on service quality, issue resolution, and staff visits. The minimum satisfaction threshold is set at 3.5 out of 5, or no less than 70 percent. In addition, the Company conducts at least one customer satisfaction survey per year, covering utility management and services across the Saha Group Industrial Parks. Survey results, feedback, and customer comments are analyzed to inform operational strategy and improve management effectiveness. **Customer satisfaction with complaint and feedback response in 2025 86.37%**

**Personal Data Protection**

The Company places great importance on protecting the personal data of all stakeholder groups, including customers, business partners, service providers, job applicants, employees, interns, visitors, directors, and investors, in compliance with the Personal Data Protection Act B.E. 2562 (PDPA), to appropriately protect the rights and privacy of data subjects. To ensure legal compliance, the Company has established a Personal Data Protection Policy providing guidelines for relevant departments and employees on the correct handling of personal data in accordance with the Companys business objectives (Personal Data Protection Policy: <https://sustainability.spi.co.th/en/document/viewer/52/personal-data-protection-policy>). The policy covers the entire data lifecycle, from collection, storage, use, and disclosure through to systematic destruction of personal data, to prevent unauthorized access or misuse. To promote awareness of the potential impacts of personal data breaches, the Company has established Data Protection Measures to comprehensively protect data subjects, encompassing access controls, data security, monitoring, and breach incident management, to ensure transparent, accountable, and internationally compliant operations. These measures reflect the Companys commitment to ethical data management, maintaining stakeholder trust, and supporting long-term organizational sustainability. To enhance internal operational efficiency and legal compliance, in fiscal year 2025, the Personal Data Protection Working Group required all new employees (100 percent) to complete a personal data protection orientation course. Departmental representatives (Change Agents) were also appointed to drive, monitor, advise, and provide guidance on personal data processing within their respective departments. A PDPA Consent Management Workshop was conducted to ensure departmental representatives understand the Personal Data Protection Act, consent management principles, and relevant requirements and exceptions.

**In fiscal year 2025, no incidents** or violations of the Personal Data Protection Act or the Companys Personal Data Protection Policy were identified, and the Company maintained strict and continuous personal data governance and protection measures.

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

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

Telephone : 022949999

Fax : -

Email : cac@spi.co.th

Company's website : <https://www.spi.co.th/th/home>

Address : 989 KingBridge Tower, Rama 3 Road, Bang Phongphang  
Sub-district, Yannawa District, 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 : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Others : Communication and Relationship Building for Sustainability and Support for various Public Benefit

#### Management Approach

The company has established a systematic framework for community and social responsibility operations, integrated with the organization's sustainability strategy, with the aim of creating broad positive impact on communities and society, while supporting the Sustainable Development Goals (SDGs) and incorporating the Saha Group's quality policy of "Good People, Good Products, Good Society." The company focuses on building strong relationships with local communities as key stakeholders through proactive engagement and continuous participation. It promotes collaborative networks among stakeholders, government agencies, the private sector, and civil society to jointly address important social issues in each area. The company has assigned its community relations and CSR unit to systematically drive various projects covering social impact management, community quality-of-life improvement, and sustainability promotion, reporting to management, the Good Corporate Governance and Risk Management Committee, and the Corporate Sustainability Committee, to ensure the business grows in balance with communities and society sustainably over the long term.

The company establishes appropriate social performance indicators for ongoing monitoring, evaluation, and improvement, with the primary goal of preventing and reducing negative impacts on communities, while building long-term confidence, trust, and good relations with all stakeholders. The company aims for its community and social responsibility operations to contribute to business growth alongside sustainable social development.

Strategies and Framework for Community and Social Engagement

1. Strengthening community relations and participation
2. Developing community quality of life and safety
3. Promoting sustainable development in line with SDGs
4. Preventing and managing community complaints

#### Value Creation Process for Communities and Society

1. Area surveys to identify target groups
2. Building community and social participation processes
3. Assessing community impacts
4. Considering community and social development projects and activities

## 5. Monitoring and evaluating outcomes

### **Stakeholder Analysis and Community Participation**

The company currently develops and manages Saha Group Industrial Park in 4 provinces: Chonburi, Lamphun, Prachinburi, and Tak. The development of these estates may bring changes to the economic, social, and lifestyle context of surrounding communities both positively and in ways that may generate impacts such as increased traffic volume and density, road safety concerns, changes in ways of life and local traditions, and labor migration from other areas leading to population growth in the locality.

The company therefore places great importance on managing potential impacts on communities located around or near project areas, which are direct stakeholders affected by the company's business operations. The focus is on building good relations, encouraging community participation, listening to opinions, and developing social projects aligned with the context and needs of each area, so that the business can grow together with communities in a balanced and sustainable manner.

The company regularly provides opportunities for stakeholder participation and input in defining and recommending operational approaches, in accordance with environmental and social impact prevention and mitigation measures during the operational phase as required by the Environmental Impact Assessment (EIA). Quarterly meetings are held under the name "Strengthening Public-Private Partnership, United with the Sahapat Group, and the Labour Relations, Environment, and Safety Network," with the objectives of communicating environmental information, operational policies, and sustainability activity directions of the Sahapat Group, as well as reporting on progress and key issues from past operations, and opening the floor to stakeholder opinions and suggestions to foster mutual understanding and cooperation across all sectors. Attendees include representatives from the Sahapat Group Industrial Estate, government agencies, regulatory bodies, local government organizations, Sahapat Group companies, and community representatives surrounding the project area reflecting community participation in decision-making and the management of social and environmental issues related to business operations.

In the past year, the company conducted surveys of community attitudes and expectations through consultations with community representatives and local government agencies, identifying 5 material social issues of importance to the community:

1. Landscape and environment maintenance
2. Communication and public relations
3. Promotion of community activities
4. Pollution management
5. Traffic management and road safety

### **Community and Social Development Operations**

To respond to the needs and expectations of communities, the company has established a community and social development framework aligned with the needs of all relevant stakeholder groups, aiming to improve quality of life for local residents while creating employment opportunities, supporting education, and safeguarding the safety of lives and property of stakeholders. Activities are designed to fit the context, needs, and expectations of communities in each area, promoting participation and cooperation among customers, government agencies, local administrative organizations, and surrounding community organizations under a 6-pillar community engagement framework to create shared value and long-term sustainable development:

1. Improving quality of life in the community
2. Communication and relationship building for sustainability
3. Promoting education and learning for youth
4. Preserving and promoting culture, religion, and community identity
5. Promoting community health and safety
6. Supporting public benefit activities and volunteerism

## 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 : Yes

### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Achieve an overall satisfaction score of no less than 70%	Achieve an overall satisfaction score of no less than 3.5 out of 5 (70%) for social responsibility initiatives, in line with quality management standards.	2024: Achieve an overall satisfaction score of no less than 3.5 out of 5 (70%) for social responsibility initiatives, in line with quality management standards.	2025: Achieve an overall satisfaction score of no less than 3.5 out of 5 (70%) for social responsibility initiatives, in line with quality management standards.
• Others : Organize at least 10 public benefit activities per year	Organize at least 10 public benefit activities per year	2024: Organize at least 10 public benefit activities per year	2025: Organize at least 10 public benefit activities per year

## 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

### Community and Social Engagement Performance Results for 2025

In 2025, the company continuously carried out activities in accordance with its community and social engagement strategy through Corporate Social Responsibility (CSR) operations and public relations work, focusing on improving quality of life, well-being, and the strength of communities and society across all of the company's operational areas. The company set a target of no fewer than 10 social activities per area per year. The 2025 results showed that all areas exceeded the set targets, and when combined across all areas, the company organized a total of 118 community and social engagement activities.

The company established a satisfaction benchmark of no less than 3.5 out of 5 points in every category, equivalent to at least 70%. The 2025 satisfaction assessment results showed that the company's community and social engagement operations met the benchmark standard in every area, with scores of no less than 3.5 points (70%) across all categories, and an overall satisfaction score of 86.10% exceeding the company's set target. This reflects concrete community confidence and acceptance of the company's operations. The areas receiving the highest satisfaction ratings were:

- The service and coordination provided by public relations officers, reflecting their approachability, accessibility, and readiness to listen to community opinions
- The diversity of public relations projects and activities, which are well-aligned with the context and needs of each area

- The opportunity for community members to participate in activities, which fosters a sense of ownership and long-term cooperation between the company and the community

At the same time, the survey results also highlighted areas for further improvement in information communication, environmental management, safety, and sanitation which, while already meeting benchmark standards, can be further enhanced to keep pace with the community's continuously rising expectations. The identified improvement approaches are as follows:

1. Enhancing community communication and information access
2. Strengthening community participation at every stage
3. Developing the capabilities of public relations officers and local teams
4. Integrating environmental, safety, and sanitation issues into community activities
5. Using evaluation results as a continuous improvement mechanism

### Benefit from implementing social development project

#### Financial benefits

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

	2023	2024	2025
Value of purchasing goods and/or services from the community (Baht)	193,514.00	2,274,654.00	2,266,135.00
Donations / Grants (Baht)	0.00	67,450,000.00	4,897,070.98
Local Tax (Baht)	0.00	33,960,000.00	81,806,366.19

#### Non-financial benefits

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

	2023	2024	2025
Hiring local employees (Persons)	43,386.00	43,332.00	43,386.00
Education Center (Persons)	369.00	419.00	372.00

### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	232,960,000.00	142,834,404.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	N/A	6.670706	3.292195
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	N/A	5.668099	3.198131

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

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

# ESG Performance

Company Name : SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED

Symbol : SPI

Market : SET

Industry Group : Services

Sector : Commerce

## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

In addition to investors' trust and confidence, the Board of Directors (the "Board") of Saha Pathana Inter-Holding 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. 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 full version of corporate governance policy and guidelines : <https://www.spi.co.th/storage/corporate-governance/cg-policy/cg-policy-no3-en.pdf>

#### 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

Consider the recruitment and selection of individuals who are suitably qualified to hold the position of company director, and verify the background and other relevant information of the selected individuals, taking into account their knowledge, skills, experience, and expertise from various professions. Ensure that they meet the appropriate qualifications and comply with the company's regulations and applicable laws.

#### Determination of director remuneration

1. Evaluate the performance of the Board of Directors on an annual basis.
2. Consider determining the compensation for the Board of Directors based on the company's performance, the approved compensation limit from the shareholders' meeting, and the compensation amount paid in the previous year. This will be presented to the Board of Directors for consideration and then to the shareholders' meeting for approval.
3. Consider allocating compensation to the Board of Directors based on their performance, authority, duties, and level of responsibility within the approved limit by shareholders and present it to the Board of Directors for approval.

4. Consider allocating compensation to sub-committees (who do not hold the position of company directors) based on their performance, authority, duties, and level of responsibility, and present it to the Board of Directors for approval.

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

The Board shall determine the Company's vision and mission statements, which steer directors, executive officers, and employees towards the same goals. The vision and mission statements shall be annually reviewed.

#### Guidelines

1. The Board shall determine the Company's vision and mission statements, objectives, targets, strategies, operational policies, and budgets. Board members shall freely express their opinions while conducting an annual workshop with senior management to establish directions for the Company.
2. The Board shall review company objectives and targets annually to ensure that executive officers are able to execute their plans according to the Company's directions and strategies.
3. The Board shall grant executive officers the freedom to express their opinions and hold discussions to establish the framework of the Company's directions and prepare for events of economic significance.
4. The Board shall offer management-related advice, suggestions, and guidelines, which will be used to establish clear plans and in the allocation of major resources to ensure the achievement of objectives.
5. The Board shall communicate company policies, goals, and directions to everyone in the Company in the following manners:
  - To executive officers via meetings, and
  
  - To employees via meetings and internal communication.
6. The Board shall monitor and assess the Company's performance. In this regard, management shall be tasked with preparing and presenting a performance report to the Board at least once every quarter.

The Board shall demonstrate a thorough understanding of the scope of its powers, duties, and responsibilities. The Board shall clearly define the roles and responsibilities of the President and management, as well as ensure that the President and management properly perform their duties.

#### Guidelines

1. The Board shall appoint committees to oversee specific matters and report back to the Board.
2. The Board shall provide charters for itself and for each of the committees, by which the roles and responsibilities of directors are defined. These charters shall serve as points for reference for every director. Each charter shall be reviewed at least annually.
3. The Board shall assign duties and responsibilities to management, as well as monitor its performance, including
  - 1) reports on operating results and assigned tasks;
  - 2) the scope of powers, duties, and responsibilities of the President; and
  - 3) annual review of the executive authority or approval process handbook.

Reference link for Independence of the board of directors from the management : <https://www.spi.co.th/storage/corporate-governance/cg-policy/cg-policy-no3-en.pdf>

Page number of the reference link : 2-5

### **Director development**

All Directors and Executives are encouraged to enhance their knowledge by participating in relevant training courses and seminars by the Thai Institute of Directors Association (IOD), the office of Securities and Exchange Commission, the Stock Exchange of Thailand, and the Thai Listed Company Association. Moreover, our directors and executives meet regularly with their counterparts from other organizations, local and international to exchange their views.

### **Board performance evaluation**

The Board provides an evaluation of the performance of the Board for the year 2025, which is the opinion of each director on the performance of the entire Board of Directors as a whole, the results of the self-evaluation of individual

directors, and the performance of the Chief Executive Officer. The evaluation scores are collected every year since the beginning of the evaluation to compare and review the performance and problems and obstacles during the past year to improve and increase efficiency.

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

The Company considers the potential of the investment and will jointly invest with other companies; hence the Company have the policy that the joint venture companies must follow up their performance to know their issues and report to the Company and the related shareholders to acknowledge and propose the problem solving. For the policy and practice of taking the position in other companies of the Company's Directors and Saha Group's Executives, a team of senior management members will considers the Companies business, knowledge skills and expertise of directors or executives to represent the group as a joint venture or contractual joint venture. They have a responsibility to ensure the best interests of the joint venture the Company has no control over. Administrative power is up to the board of the company.

Persons who have been appointed as representatives or directors in the Company's subsidiaries and/or joint ventures have a duty to act in the best interest of such companies, and to ensure disclosure of import information consistent with the Company's rules, such as connected transactions, acquisition or disposition of assets, or other important transactions. They are also required to supervise data collection and accounting of the subsidiaries so that the Company could check and compile relevant data to prepare consolidated financial statements in a timely manner. The Company has no agreement with other shareholders to manage its subsidiaries and/or joint ventures, due to the fact that the Company is a major shareholder and there are no other persons who hold shares at over 10% of all shares with voting rights of the subsidiaries. Furthermore, there is no agreement with other shareholders in any manner of revenue shairng except regular revenue sharing based on proportion of shares.

### **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**

The Board of Directors performs duties responsibly, prudently, earnestly and honestly in order to generate good returns to shareholders on a continual and sustainable basis. In this regard, the following policies and practice guidelines have been prescribed.

1. The ownership rights of shareholders are equitably and justly respected.
2. Operations are undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and eventually lead to sustainable growth.
3. The Company's businesses are continually advanced to ensure proper returns to shareholders.
4. Significant information which affects or potentially affects the shareholders' interests shall be disclosed, whether reports made pursuant to the accounting period or situation reports, pursuant to the relevant laws and notifications. However, no action shall be taken to restrict shareholders' access to company information.
5. A report of the Board of Directors' responsibility with regard to the financial statements the Annual Registration Statement/the Annual Report (Form 56-1 One Report), shall be pred.
6. Minority shareholders shall be given an opportunity to propose matters for inclusion in the meeting agenda and/or to nominate persons for election as Company Directors at the Annual General Meeting of Shareholders.
7. Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders' meeting.

8. Shareholders' meeting notices in both Thai and English are published on the Company's website at least 30 days prior to the date of the shareholders' meeting as information for shareholders and to enable the study of information prior to meetings.
9. A Shareholders meeting shall be facilitated. The date, time, venue and procedure must not pose an obstacle to the shareholders' attendance of the meeting, Shareholders who are not able to attend in person must have the opportunity to grant a proxy to other persons to participate in the meeting and vote on their behalf.
10. Conflicts of interests must be dealt with prudently, rationally and information must be fully disclosed.
11. The Company's interests and assets shall be safeguarded as a reasonable person would safe-guard his/her property. Wrongful interests, where obtained by direct or indirect means, shall be eliminated.

According to the policy and guidelines aforementioned, the Company has the necessary system to assure shareholders of the following: The shareholders will receive fair and appropriate returns in accordance with our dividend payment policy. That related transactions are closely monitored. That measures are in place to prevent any conflict of interests. That internal information is securely protected and its misuse is strictly prohibited. That Company directors, Executives and other personnel who by duty have access to the Company's internal information are prevented from exploiting it for the benefit of their own or other individuals. Such Company personnel are also prevented from the trading of the Company's securities in the period of 1 month before the financial statements are disclosed to the public and after public disclosure of financial statements 24 hours.

### **Employee**

The Board of Directors consider Employees as a valuable resource and a key factor in the Company's success. The following policies and guidelines have been prescribed in this regard.

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

In addition to basic welfare, the Company provides appropriate benefits to ensure its Employees' welfare as follows

- Provident Fund To encourage savings and provide long-term security and stability for the employees in the future, the Company has established a provident fund. The fund provides the employees with an opportunity to choose an investment plan that is suitable for themselves (Employee Choice) and the ability to adjust their investment plan when their acceptable level of risk and age change so that their savings in the provident fund can grow and to prepare for their living after retirement. In 2024, the company changed the fund management company and adjusted the contribution rate to the fund to be between 3-15 percent of the salary, to provide employees with more suitable options for accumulating investments. Additionally, employees will receive a monthly fund

contribution from the company at a rate equal to their own contribution but not exceeding 8 percent of their salary.

- Savings Co-Operative The Company is part of Saha Group Employees' Savings Co-Operative, of which the employees are entitled to become members. The Savings Co-Operative aims to encourage the Employees to learn about the savings principles of the Co-Operative in the form of capital and savings well as to offer privileges of different types of loans provided by the Co-Operative in order to help lessen the employees' debt burden.
- Retirement Pay Upon retirement or after a submission of a request for early retirement, Employees will be paid a pension to be used in their postretirement life.
- Group Insurance covers life insurance and accident insurance for all employees, providing protection against risks and easing the possible burden on the employees and their families.
- Group Health Insurance provides coverage for medical expenses for both inpatient and outpatient treatment for injuries and illnesses well as coverage for the loss of life, with the aim of the Employees that the Company has prepared a plan to help improve the Employee's quality of life in the case of an illness or injury.
- Housing loans are provided as a welfare; the Company has formed a relationship with a number of finance institutions to develop a housing loan welfare project to help ease Employees' debt burdens.
- Infirmary the Company has made an infirmary facility available for Employees to access health advice and preliminary medical treatment from certified physicians and nurses. The Company will also arrange for a gift for an inpatient visit or a cash benefit in the case that the Employee becomes ill or injured.
- Financial support is provided for Employees who experience disasters such as fires, storms, floods, or other disasters which cause residential property damage.
- Financial support and sponsorship of religious funerals is provided for Employees in the event of the death of their parents, spouse, or children.
- Sahapat industrial parks has provided facilities including leisure parks, sports grounds, aerobic grounds, golf driving ranges and a golf course.
- Medical check-up Employees are encouraged to participate in medical checkups to promote health awareness, to appropriately assess their circumstances and to engage in preventive measures with regard to their health and age.
- The Company has supported the family unit by providing marriage leave for Employees and allowing male Employees leave to look after their children and wife before or after giving birth, including providing bereavement leave for Employees in case their parents, spouse, or children pass away.
- The Company has provided meditation leave for Employees to understand and bring the moral principle to adjust their daily life. As a result, their mental and life improved to have consciousness, virtue, and ethics, including efficient work.
- The Company has organized activities annually to raise an awareness of health care and protection among employees. For instance, breast and cervical cancer screening. In addition, the Company provides influenza vaccine for four different flu viruses to employees for reducing the disease and severity of illness.
- The Company grants employees annual leave entitlement of up to 15 days per year.
- Flexible Benefits are provided to promote equality in rights and fairness among employees with diverse characteristics, such as gender, age, and marital status. The Company also enables employees to select benefits that best suit their individual lifestyles in various aspects, including medical care, health promotion, personal development, education enhancement, career and quality-of-life development, mental well-being, and recreational activities, among others.

In 2025, the Company promoted worklife balance by allocating part of its workplace as a mother-and-child room to support both employees and their children. The Company also enabled employees to independently submit welfare reimbursement claims through the Humatrix system, a human resource management platform accessible via mobile devices and computers, enhancing convenience and efficiency for employees.

## Customer

The Board of Directors realizes that customer satisfaction and confidence are critical factors which contribute to the Company's sustainable success. The following policies and guidelines have been prescribed in this regard:

1. The Company operates the businesses of manufacturing, product distribution and services which are safe for consumers and environmentally friendly.
2. Businesses are operated with a commitment to develop goods and services, introduce innovations and add value to goods and services in order to continually meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts.
3. Businesses are operated in constant, honest and fair values, and no action is taken that would violate the rights of customers. The confidentiality of customer trade secrets is maintained and not exploited for wrongful personal gains or the achievements of others.
4. The Company does not demand, receive or consent to the direct or indirect receipt of properties or other dishonest benefits from customers.
5. The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance in order to jointly find a remedy and prevent loss.
6. The Company provides communication channels to enable customers to file complaints to the Company. Complaints are processed with care and dealt with fairly.

The Company operates its business on the basis of integrity and fairness. Clients are provided with the correct information and quick and efficient services. Furthermore, the Company has developed and improved existing systems and services in all Saha Group Industrial Parks, which have enabled them to achieve certifications by various agencies.

#### **Business competitor**

The Board of Directors operates businesses in accordance with the provisions of law. In this regard, the following policies and guidelines have been prescribed:

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 will not damage the reputation of its business competitors.

The following actions have been taken based on the above policy and guidelines: We operate strictly in good faith on the basis of fair competition and within the boundary of the law. We consider competitors as an element that contributes to the enhancement of our strengths and potential. There has been no dispute with competitor throughout the history of our operation.

#### **Business partner**

The Board of Directors treats trading partners equitably and takes into account mutual interests by prescribing to the following policies and guidelines.

1. The Company has a system for screening trading partners in the value chain who operate businesses in compliance with the law, safety and occupational hygiene standards and friendliness the environment. Business partners are treated on the basis of fair competition, equality and mutual respect.
2. The confidentiality of secrets or communications with trading partners is maintained and not exploited for wrongful gains of oneself or of others.
3. Relationships and good understandings are fostered. Knowledge is exchanged. Developments and value adding to goods and services are jointly undertaken to promote mutual growth.
4. The Company adheres to trade agreements and makes proper representations of data. In the event that an agreement cannot be complied with, the Company will expeditiously engage in early negotiations with trading partners in order to reach a mutual remedy and loss prevention solution.
5. The Company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.

Based on this policy and its guidelines, the Company has used the quality management system ISO 9001:2015 to set the contractor selection/procurement (QP-CO-004) procedure, which covering any processes of selection/procurement,

handover of works, evaluation, contractor registration, and procurement process (QP-CO-005), to use as a guideline for contractor selection/procurement and purchasing process efficiently through quality management system ISO 9001, environmental management system ISO 14001 green label, corporate social responsibility (CSR), quality of products and/or services including following the labour law and Thai labour standard requirements (TLS). The Company announce its self-declaration Thai labour standard as TLS 8001:2020 annually.

In 2025, there has been no dispute with Partners.

### **Creditor**

The Board of Directors is committed to undertaking business operations in a principled and disciplined manner in order to build the trust of creditors by prescribing the following policies and guidelines.

1. All creditor groups shall be treated equitably and fairly.
2. Contracts and terms will be strictly adhered to.
3. Operations will be administered to ensure the confidence of creditors in the Company's financial position and credit rating.
4. Financial position shall be accurately and timely disclosed.
5. In the event of an inability to comply with a particular term, the creditor will be forthwith notified in advance in order to enable a joint solution for remedy and loss prevention.

### **Our creditors can be classified as follows:**

#### Accounts Payables

The Company complies with the conditions of accounts payables by paying according to trade agreements regardless of the current economic situation. All due amounts are settled by using the Smart Banking system. Accounts Payables must submit invoices/bills on the 1<sup>st</sup> to the 7<sup>th</sup> of every month. And the Company will make payments to accounts payables on the last business day of the month.

#### Loan creditors

The Company strictly adheres to the terms and conditions of its loan creditors and always makes due payments for the loan and the interest on time and according to the terms and conditions agreed upon.

In 2025, there has been no dispute with Creditors.

### **Government agencies**

The Board of Directors undertakes businesses in compliance with the rules and regulations enacted by the State. In this regard, the following policies and guidelines have been prescribed.

1. To study and understand the laws governing operations acquired and not to undertake any activities that would be inconsistent with the law.
2. To properly act when conducting transactions with an official or agency of the State.
3. To create good relations between The Company and the public sector within proper boundaries.
4. To comply with the relevant laws and business traditions in particular country or locality.

According to the above policy and guidelines, the Company has made its tax remittances in an accurate, complete and timely manner in accordance with all related laws. In 2024, none of the complaints related to not following of public sector's rule.

### **Community and society**

The Board of Directors operates the businesses with due regard for the duties and responsibilities owed to the nation, community and society as well as local traditions in order to maintain a desirable society and participation. In this regard, the following policies and guidelines have been prescribed.

1. 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.
2. The 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.
3. Measures shall be provided for the prevention and remedy of any negative impact on the community and society as a consequence of the Company's operations.

4. The preservation of local culture and traditions shall be promoted.
5. Cooperation shall be entered into with various agencies for the development of communities.
6. Activities that benefit the public shall be sponsored.
7. Incomes shall be generated, and the community economy shall be promoted 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.

Based on its policies and practices, the Company is committed to supporting community, social, and environmental development in parallel with responsible business operations that do not create adverse impacts on surrounding communities. The Company has adopted ESG principles as a core operational framework, covering economic, environmental, social, and good corporate governance dimensions, to contribute to the achievement of the Sustainable Development Goals (SDGs).

The Company has established an operational framework to promote activities and stakeholder engagement across 6 key pillars, as follows:

1. Community Quality of Life
2. Communication and Environmental & Safety Networks for Sustainability
3. Education and Learning Activities for Students
4. Religion, Traditions, and Cultural Preservation in Communities
5. Health
6. Other Activities and Public Benefit Initiatives

In 2025, the Company received no complaints or disputes related to community or social matters, reflecting strong cooperation and mutual trust between the Company and surrounding communities.

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

Saha Pathana Inter-Holding Public Company Limited ("The Company") is committed to advancing Thailand's business and economic growth by fostering and maintaining a balance between industry and surrounding communities to ensure high-quality coexistence. This approach aligns with principles of corporate governance, social and environmental responsibility in line with the Company's quality policy. "Good People, Good Products, Good Society." The Company emphasizes consideration for all stakeholders across the value chain. The Company has established a Supplier Code of Conduct, providing standards and guidelines for the Company's suppliers and ensuring sustainable growth together, key principles include:

#### Anti-Corruption

Conducts business based on integrity, honesty, transparency, and accountability. It adheres to laws and regulations related to business operations, strictly opposing all forms of corruption, where direct or indirect. This ensures no unfair advantages or undue benefits are gained, fostering a fair business environment.

#### Conflict of Interest

Do not take any actions that create personal benefits or advantages for related persons using their positions, duties, or opportunities, preventing conflicts of interest.

#### Intellectual Property Respect

Conducts business with respects for intellectual property rights and ensures business operations are conducted with caution to avoid any violations of such rights.

#### Human Rights Protection

Comply with labor protection laws and other relevant legislation, avoiding any actions or support for activities that violate human rights. This includes the prohibition of forced labor and illegal labor. Employees are treated fairly and without discrimination based on differences in race, religion, age, gender, marital status, political beliefs, disability, or other legally protected characteristics. The Company also ensures fair and appropriate payment of wages and benefits to employees.

#### Occupational Health and Safety

Provide a safe and healthy working environment, minimizing and controlling risks of accidents and health impacts that may arise from operations, transportation, and services. There are guidelines in place to manage emergency or abnormal situations to prevent losses. This includes strict adherence to relevant legal regulations. Ensures the availability of personal protective equipment suitable to the level of risk, which is maintained in a ready-to-use condition.

#### Confidentiality

Do not disclose or use confidential information of customers or business partners for personal benefit without permission, unless it is required by legal provisions.

#### Fair Competition

Do not take any actions that obstruct, hinder, or prevent opportunities for fair business competition. It avoids exploiting or gaining an unfair business advantage contrary to ethical practices.

#### Environmental Responsibility

Conduct business that is environmentally friendly, preserving the environment and implementing efficient use of natural resources. Efforts are focused on minimizing impacts on the environment in accordance with the 3Rs principle: Reducing usage, Reusing materials, and Recycling resources, while also embracing Replenishment.

Reference link for the full version of business code of conduct : <https://www.spi.co.th/storage/corporate-governance/policy-procedures/20250324-spi-supplier-coc-en.pdf>

Page number of the reference link : 1-3

### **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, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

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

The Board of Directors has the policy to deal with conflict of interest and prescribes the guidelines as follows:

1. The conflict of interest or related transactions must be undertaken prudently, fairly and rationally. There is a transparent system for approving transactions which primarily takes into account the Company's interests. The Interested Company Directors have no right to vote and must 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 shall be taken that would produce a conflict with the Company's interests, and no benefits or privileges will be given to any person.
3. Company Directors and Executives must disclose personal interests and the interests of related persons in accordance with the prescribed rules.

4. Company Directors, Executives and Employees who acquire inside information are prohibited from trading in Company shares in the 1-month period prior to public disclosure of financial statements.
5. Company directors and executives are required to report their company securities holdings, the securities holdings of spouses and underaged children, the securities holdings of the juristic person in which they and such persons collectively hold more than thirty percent of the total voting rights and the highest percentage of shares held in that juristic person to the Company. Any change in their company shareholdings shall be reported to the Office of the securities and Exchange Commission and disclosed to the Company Secretary who shall report the change to the Board of Directors in the subsequent Board Meeting.
6. Company information or secrecy acquired or acknowledged, shall not be disclosed or transmitted to third parties or unrelated persons.
7. Disclosure shall be made by authorized Company Employees. Classes of secrecy may be pre-scribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. Director and senior executive officers shall be required to inform the Chairman about their trading of The Company's securities at least 1 day before trading date.

According to the aforementioned practice guidelines, in order to supervise transactions with a possible conflict of interest or related transactions to ensure compliance with the announcement of the Equity Market Commission and the Stock Exchange of Thailand, during an extraordinary related parties transaction value over 0:0396 of NTA, must be presented to the Executive Board for consideration before being submitted further to the Audit Committee for consideration. The Company will seek the approval of the Board of Directors prior to engaging in such a transaction. The director with interests in any such agenda must leave the meeting room and refrain from voting on that agenda. The decision to engage in such a transaction must take into account the necessity to preserve the benefits of the Company. Upon conclusion of the meeting that transaction must be disclosed in Thai and English to the Stock Exchange of Thailand. It must also published on the Company's website ([www.spi.co.th](http://www.spi.co.th)), detailing name of the related person, the nature of the relation, the determination of price, the transaction value, the party the agreement, the necessity to engage in such a transaction, the opinion of the Board of Directors and any differing opinions (if any) A minute is taken of the meeting for review. It is also summarized in the Annual Registration Statement/the Annual Report (Form 56-1 One Report). There were 2 related transactions involving assets in 2025, none of which violated the regulation of Stock Exchange of Thailand. These are detailed under the section on Related Transactions.

Reference link for Prevention of Conflicts of Interest : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

Page number of the reference link : 100-101

### **Anti-corruption**

The Board of Directors policy to operate in accordance with the Anti-corruption policy and prohibits bribery for the Company having established the practice of the Anti-corruption policy in order to be in line with the business operational guidelines disclose on the Company website ([www.spi.co.th](http://www.spi.co.th)) as part of Business Code of Conduct. The improvement of employees' attitude towards operating by the law and regulations with honesty by prohibiting management and employees to give, receive or agree on any tangle asset or benefits. As well as prohibiting handing or offering tangle assets or benefits to outside individuals. This will motivate and create self-awareness to the organization and those that violates will be penalized for their wrong doings according to the laws and regulations.

The Company sets the procedures to examine, follow-up and evaluate the risk from corruption with mitigation plan as follows through the internal control system to evaluate and recommend to the Audit Committee meeting to study and evaluate misconduct or fraud. The internal audit will directly report to the Audit Committee and the Audit Committee will directly report to the Board of Directors.

In 2025, the Corporate Governance Committee, the Risk Management Committee, and the Board of Directors reviewed the Company's Anti-Corruption Policy, the Anti-Corruption Policy Guidelines, and the

appendices thereto, and concluded that they remain consistent with the Company's business operations and appropriate to the current circumstances. Nevertheless, following the Company's certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 14 October 2016, the Company has continued to demonstrate its strong commitment to anti-corruption practices. In 2025, the Company submitted its third application for renewal of CAC membership, which was successfully approved, effective from 26 December 2025. The certification is valid for a period of three years. In addition, the Company has actively promoted and encouraged its business partners to participate in the Thai Private Sector Collective Action Against Corruption. During the past year, Eastern Thai Consulting 1992 Co., Ltd., a key business partner of the Company, submitted a self-assessment on anti-corruption measures under the CAC framework and was successfully certified as a member of the Thai Private Sector Collective Action Against Corruption.

Following the Company's endorsement as a member of Thai Private Sector Collective Action Against Corruption (CAC), the Company has regularly communicated, publicized, and trained its directors, executive officers, and employees in all levels of the anti-corruption policy, practice, and disciplinary punishment, aiming at the development of consciousness of the Company's staffs. Such consciousness is evaluated by a test with a criterion of 80% for a pass, with 100% passing of examinees, it indicates that The Company's staffs are cautious about the observance of anti-corruption policy. Besides, the Company adopts an anti-corruption policy as part of human resource management, including recruitment, orientation, training, evaluation, remuneration decision, and promotion through the communication of the managers to the employees in order to effectively operate and control business activities under their responsibilities. In 2025, the Company found no significant flaws about corruption and fraudulent activities or non-compliance with relevant laws and regulations or violation of business ethics.

Reference link for Anti-corruption : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

Page number of the reference link : 102-103

### **Whistleblowing and Protection of Whistleblowers**

The Company provided channels for all groups of stakeholders to communicate, as well as to make suggestions and report or file complaints about matters that may cause damage to The Company regarding the correctness of The Company's financial reports, internal control systems or any possible violation of the law or business ethics, fraud or misconduct of the Company's employees, as well as unfair treatment or an infringement evidence or have traces of employees or individual acting on behalf of The Company, involved in bribery or corruption directly or indirectly, the violation of the laws and regulations and the misconduct of The Company's policy includes those not in compliance with the Code of Conduct comprising of The Company directors, executives, and employees. Individuals experiencing unfair treatment in the workplace are able to notify traces through the following channels.

1. Direct verbal complaints or complaints in writing Tel. 0-293-0030

- Internal Audit Manager
- HR Manager
- Company Secretary
- Accounting Manager

2. Via the E-mail Address: [cac@spi.co.th](mailto:cac@spi.co.th)

3. Feedback Box

4. Mail to PO Box. 3, Satupradit Post Office, Bangkok 10124

5. In case the complainant chooses not to reveal his/her name, they should provide details or facts with sufficient evidence to show that there reasonable grounds to believe that any person is involved in bribery or corruption.

The Company will keep the relevant information confidential and take into account the safety of the complainant unless it must be disclosed as required by law.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

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

The Company operates in strict compliance with the good corporate governance principle. Measures concerning the use of internal information are prescribed in writing on section Conflict Interest and The Code of Ethics for Directors, Executives and Employees section Responsibilities on Duties as a business ethic for everyone to observe in his or her service to The Company and the shareholders.

Employee ethics require that Directors, Executives and Employees perform their duties with great honesty, responsibility, discipline and in good conscience towards themselves and others. They must not use their position to gain benefits for themselves and/or others in an inappropriate way or use The Company information or assets in such a way that benefits themselves and/or others. Furthermore, they must not engage in any act which constitutes the encouragement of any individual to engage in a business which is competitive with

The Company. The Company additionally prepared good corporate governance hard copies to the Directors, Executives and Employees. They are published on The Company's website ([www.spi.co.th](http://www.spi.co.th)) as well for everyone to observe in his or her performance of duties. The ISO 9001:2008 quality management standard is a principle we also adhere to. The most severe disciplinary punishment established in The Company regulation is the termination of employment.

Reference link for Prevention of Misuse of Inside Information : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

Page number of the reference link : 190

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

The Board of Directors aspires for the Company's businesses to be conducted in line with the fair competition principles. Nevertheless, offering or reception of gifts, entertainment and hospitality as a traditional or customary practice in order to maintain good relations shall be considered acceptable. In this regard, the following guidelines shall be applied:

1. Offering or reception of gifts, entertainment and hospitality that may influence a decision is strictly prohibited. If there is a necessity to offer or receive gifts, entertainment, and hospitality as a traditional or customary practice and the monetary value is considered excessive, a report shall be filed with the respective supervisor.
2. In the case of an assignment or authorization by a supervisor to assist with an external agency, money, objects or gifts may be received by the Employee in accordance with the applicable rules or standards prescribed by such an agency, e.g. gifts or prizes from lucky draws.
3. In the case where an agent, contractual party, partner or any other person wishes to offer a gift, entertainment or hospitality on behalf of the Company, prior authorization must be obtained from the Company.
4. Expenses pertaining to these matters shall be maintained within a reasonable budget. Due to the above policy, The Company set regulations in regard to expense reimbursement, including the receiving and giving of gifts in the travel expenses regulations.

In 2025, the Company operated in compliance with the specified guidelines and regulations.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

Page number of the reference link : 102

### **Human rights**

The Board of Directors respects human rights. In this regard, the following policies and guidelines have been prescribed.

1. There shall be no activities or support of activities which violate human rights.
2. Executives and Employees are provided with knowledge and understanding of human rights which are applied to their work operations.

3. There are no limitations to independence or differences in ideology, gender, race, religion, politics or other matters. The expression of opinions which could cause conflicts or divisions should be 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 the Company. Such complaints shall be given attention and processed fairly.

In 2025, the Company did not identify any incidents related to human rights violations.

Reference link for Human rights : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

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### **Safety and occupational health at work**

The Board of Directors attaches importance to safety and occupational hygiene. In this regard, the following guidelines have been prescribed.

1. Business undertakings shall comply with laws, regulations and policies on safety, occupational hygiene and working environment with due regard to the safety of life and properties as well as to the impact on the health of Employees, trading partners and stakeholders. Regular monitoring and safety assessments must be conducted.
2. Occupational safety shall be promoted. Work regulations, procedures and standards are prescribed to ensure risk safety is consistent the working environment and safe work procedures are improved. Tools and equipment for safety protection are also provided to Employees.
3. Preparations are made for emergency events. An emergency plan has been devised, and regular drills and improvements are carried out. This is to prevent and minimize any loss of lives or properties of the Company, Employees, trading partners and related persons.
4. A safe working culture has been built for the entire organization to ensure sustainable safe work operations. The Company attaches great importance to safety and occupational health and working environment has therefore established the following policy:
  - 1) The Company will strictly comply with the laws and regulations concerning safety, occupational health and work environment and will support safety projects of the government and relevant agencies.
  - 2) Occupational safety shall be the top priority for every employee.
  - 3) Supervisors at all levels shall be good role models and supervise their subordinates to work safely.
  - 4) The Company shall arrange for inspection and improvement of the work environment to be appropriate and safe.
5. The Company shall support and promote various safety activities to raise the employees safety awareness.
6. All employees must be considerate of the safety of themselves and their co-workers as well as the Companys assets while performing their jobs and give their full cooperation in taking part in the Companys projects or activities concerning safety and occupational health.
7. The Company will support the use of tools or technologies to achieve efficiency in safety related operations concerning the Companys stakeholders.
8. The Company will monitor and evaluate actions undertaken in accordance with the safety, occupational health and work environment policy in order to ensure strict compliance and achieve maximum efficiency in compliance with the workplace safety regulations and standards.

As a policy and guideline mentioned above, the Company held various activities to promote safety measure in several areas and safeguard employee health, such as emergency drills for chemical leakage and fire incident at the industrial park, fire evacuation drills, demonstrations on efficient, proper, and safe usage of fire extinguishers, Inspection and maintaining detection sensors and equipment to be ready to use, education on workplace illness and also having exercise routine to prevent Office Syndrome so that the employees will become healthier and can work in a safe environment.

In 2025, none of the complaints related to deficiencies in occupational health and safety or the working environment.

Reference link for Safety and occupational health at : <https://www.spi.co.th/th/investor-relations/publications->

### **Non-infringement of Intellectual Property**

The Board of Directors pursues a policy of non-infringement of intellectual property by prescribing the following guidelines.

1. Business undertakings shall be consistent with laws, regulations and contractual obligations governing intellectual property rights.
2. Intellectual property works of the Company shall be maintained. Such intellectual properties shall not be used or allowed to be used by others without authorization.
3. The intellectual property rights of others shall be respected. The works of others shall not be infringed or applied to personal use except where a license has been obtained or a fee paid to the owner of the work.
4. Intellectual property of creative works produced by Employees shall vest in The Company. Upon termination of employment, such intellectual property works must be returned to the Company regardless of the form in which is stored.

According to the above policies and guidelines, In 2025, the Company maintains a policy not to involve itself in activities related to intellectual property infringement, use of imitation products, or the unlicensed use of the intellectual properties of others.

Reference link for the other policy and guidelines : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

### **Environmental Responsibility**

The Board of Directors undertakes businesses with due regard for responsibilities to the environment. In this regard, the following policies and guidelines have been prescribed.

1. Businesses shall be undertaken in accordance with laws, regulations and policies on the environment with due regard for the impact on natural resources and the environment and regular revisions and assessments of the performance results shall be undertaken.
2. Organizational culture and consciousness of Employees at all levels shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.
3. Knowledge promotion and environmental training shall be extended to Employees.
4. An Environmental management system shall be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.
5. There shall be system for selection of trade partners in the value chain who undertake businesses in an environmentally friendly manner.
6. Environmentally friendly technology shall be developed and used.

In addition, the Company recognizes the importance of environmental management. As the operator and controller of the centralized wastewater treatment system within the Saha Group Industrial Park, the Company has established an Environmental Management System and implemented an Environmental Policy applicable to the Saha Group Industrial Park, to be observed by all directors, executives, and employees, as follows:

1. To comply with all applicable environmental laws, regulations, and requirements, and to adopt relevant criteria as minimum operational standards of the Company.
2. To monitor and control the conservation and efficient use of natural resources, and to proactively implement measures for pollution prevention, wastewater management, climate change mitigation and adaptation, in order to effectively minimize environmental impacts and ensure optimal resource utilization.
3. To communicate and promote environmental awareness among employees at all levels, as well as contractors and companies within the Saha Group Industrial Park, regarding the importance of and responsibilities for

compliance with the Company's Environmental Policy and Environmental Management System, and to disclose such policy to relevant stakeholders.

4. To establish environmental management objectives and targets for implementation and regular review.

5. To operate in accordance with the Company's Environmental Management System and continuously improve the system to ensure alignment with the Company's environmental commitments.

The following actions have been taken based on the above policy and guidelines. The Company operates with an awareness of any potential impact on the environment and natural resources and believes that quality work and efficient performance are the results of happy personnel, so the Industrial Park has been created to be a big house of family members of several tens of thousands of people which are fully equipped with facilities. The aim is for everyone to work happily with a warm lifestyle under the philosophy of building something more than an Industrial Zone where the environment is developed with a warm atmosphere and safe. Every tree has been fully cared for with proper attention to ensure that the Industrial Park is for everybody under the umbrella of the Industrial Park. Moreover, Eastern Thai Consulting 1992 Co., Ltd. (environmental consulting firm) has been contracted to do research, develop, and control the environment continuously, in terms of quality of water, noise, air, and industrial waste. The result of the quality of environmental research complied with the specified criteria and laws. In addition, tools and technologies for environmental quality assessments have been installed and are in use at the industrial park to continuously measure environmental quality. The results are displayed on the Dashboard screen for those involved to monitor, and there will be a notification alert if the concentration of any pollutant monitored exceeds the maximum recommended limit. There is also a database to keep track of the collected data for analysis to gain a comprehensive understanding of the environment in order to formulate plans for improving environmental practices in the future.

Reference link for the other policy and guidelines : <https://www.spi.co.th/en/investor-relations/publications-and-download/download/annual-report>

Page number of the reference link : 105

### **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

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, and the government.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.spi.co.th/en/corporate-governance/cg-policy>

Page number of the reference link : 21-25

### **Participation in anti-corruption networks**

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

Anti-corruption networks or projects the company : Thai Private Sector Collective Action Against Corruption

has joined or declared intent to join (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status :  
CAC\_Certificate.pdf

## 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 : Yes  
corporate governance policy and guidelines, or  
board of directors charter

Material changes and developments in policy and : Yes  
guidelines over the past year

The Board of Directors is aware of significance of good corporate governance and thus has established requirements that Good Corporate Governance Code, Code of Business Ethics, Code of Conduct for Directors, Executive Officers and Employees, along with the Anti-Corruption Policy and related regulations, must be made in writing and shall be reviewed at least once a year. The Company has worked on revision of Good Corporate Governance Code, aligning it to regulations of Stock Exchange of Thailand (SET) and the Securities and Exchange Commission. In 2025, actions of the Company were conducted as follows:

1. The Company reviewed Good Corporate Governance Code and related guidelines about good corporate governance and found that they were consistent with the Company's business and suitable to current situation.
2. Charters of all subcommittees were reviewed in order to clarify scope of responsibility.
3. The Company and its subsidiaries organized a seminar entitled The Role of the Board amid Governance Challenges in Creating Sustainable Value for Organizations and Society (ESG and Sustainable Value Creating) on 4<sup>th</sup> February 2025 for directors and executives, who play a key role in driving organizational transformation toward sustainability. In addition, a special seminar entitled CG in the New Normal was held on 20<sup>th</sup> May 2025 to enhance directors and executives understanding of good corporate governance practices, as well as to facilitate the exchange of views on the development of effective corporate governance amid current challenges and emerging opportunities.
4. The Company conducted the Corporate Governance and Anti-corruption Test to let employees review their understanding. All employees must complete the tests. at least once a year. 100% of employees successfully pass the assessment of their knowledge and understanding of good corporate governance and Anti-corruption.

### Implementation of the CG Code for listed companies

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

In addition to investors' trust and confidence, the Board of Directors (the "Board") of Saha Pathana Inter-Holding 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, Third Revision Version. 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

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

## Corporate Governance Structure

### Information on corporate governance structure

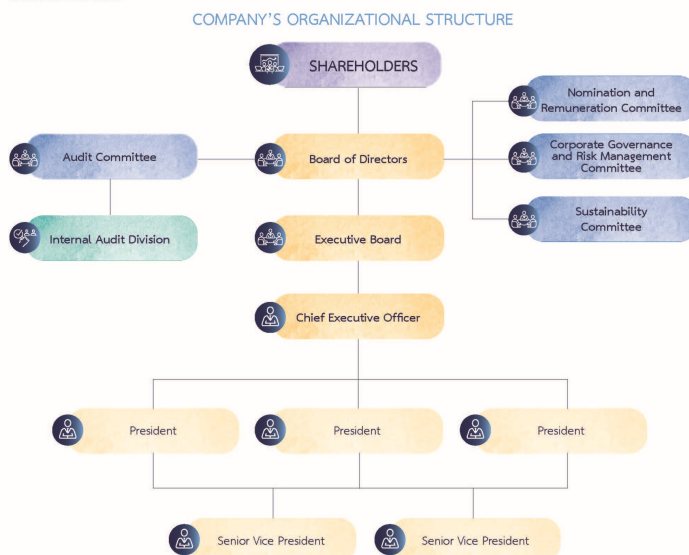
#### Corporate governance structure

#### Corporate governance structure diagram

#### Corporate governance structure diagram

##### 7.1 Corporate Governance Structure

The Company's management structure is clearly defined and has a balanced and auditable structure. The Board of Directors has a clear practice for the granting of authorities between the Board of Directors, Subcommittees and Executives. The Executives' structure comprises of the Board of Directors and 4 Subcommittees to help screen matters of significance, namely, the Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Risk Management Committee and Sustainability Committee. The Executives (Management) have their duty to control the Company's management and the Company Secretary performing certain duties is also required by law and assigned by the Board of Directors. Currently, the Company has restructured of organizations and operation, which comprise of Executive Board, Chief Executives Officer, President, and Senior Vice President and Executive Director. The Company sets the authority and duties of each committee and those of Chief Executives Officer are prescribed in writing in respective charters and the authority and responsibilities of Chief Executives Officer document which was approved by the Board of Directors and has a Company Secretary who performs duties in accordance with legal requirements and as assigned by the Board of Directors.



#### Information on the board of directors

#### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	14		15		16	
	12	2	12	3	12	4
Executive directors	5		6		6	
	4	1	5	1	5	1
Non-executive directors	9		9		10	
	8	1	7	2	7	3
Independent directors	4		5		6	
	3	1	3	2	4	2
Non-executive directors who have no position in independent directors	5		4		4	
	5	0	4	0	3	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	85.71	14.29	80.00	20.00	75.00	25.00
Executive directors	35.71		40.00		37.50	
	28.57	7.14	33.33	6.67	31.25	6.25
Non-executive directors	64.29		60.00		62.50	
	57.14	7.14	46.67	13.33	43.75	18.75
Independent directors	28.57		33.33		37.50	
	21.43	7.14	20.00	13.33	25.00	12.50
Non-executive directors who have no position in independent directors	35.71		26.67		25.00	
	35.71	0.00	26.67	0.00	18.75	6.25

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	70		69		66	
	70	74	68	73	65	68

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. SOMKID JATUSRIPITAK  Gender: Male  Age : 72 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Feb 2023	Economics, Risk Management, Business Administration, Governance/ Compliance, IT Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. SAMRERNG MANOONPOL Gender: Male Age : 89 years Highest level of education : Below a 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 : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,766,260 Shares (0.205883 %)</li> </ul>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>23 Mar 1972</p>	<p>Property Development, Corporate Management, Strategic Management, Risk Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. BOONSITHI CHOKWATANA  Gender: Male  Age : 88 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 6,908,057 Shares (0.805233 %)</li> </ul>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	20 Mar 1973	IT Management, Strategic Management, Property Development, Economics, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. VICHAI KULSOMPJOB  Gender: Male  Age : 48 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 50,000 Shares (0.005828 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 370,172 Shares (0.064723 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>23 Apr 2012</p>	<p>Strategic Management, Property Development, Sustainability, Governance/ Compliance, Economics</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. PUNNEE WORAWUTHICHONGSATHIT Gender: Female Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. SIRIKUL DHANASARN SILP  Gender: Female  Age : 78 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 3,537,075 Shares (0.412297 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	16 Jun 2016	Accounting, Corporate Management, Governance/ Compliance, Economics, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. SUJARIT PATCHIMNAN Gender: Male Age : 80 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	15 Dec 2016	Corporate Management, Strategic Management, Risk Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. NIPON POAPONGSAKORN Gender: Male Age : 77 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2017	Economics, Property Development, Risk Management, Sustainability, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PIPOPE CHOKVATHANA Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Information system Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 409,081 Shares (0.047684 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>23 Apr 2018</p>	<p>IT Management, Governance/ Compliance, Strategic Management, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. PIRIYA KHEMPON  Gender: Male  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : International Relations  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	19 Dec 2019	Sustainability, Risk Management, Strategic Management, Economics, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. RUANGROJ POONPOL  Gender: Male  Age : 48 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>15 Dec 2022</p>	<p>IT Management, Strategic Management, Business Administration, Corporate Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mrs. ATCHAKA SIBUNRUANG  Gender: Female  Age : 70 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>18 Jan 2024</p>	<p>Economics, Governance/ Compliance, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. VORAYOS THONGTAN  Gender: Male  Age : 44 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 43,000 Shares (0.005012 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>22 Apr 2024</p>	<p>Corporate Management, Strategic Management, Economics, IT Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Mr. PUN PANIANGVAIT  Gender: Male  Age : 50 years  Highest level of education : Master's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>20 Mar 2025</p>	<p>Governance/ Compliance, Law, Business  Administration, Corporate Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mrs. CHAILADA TANTIVEJAKUL  Gender: Female  Age : 49 years  Highest level of education : Master's degree  Study field of the highest level of education : International Trade and Policy  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 869,910 Shares (0.101401 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>28 Apr 2025</p>	<p>Risk Management, Economics, Corporate Management, Sustainability, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>16. Mr. PRAVEJ ONGARTSITTIKUL Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	28 Apr 2025	Accounting, Finance, Risk Management, Governance/ Compliance, Sustainability

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
<p>1. Mr. BOONKIET CHOKWATANA  Gender: Male  Age : 78 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 5,292,468 Shares (0.616913 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	<p>28 Apr 2025</p>	<p>Mrs. CHAILADA TANTIVEJAKUL</p> <p>Appointment date of replacement director : 28 Apr 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mr. PIPAT PANIANGVAIT  Gender: Male  Age : 86 years  Highest level of education : Honorary degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 8,260 Shares (0.000963 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	19 Mar 2025	<p>Mr. PUN PANIANGVAIT</p> <p>Appointment date of replacement director : 20 Mar 2025</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. SOMKID JATUSRIPITAK	Chairman of the board of directors		✓	✓		
2. Mr. SAMRERNG MANOONPOL	Vice-chairman of the board of directors	✓				✓
3. Mr. BOONSITHI CHOKWATANA	Vice-chairman of the board of directors	✓				✓
4. Mr. VICHAI KULSOMPFOB	Director	✓				✓
5. Mrs. PUNNEE WORAWUTHICHONGSATHIT	Director		✓	✓		
6. Ms. SIRIKUL DHANASARNSILP	Director	✓				✓
7. Mr. SUJARIT PATCHIMNAN	Director		✓		✓	✓
8. Mr. NIPON POAPONGSAKORN	Director		✓	✓		
9. Mr. PIPOPE CHOKVATHANA	Director	✓				✓
10. Mr. PIRIYA KHEMPON	Director		✓		✓	
<b>Total (persons)</b>		<b>6</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>9</b>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
11. Mr. RUANGROJ POONPOL	Director		✓	✓		
12. Mrs. ATCHAKA SIBUNRUANG	Director		✓	✓		
13. Mr. VORAYOS THONGTAN	Director	✓				✓
14. Mr. PUN PANIANGVAIT	Director		✓		✓	✓
15. Mrs. CHAILADA TANTIVEJAKUL	Director		✓		✓	✓
16. Mr. PRAVEJ ONGARTSITTIKUL	Director		✓	✓		
<b>Total (persons)</b>		<b>6</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>9</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	9	56.25
2. Property Development	4	25.00
3. Law	1	6.25
4. Accounting	3	18.75
5. Finance	4	25.00

Skills and expertise	Number (persons)	Percent (%)
6. Sustainability	9	56.25
7. IT Management	5	31.25
8. Corporate Management	7	43.75
9. Strategic Management	9	56.25
10. Risk Management	10	62.50
11. Governance/ Compliance	10	62.50
12. Business Administration	5	31.25

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

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

Additional explanation :

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

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

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

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

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

Board charter : Have

The Board of Directors has duties and responsibilities to supervise the company's management for the best interests of the company and its stakeholders. The Board must be aware of its powers, duties, and responsibilities to ensure compliance with the company's policies, laws, objectives, regulations, board resolutions, and shareholders' meetings. The Board should act with responsibility, caution, and integrity, akin to prudent businessperson, under similar circumstances, exercising commercial bargaining power free from any undue influence due to their status as directors.

Reference link for the board charter : <https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

Page number of the reference link : 1

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Board of Directors

#### Role

- Others
- The Board of Directors has duties and responsibilities to supervise the company's management for the best interests of the company and its stakeholders. The Board must be aware of its powers, duties, and responsibilities to ensure compliance with the company's policies, laws, objectives, regulations, board resolutions, and shareholders' meetings.

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

1. To establish directions, goals and business policies of the Company.
2. To approve plans and annual budgets; to supervise the performance of the management in order to ensure effectiveness and compliance with the laws and established policies and plans.
3. To encourage the development of the policy of corporate governance, ethics and business Code of Ethics, written in order for Company Directors, Executives and Employees to follow as guideline in the conduct of the business.
4. To establish policy and system supporting efficient practice of anti-corruption in order to ensure culture in the organization.
5. To arrange for a sufficient internal control system in order to ensure that transactions are approved by authorized individuals, reviewed and recorded accounting reports; and, to implement systems preventing inappropriate use of Company assets.
6. Transactions with a possible conflict of interests must be carefully reviewed, with a definite to ensure the interests of both the Company and the shareholders. Stakeholders may not be involved in the decision making process. They must follow the requirements of the propose procedure and disclosure of transactions with regard to

any possible conflict of interests.

7. To approve the reviewed and/or audited financial reports, that has previously been approved by the Audit Committee.

8. To be equally responsible to all shareholders and, to correctly, basely and transparently disclose information to shareholders and investors.

9. To acknowledge business management reports from the Executive Board.

10. To convene shareholders meeting upon a specified date, time, place and agenda as well as determining an amount of dividends (if any); and, to provide shareholders with opinions of the Board of Directors on the matters proposed to the shareholders. During the 21 days prior to each shareholder meeting, the Company may stop share transfer registration by informing the shareholders at the headquarters and the branch offices at least 14 days prior to the day share transfer registration suspension. Alternatively, a record date (RD) may be determined no longer than 2 months prior to the day of any shareholders meeting and, which will determine the right to attend shareholders meeting and to receive dividends.

11. To prepare the Report on the Company Board of Directors' Responsibilities for Financial Statements and disclose it in the Annual Registration Statement/the Annual Report (Form 56-1 One Report).

12. To follow up on documents to be submitted to relevant regulatory agencies, in order to ensure that the statements or the items are correct as per the data appearing in the account documents, the registration or any other document of the Company.

13. To approve the charter of the Board of Directors and/or other committees.

14. To engage in any other action, which is beyond the authority of the Executive Board, or which the Board of Directors deems appropriate.

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

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## **Audit Committee**

### **Role**

- Audit of financial statements and internal controls

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

1. To review correct and sufficient financial reporting of the company with reviewing the important accounting policy of the Company and disclose according to the Financial Reporting Standards.

2. To review and ensure that the Company has appropriate and effective systems for internal control, risk management, good corporate governance, and internal audit.

3. To review the procedure in compliance with the Anti-Corruption Policy.

4. To consider the independence of the internal audit unit and to consent on consideration of appraise, appoint, transfer and dismiss the chief of internal audit unit or any other unit responsible for internal audit operations, supervise to ensure that chief of internal audit has sufficient education, experiences and training for adequate to such internal audit operations as well as established standards and procedures for internal audit operations.

5. To approve the Internal Audit Charter and review the Internal Audit Charter on a yearly basis.

6. To approve Audit plan and to follow up the procedure in compliance with the internal audit unit plan.

7. To review that the company complies with the laws on securities and stock exchange, the Stock Exchange of Thailand regulations and laws relating to the business of the Company.

8. To consider, to select, nominate, lay off and dismiss independent individuals as company auditors; to propose the compensation for such individuals; to obtain the General Meeting of Shareholders for appointment and to engage in meeting with auditors without the presence of members of the management at least once a

year.

9. To review acquisitions or disposals of assets, related party transactions, or transactions that may involve material conflicts of interest, ensuring compliance with applicable laws, regulations of the Stock Exchange of Thailand, and notifications of the Capital Market Supervisory Board, as well as to monitor the progress of related reporting to ensure that such transactions are reasonable and in the best interests of the Company.

10. To consider capital raising activities and monitor the use of proceeds to ensure that they are appropriate and in accordance with the disclosed objectives.

11. To prepare the report of the Audit Committee for disclosure in the annual report of the company. The report must be signed by the Chairman of Audit Committee and contains the following information as a minimum:

(a) The opinion on correctness, completeness and credibility of the financial reports of the Company.

(b) The opinion on sufficiency of the internal control system, risk management, fraud and corruption of the Company.

(c) The opinion on compliance with the laws on securities and stock exchange, Stock Exchange of Thailand, regulations and laws relating to the business of the Company.

(d) The opinion on suitability of the auditors and the chief of internal control.

(e) The opinion on transactions with possible conflict of interests.

(f) The number of Audit Committee meetings and the attendance of each member.

(g) The overall opinion or observation regarding the Audit Committee performance of duties under this charter.

(h) Other matters which shareholders and investors should be aware of that are within the extent of duties and responsibilities assigned by the Board of Directors.

12. In the case where the Audit Committee finds or suspects any of the following matters, which may have significant effect on the financial status and the operation of the company, the Audit Committee must report to the Board of Directors for suitable remedy within a timeframe deemed appropriate by the Audit Committee:

(a) Transactions with conflict of interests.

(b) Corruption, fraud, irregularity or significant defect of the internal control system.

(c) Violation of the laws on securities and stock exchange, Stock Exchange of Thailand, regulations and laws relating to the business of the company.

In the case where the Board of Directors or the responsible executives do not remedy the matter within the timeframe specified by the Audit Committee, a member of the Audit Committee may report such a transaction or action to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand. Including, where the auditor reports any suspicious conduct of directors, executives, or persons responsible for the Company's operations under the Securities and Exchange Act, to submit a preliminary report to the Office of the Securities and Exchange Commission (SEC) within the period prescribed by law.

13. To encourage the company to have an efficient risk management system and follow up on it, including supervising risks and internal control relating to Anti-Corruption, and regularly report the auditing results to the Board of Directors.

14. To ensure the company has whistleblowing and complaint channels related to transaction on inappropriate financial statements, corruption or any issues with procedure of protection and information secret of complainants including independent investigation and appropriated follow up.

15. To ensure the company has a management system with the Good Corporate Governance principles.

16. To review, update and revise the Audit Committee Charter on yearly basis and propose to the Board of Directors for approval.

17. To provide a self-assessment at least once a year.

18. To engage in any other action as assigned by the Board of Directors at the agreement of The Audit Committee under the authority of company regulations and the laws.

## Reference link for the charter

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## Executive Committee

### Role

- Others
- To manage business of the Company

### Scope of authorities, role, and duties

1. To propose goals, policies, operational plans and annual budgets to the Board of Directors.
2. To manage the business of the Company in accordance with the directions, goals and business policies of the Company.
3. To enhance the competitiveness of the Company and encourage continuous innovation.
4. To ensure that the operation of the Company is consistent with the laws, Company objectives and regulations, shareholders meeting resolutions, Board of Directors resolutions and relevant regulations.
5. Members of the Executive Board may distribute responsibilities among themselves, provided that the Executive Board be kept informed of the progress of the matter each member oversees.
6. To arrange for financial statements to be prepared in order for the auditors to audit and/or review prior to a proposal to the Audit Committee and the Board of Directors respectively.
7. To review matters to be proposed to the Board of Directors for approval.
8. To revise the Executive Board Charter and propose it to the Board of Directors for approval.
9. To engage in any other action as assigned by the Board of Directors.

## Reference link for the charter

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

#### Nomination

1. To identify and screen individuals who are qualified to serve as Company Directors.
2. To review the background of selected individuals to ensure that they are qualified by their knowledge, competence, experience and expertise in accordance with Company regulations and relevant laws.
3. To provide selection opinions or recommendations for the consideration of the Board of Directors.
4. To nominate selected individuals to the Board of Directors for consideration.
5. To revise the Nomination and Remuneration Committee Charter, when needed and propose it to the Board of Directors for their approval.
6. To engage in any other action as assigned by the Board of Directors.

#### Remuneration

1. To evaluate the performance of the Board of Directors each year.
2. To determine the remuneration of Company Directors on the basis of the operational performance of the Company, the amount of remuneration approved at the previous shareholders meeting and the amount paid in the

prior year; and, to propose the determined amount to the Board of Directors for their consideration and to the shareholders meeting for approval.

3. To determine the remuneration for Company Directors on the basis of performance, as well as, duties and responsibilities, this must not exceed the amount approved by the shareholders; and to propose the determined amount to the Board of Directors for approval.

4. To determine the remuneration for members of Subcommittee (those who are not Company Directors) on the basis of performance as well as duties and responsibilities; and, to propose the determined amount to the Board of Directors for approval.

5. To revise the Nomination and Remuneration Committee Charter and propose it to the Board of Directors for approval.

6. To engage in any other action as assigned by the Board of Directors.

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

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## **Corporate Governance and Risk Committee's**

### **Role**

- Risk management
- Corporate governance

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

#### Corporate Governance

1. To review and update the Good Corporate Governance, Good Principles of Good Corporate Governance, Code of Ethics, and Code of Conducts for Executives and Employees, Anti-corruption Policy and Procedure in order to be in line with the changes in related business, regulations, announcement, rules, and laws.

2. To set the operational guidelines in accordance with the Principles of Good Governance, Anti-corruption, and to monitor, supervise, and assess the operation.

3. To promote and support the Board of Directors, Executives, and Employees to comply with the Principles of Good Governance and Anti-corruption.

4. To review and amend the Charters of Corporate Governance and Risk Management Committee and propose to the Board of Directors for approval.

5. To perform any operation as assigned by the Board of Directors.

#### Risk Management

1. To clearly and continuously determine the policy and targets, plan, assess the risk, and provide the risk management system of the Company in order to deal with any significant risk and report to the Board of Director

2. To promote and encourage cooperation in risk management at all levels in the organization.

3. To monitor, supervise, and assess the performance in order to have appropriate and effective risk management by paying attention to all possible warning signs and irregularities.

4. To continuously develop effective risk management throughout the organization.

5. To review and amend the Charters of Corporate Governance and Risk Management Committees and propose to the Board of Directors for approval.

6. To perform any operation as assigned by the Board of Directors.

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

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## Sustainability Committee

### Role

- Sustainability development

### Scope of authorities, role, and duties

1. To determine, review, and improve the Policy of Business Sustainability Development, as well as various policies and practices to be in line with business changes, rules, announcements, regulations, and relevant laws following international standards.
2. To determine and review the Strategy of Business Sustainability Development, including proposing relevant recommendations to the Board of Directors.
3. To promote and drive cooperation for Business Sustainability Development.
4. To follow up and supervise operations according to the plan and evaluate the performance, including progress in Business Sustainability Development.
5. To report performance to the Board of Directors regularly.
6. To review and correct the Charter of the Sustainability Committee and propose it to the Board of Directors for approval.
7. To operate any tasks assigned by the Board of Directors.

### Reference link for the charter

<https://www.spi.co.th/en/downloads/corporate-governance/charter-definition-and-authority>

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. NIPON POAPONGSAKORN Gender: Male Age : 77 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 : No	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	18 Jan 2024	Economics, Property Development, Risk Management, Sustainability, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Mrs. PUNNEE WORAWUTHICHONGSATHIT (*)</p> <p>Gender: Female Age : 73 years Highest level of education : Master'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>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability
<p>3. Mrs. ATCHAKA SIBUNRUANG</p> <p>Gender: Female Age : 70 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 : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	18 Jan 2024	Economics, Governance/ Compliance, Strategic Management, Risk Management

*Additional explanation :*

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

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

**List of executive committee members**

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. VICHAI KULSOMPJOB  Gender: Male  Age : 48 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>14 May 2013</p>
<p>2. Mr. SAMRERNG MANOONPOL  Gender: Male  Age : 89 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>9 May 1994</p>
<p>3. Mr. BOONSITHI CHOKWATANA  Gender: Male  Age : 88 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>9 May 1994</p>
<p>4. Ms. SIRIKUL DHANASARNILP  Gender: Female  Age : 78 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>11 May 2016</p>

List of committee members	Position	Appointment date of executive committee member
<p>5. Mr. PIPOPE CHOKVATHANA  Gender: Male  Age : 49 years  Highest level of education :  Bachelor's degree  Study field of the highest level of education : Management Information system  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>15 May 2019</p>
<p>6. Mr. SONTAYA TABKHAN  Gender: Male  Age : 61 years  Highest level of education :  Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>16 May 2022</p>
<p>7. Ms. KESARA SUMKANJANARUK  Gender: Female  Age : 59 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>	<p>Member of the executive committee</p>	<p>16 May 2022</p>
<p>8. Mr. VORAYOS THONGTAN  Gender: Male  Age : 44 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>16 May 2022</p>

List of committee members	Position	Appointment date of executive committee member
9. Ms. SUTHIDA JONGJENKIT Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Masters Degree of Science in Finance, Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	18 Jan 2024
10. Mr. JAKKRIT SANTIRATTANAKUL Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	25 Jun 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. MANU LEELANUWATANA Gender: Male Age : 80 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	30 Sep 2025	-

**Other Subcommittees**

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. BOONSITHI CHOKWATANA	The chairman of the subcommittee
	Mr. VICHAI KULSOMPJOB	Member of the subcommittee
	Ms. SIRIKUL DHANASARNILP	Member of the subcommittee
Corporate Governance and Risk Committee's	Mrs. ATCHAKA SIBUNRUANG	The chairman of the subcommittee (Independent director)
	Ms. SIRIKUL DHANASARNILP	Member of the subcommittee
	Mr. PIPOPE CHOKVATHANA	Member of the subcommittee
	Mr. SONTAYA TABKHAN	Member of the subcommittee
	Mr. SUPRADIT SA-ID	Member of the subcommittee
Sustainability Committee	Mr. VICHAI KULSOMPJOB	The chairman of the subcommittee
	Mr. SONTAYA TABKHAN	Member of the subcommittee
	Ms. KESARA SUMKANJANARUK	Member of the subcommittee
	Mr. VORAYOS THONGTAN	Member of the subcommittee
	Ms. SUTHIDA JONGJENKIT	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. VICHAI KULSOMPFOB</p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	<p>12 Mar 2018</p>	<p>Strategic Management, Property Development, Sustainability, Governance/ Compliance, Economics</p>
<p>2. Mr. SONTAYA TABKHAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>President</p>	<p>1 Aug 2018</p>	<p>Engineering, Energy &amp; Utilities, Corporate Social Responsibility, Human Resource Management, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. VORAYOS THONGTAN</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	President	1 Aug 2018	Corporate Management, Strategic Management, Economics, IT Management, Sustainability
<p>4. Ms. SUTHIDA JONGJENKIT</p> <p>Gender: Female</p> <p>Age : 40 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Masters Degree of Science in Finance,</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	President	1 Aug 2018	Finance, Data Management, Data Analysis, Corporate Management, Leadership

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. TINAKORN BUNNAG</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Achitecture</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President	1 Aug 2018	Property Development, Architecture, Design, Construction Services, Construction Materials
<p>6. Ms. KESARA SUMKANJANARUK</p> <p>Gender: Female</p> <p>Age : 59 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President	1 Aug 2018	Accounting, Finance, Human Resource Management, Procurement, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
7. Mr. PHONGTHEP ROHITASUN <sup>(*)(**)</sup> Gender: Male Age : 40 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	Chief Financial Officer	18 Jan 2024	Banking, Accounting, Finance, Data Analysis, Statistics

*Additional Explanation :*

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

*(\*\*) Accounting supervisor*

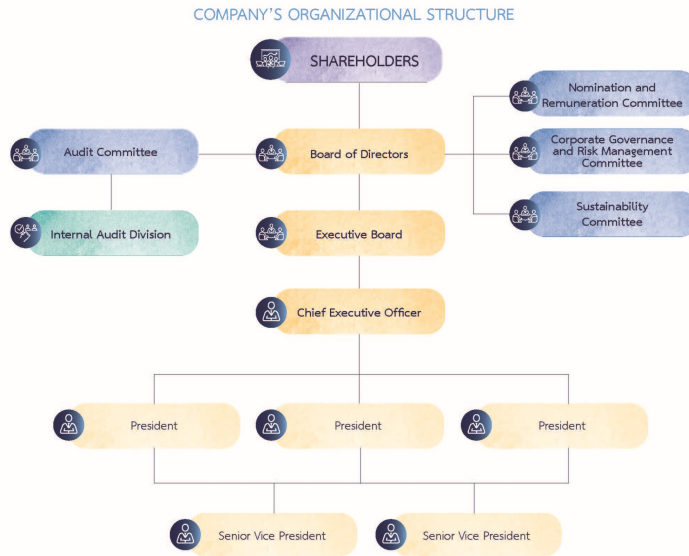
*(\*\*\*) Appointed after the fiscal year end of the reporting year*

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

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

### 7.1 Corporate Governance Structure

The Company's management structure is clearly defined and has a balanced and auditable structure. The Board of Directors has a clear practice for the granting of authorities between the Board of Directors, Subcommittees and Executives. The Executives' structure comprises of the Board of Directors and 4 Subcommittees to help screen matters of significance, namely, the Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Risk Management Committee and Sustainability Committee. The Executives (Management) have their duty to control the Company's management and the Company Secretary performing certain duties is also required by law and assigned by the Board of Directors. Currently, the Company has restructured of organizations and operation, which comprise of Executive Board, Chief Executives Officer, President, and Senior Vice President and Executive Director. The Company sets the authority and duties of each committee and those of Chief Executives Officer are prescribed in writing in respective charters and the authority and responsibilities of Chief Executives Officer document which was approved by the Board of Directors and has a Company Secretary who performs duties in accordance with legal requirements and as assigned by the Board of Directors.



### Remuneration policy for executive directors and executives

To ensure that the structure and rate for director remuneration are appropriate and able to encourage the Board of Directors to lead the Company's operation toward short-term and long-term goals, the Board of Directors appoint the Nomination and Remuneration Committee as a party to assess and determine director remuneration according to each director's roles and responsibilities. The Nomination and Remuneration Committee shall assess based on annual review of overall duties being performed by the Board of Directors, the Company's business operation, remuneration budget approved by the Annual General Meeting of Shareholders, the amount paid in the prior year with peer comparison, which shall be proposed to the Board of Directors for consideration and to the General Meeting of Shareholders for approval.

Does the board of directors or the remuneration committee have : Doesn't Have  
 an opinion on the remuneration policy for executive directors and  
 executives

### Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	81,221,078.00	108,298,234.99	106,965,996.16

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	2,901,597.00	3,675,675.00	3,532,038.00
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 and executives in the past year : 0.00

#### Other significant information

Other significant information

#### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. PHONGTHEP ROHITASUN	phongthep@spi.co.th	-

#### List of the company secretary

General information	Email	Telephone number
1. Mr. SUPRADIT SA-ID	supradit@spi.co.th	-

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

General information	Email	Telephone number
1. Ms. PLEANPIT BOONSIRI	pleanpit@spi.co.th	-

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

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. NATTHAKAN THANAWADEE	ir@spi.co.th	-

#### Company's auditor

#### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	3,750,000.00	Types of non-audit service : review on sale volume (royalty fee)  Details of non-audit service : -  Total non-audit fee 100,000.00 baht	1. Mr. WICHART LOKATEKRAWEE Email: wichart. lokatekrawee@th.ey.com License number: 4451  2. Ms. KAMONTIP LERTWITWORATEP Email: kamontip. lertwitworatep@th.ey.com License number: 4377  3. Mr. SOMSAK CHIRATDHITIAMPHYVONG Email: somsak. chiratdhitiampyvong@th. ey.com License number: 8874

#### Details of the auditors of the subsidiaries<sup>(1)</sup>

Audit fee (Baht)	Other service fees		
2,300,000.00	Types of non-audit service : Other service fees  Details of non-audit service : -  Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 0.00 baht		
350,000.00	-		

Remark: <sup>(1)</sup> The Subsidiaries paid for audit fee during the previous financial year as follows: - A total of 4 companies were audited by EY Office Limited 2,300,000.- Baht - A total of 9 companies were audited by other audit firms 350,000.- Baht

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

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

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

## Performance Report on Corporate Governance

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

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

#### 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
Mrs. PUNNEE WORAWUTHICHONGSATHIT	Director	25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability
Mr. PIRIYA KHEMPON	Director	19 Dec 2019	Sustainability, Risk Management, Strategic Management, Economics, Governance/ Compliance
Mr. RUANGROJ POONPOL	Director	15 Dec 2022	IT Management, Strategic Management, Business Administration, Corporate Management
Mrs. ATCHAKA SIBUNRUANG	Director	18 Jan 2024	Economics, Governance/ Compliance, Strategic Management, Risk Management

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

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PUN PANIANGVAIT	Director	20 Mar 2025	Governance/ Compliance, Law, Business Administration, Corporate Management
Mrs. CHAILADA TANTIVEJAKUL	Director	28 Apr 2025	Risk Management, Economics, Corporate Management, Sustainability, Finance

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

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PRAVEJ ONGARTSITTIKUL	Director	28 Apr 2025	Accounting, Finance, Risk Management, Governance/ Compliance, Sustainability

#### Selection of independent directors

##### Criteria for selecting independent directors

The company has given the following definitions of an "independent director" based on the announcement of the Capital Market Supervisory Board.

(1) The person must hold no more than 156 of shares with voting rights of the company, the parent company, the associates, the affiliates, the major shareholders or the entities with the authority to control the company; inclusive of shareholding by individuals related to such independent directors.

(2) The person must not be serving, or have servant, as a director who is involved with the management, or a staff member, an employee or a consultant with a monthly wage. The person also must not be or be an individual with the authority to control the company. the parent company, the associates, the affiliates, the associates the same level, the major shareholders or of the entities with the authority to control the company, with the exception of the case where he

or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The ineligibility however does not include the case where an independent director has previously served as a public servant or a consultant a government agency which is a major shareholder of, or an entity with the

authority to control the company.

(3) The person must not be related by blood or law as father, mother, spouse, sibling or child, spouse of son or daughter of executives, major shareholders, individuals with the authority to control the company candidates for the position of an executive or an individual with the authority to control the company or an associate.

(4) The person must not have, or have had, a business relationship with the company, the parent company, the associates, the affiliates, the major shareholders or the entities with the authority to control the company, in a manner that may interfere with one's independent discretion. The person also must have not been or has been a shareholder, individuals with the authority to control the company, of the person who has business relationship with the

company, the parent company, the associates, the affiliates, the major shareholder or the entities with the authority to control the company. There is an exception in the case where he or she has retired from such a position for least two years prior to the day on which he or she is appointed as an independent director.

The business relationship as described in the above paragraph is inclusive of normal trading transactions for the conduct of business; lease or letting of immovable: transactions relating to assets or service; provision or acceptance of financial assistance through acceptance or provision of loans and guarantees, the use of assets as collateral and other such practices which result in the company or the party to to the agreement being under the obligation to repay the other

party for an amount from 396 of net tangible assets of the company or from Twenty Million Baht whichever is lower. The the Announcement of the Capital Market Supervisory Board on the Related Transaction Chia with exceptions. The said obligation to debt includes that which has materialized during the period of one year prior to day of business relationship with the same individual.

(5) The person must not be, or has been, an auditor of the company, the parent company, the associates, the affiliates, the major shareholders or the entities with the authority to control the company. The person also must not be a significant shareholder, an individual with the authority to control or a partner the audit office with which the auditor the company, the parent company, the associates, the affiliates, the major shareholders or the has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

(6) The person must not be, or has been, a provider of a professional service including the service as a legal consultant or a financial consultant for which greater than Two Million Baht of fee is paid per year by the company, the parent company, the associates, the affiliates, the major shareholders or the entities with the authority to control the company. The person also must not be a significant shareholder or an individual with the authority to control or a partner

of such provider of professional service. There is an exception in such case where he or she has retired such such a position for at least two years prior to the day on he or she is appointed as an independent director.

(7) The person must not be a director appointed to represent a director of the company, a major shareholder or a shareholder who is related to a major shareholder.

(8) The person must not be in a business of the same nature as, and of significant competition to, that of the company or an associate. The person also must not be a significant partner in a partnership; a director is involved with the management; a staff member, an employee; a consultant with a monthly wage; as well as, a shareholder who holds more than 196 of shares with voting rights of another company which is engaged in a business of the same nature as and of significant competition to that of the company or an associate.

(9) The person must not have any other characteristic which is an obstacle the giving of free opinion on the operation of the company.

After having been appointed as an independent director following the qualifications specified under items (1) through (9) above, the independent director may be assigned by the Board of Directors to make decision on the operation of the company, the parent company, the associates, the affiliates, the associates of the level, the major shareholders or the entities with the authority to control the company in the manner of a collective decision.

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

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

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

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

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

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

#### **Number of directors from major shareholders**

Number of directors from each group of major shareholders over the past year (persons) : 0

#### **Rights of minority shareholders on director appointment**

Shareholders to nominate candidates to be elected as Directors at the Annual General Meeting of Shareholders.

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

#### **Setting qualifications for the selection of directors**

#### **Details of qualifications for the selection of directors**

## **Information on the development of directors**

#### **Development of directors over the past year**

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SOMKID JATUSRIPITAK (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. SAMRERNG MANOONPOL (Vice-chairman of the board of directors)	Non-participating	-
3. Mr. BOONSITHI CHOKWATANA (Vice-chairman of the board of directors)	Non-participating	-
4. Mr. VICHAI KULSOMPJOB (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>
5. Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>
6. Ms. SIRIKUL DHANASARNILP (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>
7. Mr. SUJARIT PATCHIMNAN (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>
8. Mr. NIPON POAPONGSAKORN (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. PIPOPE CHOKVATHANA (Director)	Non-participating	-
10. Mr. PIRIYA KHEMPON (Director)	Non-participating	Other <ul style="list-style-type: none"> <li>• 2024: The Board's Roles in Climate Governance (BCG)</li> </ul>
11. Mr. RUANGROJ POONPOL (Director, Independent director)	Non-participating	-
12. Mrs. ATCHAKA SIBUNRUANG (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> </ul>
13. Mr. VORAYOS THONGTAN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: The Boards Role in Mergers and Acquisitions (BMA)</li> </ul>
14. Mr. PUN PANIANGVAIT (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2014: Director Accreditation Program (DAP)</li> </ul>
15. Mrs. CHAILADA TANTIVEJAKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Director Certification Program (DCP)</li> <li>• 2017: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2006: Director Accreditation Program (DAP)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
16. Mr. PRAVEJ ONGARTSITTIKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2021: Director Leadership Certification Program (DLCP)</li> <li>• 2017: Ethical Leadership Program (ELP)</li> <li>• 2007: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: CG in New Normal (Inhouse) Thai Institute of Directors Association (IOD)</li> <li>• 2018: Boards that Make a Difference</li> <li>• 2016: Corporate Governance for Capital Market Intermediaries (CGI)</li> </ul>

### Information on the evaluation of duty performance of directors

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

Excellent Over 90 percent

Good Over 70 percent

Fair Over 50 percent

Unsatisfied Less than, or 50 percent

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

Results of evaluation of the performance of the entire Board average percentage 90.40 = Excellent

Results of self-evaluation of the performance of the directors average percentage 89.69 = Good

Audit Committee average percentage 100.00 = Excellent

Nomination and Remuneration Committee average percentage 80.00 = Good

Good Governance and Risk Management Committee average percentage 92.27 = Excellent

Sustainability Committee average percentage 86.00 = Good

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Excellent Over 90 percent

Good Over 70 percent

Fair Over 50 percent

Unsatisfied Less than, or 50 percent

## 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 : 11  
past year (times)

Date of AGM meeting : 28 Apr 2025

EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SOMKID JATUSRIPITAK (Chairman of the board of directors, Independent director)	10	/	11	1	/	1		/	
2. Mr. SAMRERNG MANOONPOL (Vice-chairman of the board of directors)	11	/	11	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. Mr. BOONSITHI CHOKWATANA (Vice-chairman of the board of directors)	11	/	11	1	/	1		/	
4. Mr. VICHAI KULSOMPFOB (Director)	11	/	11	1	/	1		/	
5. Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director, Independent director)	11	/	11	1	/	1		/	
6. Ms. SIRIKUL DHANASARNILP (Director)	11	/	11	1	/	1		/	
7. Mr. SUJARIT PATCHIMNAN (Director)	11	/	11	1	/	1		/	
8. Mr. NIPON POAPONGSAKORN (Director, Independent director)	11	/	11	1	/	1		/	
9. Mr. PIPOPE CHOKVATHANA (Director)	11	/	11	1	/	1		/	
10. Mr. PIRIYA KHEMPON (Director)	10	/	11	1	/	1		/	
11. Mr. RUANGROJ POONPOL (Director, Independent director)	7	/	11	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
12. Mrs. ATCHAKA SIBUNRUANG (Director, Independent director)	11	/	11	1	/	1		/	
13. Mr. VORAYOS THONGTAN (Director)	11	/	11	0	/	0		/	
14. Mr. PUN PANIANGVAIT (Director)	8	/	8	1	/	1		/	
15. Mrs. CHAILADA TANTIVEJAKUL (Director)	6	/	8	1	/	1		/	
16. Mr. PRAVEJ ONGARTSITTIKUL (Director, Independent director)	7	/	8	1	/	1		/	
17. Mr. BOONKIET CHOKWATANA (Director)	2	/	3	0	/	0		/	
18. Mr. PIPAT PANIANGVAIT (Director)	2	/	2	0	/	0		/	

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

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SOMKID JATUSRIPITAK (Chairman of the board of directors)	10/11 (90.91%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
2. Mr. SAMRERNG MANOONPOL (Vice-chairman of the board of directors)	11/11 (100.00%)	1/1 (100.00%)	N/A
3. Mr. BOONSITHI CHOKWATANA (Vice-chairman of the board of directors)	11/11 (100.00%)	1/1 (100.00%)	N/A
4. Mr. VICHAI KULSOMPJOB (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
6. Ms. SIRIKUL DHANASARNILP (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUJARIT PATCHIMNAN (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
8. Mr. NIPON POAPONGSAKORN (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
9. Mr. PIPOPE CHOKVATHANA (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
10. Mr. PIRIYA KHEMPON (Director)	10/11 (90.91%)	1/1 (100.00%)	N/A
11. Mr. RUANGROJ POONPOL (Director)	7/11 (63.64%)	1/1 (100.00%)	N/A
12. Mrs. ATCHAKA SIBUNRUANG (Director)	11/11 (100.00%)	1/1 (100.00%)	N/A
13. Mr. VORAYOS THONGTAN (Director)	11/11 (100.00%)	N/A	N/A
14. Mr. PUN PANIANGVAIT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
15. Mrs. CHAILADA TANTIVEJAKUL (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
16. Mr. PRAVEJ ONGARTSITTIKUL (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
17. Mr. BOONKIET CHOKWATANA (Director)	2/3 (66.67%)	N/A	N/A
18. Mr. PIPAT PANIANGVAIT (Director)	2/2 (100.00%)	N/A	N/A
<b>Average meeting attendance rate</b>	<b>93.04%</b>	<b>100.00%</b>	<b>N/A</b>

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

## Remuneration of the board of directors

### Types of remuneration of the board of directors

Monetary Remuneration

Remuneration of the board of directors<sup>(2)</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. SOMKID JATUSRIPITAK</b> (Chairman of the board of directors, Independent director)			<b>5,040,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	120,000.00	4,920,000.00	5,040,000.00	No	
<b>2. Mr. SAMRERNG MANOONPOL</b> (Vice-chairman of the board of directors)			<b>1,260,000.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	110,000.00	1,150,000.00	1,260,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
<b>3. Mr. BOONSITHI CHOKWATANA</b> (Vice-chairman of the board of directors)			<b>2,996,000.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	110,000.00	2,850,000.00	2,960,000.00	No	
Executive Committee (Member of the 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	
Nomination and Remuneration Committee (The chairman of the subcommittee)	36,000.00	0.00	36,000.00	No	
<b>4. Mr. VICHAI KULSOMPJOB (Director)</b>			<b>1,814,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	1,650,000.00	1,760,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (The chairman of the subcommittee)	24,000.00	0.00	24,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
<b>5. Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director, Independent director)</b>			<b>950,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	720,000.00	830,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>6. Ms. SIRIKUL DHANASARNSILP (Director)</b>			<b>1,130,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	970,000.00	1,080,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Risk Committee's (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
<b>7. Mr. SUJARIT PATCHIMNAN (Director)</b>			<b>780,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	670,000.00	780,000.00	No	
<b>8. Mr. NIPON POAPONGSAKORN (Director, Independent director)</b>			<b>1,070,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	720,000.00	830,000.00	No	
Audit Committee (Chairman of the audit committee)	240,000.00	0.00	240,000.00	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>9. Mr. PIPOPE CHOKVATHANA (Director)</b>			<b>1,100,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	970,000.00	1,080,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Risk Committee's (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>10. Mr. PIRIYA KHEMPON (Director)</b>			<b>770,000.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	670,000.00	770,000.00	No	
<b>11. Mr. RUANGROJ POONPOL (Director, Independent director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
<b>12. Mrs. ATCHAKA SIBUNRUANG (Director, Independent director)</b>			<b>974,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	720,000.00	830,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
Corporate Governance and Risk Committee's (The chairman of the subcommittee)	24,000.00	0.00	24,000.00	No	
<b>13. Mr. VORAYOS THONGTAN (Director)</b>			<b>1,100,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	970,000.00	1,080,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>14. Mr. PUN PANIANGVAIT (Director)</b>			<b>638,333.00</b>		<b>0.00</b>
Board of Directors (Director)	80,000.00	558,333.00	638,333.00	No	
<b>15. Mrs. CHAILADA TANTIVEJAKUL (Director)</b>			<b>572,500.00</b>		<b>0.00</b>
Board of Directors (Director)	70,000.00	502,500.00	572,500.00	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>16. Mr. PRAVEJ ONGARTSITTIKUL</b> (Director, Independent director)			<b>572,500.00</b>		<b>N/A</b>
Board of Directors (Director)	70,000.00	502,500.00	572,500.00	No	
<b>17. Mr. SONTAYA TABKHAN</b> (Member of the executive committee)			<b>40,000.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
Corporate Governance and Risk Committee's (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>18. Ms. KESARA SUMKANJANARUK</b> (Member of the executive committee)			<b>20,000.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	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>19. Ms. SUTHIDA JONGJENKIT</b> (Member of the executive committee)			<b>20,000.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>20. Mr. JAKKRIT SANTIRATTANAKUL</b> (Member of the executive committee)			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>21. Mr. SUPRADIT SA-ID</b> (Member of the subcommittee)			<b>20,000.00</b>		<b>0.00</b>
Corporate Governance and Risk Committee's (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>22. Mr. BOONKIET CHOKWATANA</b> (Director)			<b>243,333.00</b>		<b>0.00</b>
Board of Directors (Director)	20,000.00	223,333.00	243,333.00	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>23. Mr. PIPAT PANIANGVAIT (Director)</b>			<b>187,500.00</b>		<b>0.00</b>
Board of Directors (Director)	20,000.00	167,500.00	187,500.00	No	
<b>24. Mr. MANU LEELANUWATANA (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

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

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,580,000.00	18,934,166.00	20,514,166.00
2. Audit Committee	480,000.00	0.00	480,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	96,000.00	0.00	96,000.00
5. Corporate Governance and Risk Committee's	104,000.00	0.00	104,000.00
6. Sustainability Committee	104,000.00	0.00	104,000.00

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

	2023	2024	2025
Meeting allowance (Baht)	1,664,000.00	2,116,000.00	2,364,000.00
Other monetary remuneration (Baht)	16,200,000.00	18,543,333.00	18,934,166.00
Total (Baht)	17,864,000.00	20,659,333.00	21,298,166.00

Remark: <sup>(2)</sup> Mr. Ruangroj Poonpol doesnt wish to receive compensation for holding the position of company director.

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

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

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

#### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

- Appointing a representative as a director, executive, or person with control authority in proportion to the shareholding
- Defining the scope of authority, duties, and responsibilities of the directors and executives representing the company in setting key policies
- Disclosure of financial position and performance results
- Transactions between the company and related parties
- Acquisition or disposal of assets

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

## Prevention of conflicts of interest

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

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

According to the aforementioned practice guidelines, The Company proceeds carefully and rationally concerning conflict of interests and related transactions. We have The Companys best interest, and pricing is consistent with fair trading conditions as if the transactions are those engaged in by members of the general public. Our handling of matters in this area is transparent and consistent with the announcements of the Capital Market Committee. It is established as a good corporate governance policy and an ethical requirement binding upon The Company and shareholders. Information is disclosed to ensure equal access by all.

#### (1) Supervision of The Companys security trading transaction and report of stockholding

The Company has in place measures for the monitoring of our security trading transactions under the section Conflict of Interest and The Code of Ethics for Directors, Executives and Employees section Responsibilities on Duties. These have prescribed a prohibition for Directors, Executives and staff who possess the insider information from trading The Company shares within 1 month before the disclosing of financial statements to the public. Every quarter, The Company Secretary sends a letter of reminder regarding this to Directors, Executives and relevant individuals not to purchase and sell The Companys securities before 24 hours after the disclosure date. Company policy obliges directors and senior management members to inform the chairman of their intent to trade company shares at least 1 day prior to the transaction. In addition, company policy requires executives and employees as well as, their spouses and under-aged children are required to report their shareholding. Any transaction must be reported to the Securities and Exchange Commission, with a copy sent to The Company Secretary for subsequent notification of the Board of Directors at the next meeting. One mandatory agenda to be present at every Board of Directors meeting involves the holding of company shares by Directors and Executives. The Company Secretary will circulate a letter to all Directors and Executives of any change in this area, with the relevant announcement of the Securities and Exchange Commission enclosed.

In 2025, the Board of Directors and Executives complied with the policy not to buy and sell the companys securities during the prohibited period.

**(2) Change of Stakeholders Reporting** : Measures are in place to require Directors and Executives to report their change of interest in the Management of our businesses on the following occasions:

1. Upon the first appointment to the directorial or executive position
2. Upon the instance of change in stakeholders
3. Directors and Executives are required to submit their stakeholders report to The Company Secretary, who would, in turn, deliver a copy to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 business days from the day in which the report is received.

In 2025, The Board of Directors and management have acted in accordance with the prescribed criteria.

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

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

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

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

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

The Company operates in strict compliance with the good corporate governance principle. Measures concerning the use of internal information are prescribed in writing on section Conflict of Interest and The Code of Ethics for Directors, Executives and Employees section Responsibilities on Duties as a business ethic for everyone to observe in his or her service to The Company and the shareholders. Employee ethics require that Directors, Executives and Employees perform their duties with great honesty, responsibility, discipline and in good conscience towards themselves and others. They must not use their position to gain benefits for themselves and/or others in an inappropriate way or use The Company information or assets in such a way that benefits themselves and/or others. Furthermore, they must not engage in any act which constitutes the encouragement of any individual to engage in a business which is competitive with The Company. The Company additionally prepared good corporate governance hard copies to the Directors, Executives and Employees. They are published on The Companys website ([www.spi.co.th](http://www.spi.co.th)) as well for everyone to observe in his or her performance of duties. The ISO 9001:2008 quality management standard is a principle we also adhere to.

The most severe disciplinary punishment established in The Company regulation is the termination of employment.

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

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

## Anti-corruption action

## Operations in anti-corruption in the past year

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

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

The Board of Directors policy to operate in accordance with the Anti-corruption policy and prohibits bribery for The Company having established the practice of the Anti-corruption policy in order to be in line with the business operational guidelines disclose on the Company website ([www.spi.co.th](http://www.spi.co.th)) as part of Business Code of Conduct. The improvement of employees attitude towards operating by the law and regulations with honesty by prohibiting management and employees to give, receive or agree on any tangible asset or benefits. As well as prohibiting handing or offering tangible assets or benefits to outside individuals. This will motivate and create self-awareness to the organization and those that violates will be penalized for their wrong doings according to the laws and regulations. The Company sets the procedures to examine, follow-up and evaluate the risk from corruption with mitigation plan as follows through the internal control system to evaluate and recommend to the Audit Committee meeting to study and evaluate misconduct or fraud. The internal audit will directly report to the Audit Committee and the Audit Committee will directly report to the Board of Directors.

In 2025, the Corporate Governance Committee, the Risk Management Committee, and the Board of Directors reviewed the Companys Anti-Corruption Policy, the Anti-Corruption Policy Guidelines, as well as the appendices thereto, and concluded that such policy and guidelines remain consistent with the Companys business operations and appropriate for the current circumstances. Nevertheless, since the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 14 October 2016, the Company has continued to demonstrate its strong commitment to anti-corruption practices. In 2025, the Company submitted its application for the third renewal of CAC membership, which has been successfully approved, effective from 26 December 2025. Such certification is valid for a period of three years. In addition, the Company has promoted and encouraged its business partners to participate in the CAC. During the past year, Eastern Thai Consulting 1992 Co., Ltd., a key business partner of the Company, submitted a self-assessment on anti-corruption measures under the CAC framework and has been successfully certified as a member of the Thai Private Sector Collective Action Against Corruption.

Following the Companys endorsement as a member of the Collective Action Against Corruption (CAC), the Company has regularly communicated, publicized, and trained its directors, executive officers, and employees in all levels of the anti-corruption policy, practice, and disciplinary punishment, aiming at the development of consciousness of the Companys staffs. Such consciousness is evaluated by a test with a criterion of 80% for a pass. With 100% passing of examinees, it indicates that the Companys staffs are cautious about the observance of anti-corruption policy. Besides, The Company adopts an anti-corruption policy as part of human resource management, including recruitment, orientation, training, evaluation, remuneration decision, and promotion through the communication of the managers to the employees in order to effectively operate and control business activities under their responsibilities.

In 2025, the Company found no significant flaws about corruption and fraudulent activities or noncompliance with relevant laws and regulations or violation of business ethics.

## Number of cases or issues related to corruption

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

## Whistleblowing

### Operations related to whistleblowing over the past year

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

The Company provided channels for all groups of stakeholders to communicate, as well as to make suggestions and report or file complaints about matters that may cause damage to The Company regarding the correctness of The Companys financial reports, internal control systems or any possible violation of the law or business ethics, fraud or misconduct of the Companys employees, as well as unfair treatment or an infringement of the rights of stakeholders. The employees of companies or related stakeholders, who encounters evidence or have traces of employees or individual acting on behalf of The Company, is involved in bribery or corruption directly or indirectly, the violation of the laws and regulations and the misconduct of The Companys policy includes those not in compliance with the Code of Conduct comprising of The Company directors, executives, and employees. Individuals experiencing unfair treatment in the workplace are able to notify traces through the following channels.

1. Direct verbal complaints or complaints in writing Tel. (66)294-9999
  - Internal Audit Manager
  - HR Manager
  - Company Secretary
  - Accounting Manager
2. Via the E-mail Address: cac@spi.co.th
3. Feedback Box
4. Mail to PO Box. 3, Satupradit Post Office, Bangkok 10124
5. In case the complainant chooses not to reveal his/her name, they should provide details or facts with sufficient evidence to show that there are reasonable grounds to believe that any person is involved in bribery or corruption.

The Company will keep the relevant information confidential and take into account the safety of the complainant unless it must be disclosed as required by law.

### Number of cases or issues related to whistleblowing

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

## 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) : 10

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NIPON POAPONGSAKORN (Chairman of the audit committee)	10	/	10	10/10 (100.00%)
2 Mrs. PUNNEE WORAWUTHICHONGSATHIT (Member of the audit committee)	10	/	10	10/10 (100.00%)
3 Mrs. ATCHAKA SIBUNRUANG (Member of the audit committee)	9	/	10	9/10 (90.00%)
<b>Average meeting attendance rate</b>				<b>(96.67%)</b>

### The results of duty performance of the audit committee

In 2025, the Audit Committee comprised of 3 individuals. 1 of these hold a high level of expertise in regard to finance and accounting. A total of 10 meetings of the Audit Committee were held, representing more than 96.67 percent of the meetings for the year (which accounts for more than 75 percent). The Audit Committee also prepared audit reports to be submitted to the Board of Directors to the quarter. Furthermore, a "Report of the Audit Committee" was disclosed in the Annual Registration Statement/the Annual Report (Form 56-1 One Report) included the following details:

1. Review of quarterly and annual Financial Statements
2. Conducted meeting with the Auditor without the presence of Management
3. Review the Internal Control System and Conduct of Internal Audit
4. Review of Sustainable Good Corporate Governance
5. Consideration of Acquisitions or Disposals of Assets and Related Party Transactions r Conflict of Interests Transactions

6. Audit Committee Charter

7. Consider the appointment and determination the remuneration of Audit Fees

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

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

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 10

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VICHAI KULSOMPJOB (The chairman of the executive committee)	10	/	10	10/10 (100.00%)
2 Mr. SAMRERNG MANOONPOL (Vice-chairman of the executive committee)	9	/	10	9/10 (90.00%)
3 Mr. BOONSITHI CHOKWATANA (Member of the executive committee)	10	/	10	10/10 (100.00%)
4 Ms. SIRIKUL DHANASARNILP (Member of the executive committee)	10	/	10	10/10 (100.00%)
5 Mr. PIPOPE CHOKVATHANA (Member of the executive committee)	10	/	10	10/10 (100.00%)
6 Mr. SONTAYA TABKHAN (Member of the executive committee)	10	/	10	10/10 (100.00%)
7 Ms. KESARA SUMKANJANARUK (Member of the executive committee)	10	/	10	10/10 (100.00%)
8 Mr. VORAYOS THONGTAN (Member of the executive committee)	9	/	10	9/10 (90.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
9 Ms. SUTHIDA JONGJENKIT (Member of the executive committee)	9	/	10	9/10 (90.00%)
10 Mr. JAKKRIT SANTIRATTANAKUL (Member of the executive committee)	5	/	5	5/5 (100.00%)
11 Mr. MANU LEELANUWATANA (Member of the executive committee)	5	/	7	5/7 (71.43%)
<b>Average meeting attendance rate</b>				<b>(94.68%)</b>

### The results of duty performance of Executive Committee

In 2025, the Executive Board comprised of 10 members. They held a total of 10 meetings more than 75 percent of the whole Executive Board attended these meetings. Executive Board has performed duties according to the charter and consider approving according to the approval authority. For matters that are beyond the authority Executive Board will give opinion with reasons before submitting to the Board of Directors.

### Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. BOONSITHI CHOKWATANA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. VICHAI KULSOMPJOB (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. SIRIKUL DHANASARNILP (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
Average meeting attendance rate				(100.00%)

### The results of duty performance of Nomination and Remuneration Committee

In 2025, Nomination and Remuneration Committee comprised of 3 individuals. A total of 2 meetings of the Nomination and Remuneration Committee were held, representing 100 percent attendance rate. The Nomination and Remuneration Committee has made the Report of the Nomination and Remuneration Committee to inform the board of its annual performance at a board meeting. This report has also been disclosed in the Annual Registration Statement/the Annual Report (Form 56-1 One Report)

### Meeting attendance of Corporate Governance and Risk Committee's

Meeting Corporate Governance and Risk : 2  
Committee's (times)

List of Directors	Meeting attendance of Corporate Governance and Risk Committee's			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. ATCHAKA SIBUNRUANG (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Ms. SIRIKUL DHANASARNSILP (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PIPOPE CHOKVATHANA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. SONTAYA TABKHAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. SUPRADIT SA-ID (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

### The results of duty performance of Corporate Governance and Risk Committee's

In 2025, the Corporate Governance and Risk Management Committee comprised of 5 members. They held a total of 2 meetings with an attendance rate of 100 percent. The Corporate Governance and Risk Management Committee has made the report of The Corporate Governance and risk Management committee to inform the board of its annual

performance at a board meeting. This report has also been disclosed in the Annual Registration Statement/the Annual Report (Form 56-1 One Report). Meeting attendance of each member of the Corporate Governance and Risk Management Committee appears under Meeting Attendance and Individual Directors' Compensation.

### Meeting attendance of Sustainability Committee

Meeting Sustainability Committee (times) : 2

List of Directors	Meeting attendance of Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VICHAI KULSOMPJOB (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. SONTAYA TABKHAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. KESARA SUMKANJANARUK (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. VORAYOS THONGTAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Ms. SUTHIDA JONGJENKIT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Sustainability Committee

In 2025, the Sustainability Committee comprised of 5 members. They held a total of 2 meetings with an attendance rate of 100 percent. The Sustainability Committee has made the report of The Sustainability Committee to inform the board of its annual performance at a board meeting. This report has also been disclosed in the Annual Registration Statement/the Annual Report (Form 56-1 One Report).

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The company is committed to being a leader in service provision with a sense of responsibility toward society and the environment, under the principles of good corporate governance, while balancing returns for shareholders. In managing the organization for sustainability, executives from all departments collaborate in defining policies, targets, strategies, and practices that are aligned and integrated across the entire organization. Sustainable development guidelines have been incorporated as part of the direction-setting for operations, including business development and support for the growth of the Thai economy, alongside strengthening and maintaining a balance between industrial business operations and surrounding communities, enabling harmonious coexistence in accordance with the quality policy of "Good People, Good Products, Good Society" aligned with the company's business development plan. Importance is placed on analyzing potential impacts and creating balanced value across economic, social, and environmental dimensions, with the following objectives:

- To support the United Nations Sustainable Development Goals (SDGs) alongside good corporate governance
- To support the corporate vision of "Being a leading investor, serving with dedication, committed to development, and creating sustainable value for the business"
- To support the organization's 100-year goal, through the establishment of the Corporate Sustainability Committee and the Corporate Governance and Risk Management Committee
- In defining the sustainability development policy, the company encourages personnel at all levels to actively participate in supporting, driving, and implementing the sustainability development policy in a concrete manner, alongside communicating it to all stakeholder groups to foster sustainable organizational development. The company has announced its sustainability policy and disseminated it to employees and all stakeholder groups through the company's public channels, with further details available on the company's website

Reference link for sustainability policy : <https://sustainability.spi.co.th/en/document/viewer/54/sustainable-development-policy>

#### Sustainability management goals

Does the company set sustainability management goals : Yes

- To support the United Nations Sustainable Development Goals (SDGs) alongside good corporate governance
- To support the corporate vision of "Being a leading investor, serving with dedication, committed to development, and creating sustainable value for the business"
- To support the organization's 100-year goal, through the establishment of the Corporate Sustainability Committee and the Corporate Governance and Risk Management Committee
- In defining the sustainability development policy

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities,

Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 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 : Yes

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**

Activities in SPI value chain are consisted of

1. Business Development
2. Land & Resource Acquisition
3. Products & Services Development
4. Value Creation and Delivery through product and Services
5. Stakeholder Relationship Management

**Analysis of stakeholders in the business value chain**

**Details of stakeholder analysis in the business value chain**

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Job security and opportunities for career advancement</li> <li>• A fair performance</li> </ul>	<ul style="list-style-type: none"> <li>• Upholding human rights principles and fair labor practices</li> <li>• Improving compensation and appropriate welfare</li> <li>• Enhancing the</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>evaluation system</p> <ul style="list-style-type: none"> <li>• Attracting and retaining talented employees within the organization</li> <li>• Appropriate working hours, compensation, and benefits including suitable welfare</li> <li>• Work-life balance</li> <li>• Opportunities for further education while working</li> <li>• A positive working atmosphere and environment</li> <li>• Skills, knowledge, and capability development</li> <li>• Respect for human rights and fair treatment</li> <li>• Safety, occupational health, and good quality of life</li> </ul>	<p>performance evaluation process for greater effectiveness</p> <ul style="list-style-type: none"> <li>• Defining career paths and succession planning</li> <li>• Providing training programs relevant to needs and aligned with global changes</li> <li>• Opening internal job postings for employees to apply for positions within the company</li> <li>• Providing sufficient work equipment</li> <li>• Creating a safe and enjoyable work environment</li> <li>• SPI Employee Sharing Survey</li> <li>• Employee Engagement Survey conducted every 2 years</li> <li>• Activities between management and employees</li> <li>• Employee engagement-building activities</li> <li>• Providing channels for complaints and suggestions</li> <li>• Offering programs for employee capability development</li> <li>• Promoting diversity, equality, and acceptance of differences</li> </ul>	

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>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate returns on investment</li> <li>Potential for continuous business growth</li> <li>A risk management system</li> <li>• Good corporate governance</li> <li>• Responsibility toward society and the environment</li> <li>• Channels for feedback and complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosing operational results accurately, completely, transparently, and auditably, in compliance with good corporate governance principles</li> <li>• Regularly analyzing and reviewing company risks to reduce them to an acceptable level</li> <li>• Seeking investments aligned with economic growth trends</li> <li>• Developing innovations and technology to reduce costs and minimize environmental impact</li> <li>• Annually reviewing the company's good corporate governance principles</li> <li>• Allowing shareholders to propose agenda items and/or nominate individuals for consideration as board members at shareholder meetings</li> <li>• Generating strong performance through continuous dividend consideration</li> <li>• Continuously supporting the annual Sahaphat Group Innovation Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Direct communication to CEO</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Tenants</li> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business fairly with transparent and appropriate pricing</li> <li>• Accountability in service delivery per agreements, and quality after-sales service</li> <li>• Regular customer relationship management</li> <li>• Environmentally friendly business operations</li> <li>• Risk management and emergency preparedness</li> <li>• Protection of personal data and customer privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting customers' business operations, such as providing capability-building training courses for customers</li> <li>• Developing innovations and technology to reduce costs and minimize environmental impact</li> <li>• Implementing ecosystem conservation and restoration projects (Eco Industrial Estate Project)</li> <li>• Responding to customer complaints effectively</li> <li>• Managing environmental matters appropriately</li> <li>• Implementing integrated water management</li> <li>• Promoting and developing the use of renewable energy</li> <li>• Conducting comprehensive risk management and emergency preparedness, including fire drill and evacuation training at least once a year</li> <li>• Operating in accordance with human rights principles</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Operating within a fair competition framework</li> <li>• Not damaging the reputation of trade competitors</li> <li>• Developing long-term relationships for mutual growth and support in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business with transparency, in compliance with laws and business ethics</li> <li>• Providing cooperation that benefits consumers</li> <li>• Complying with laws, good corporate governance principles, ethics, and code of conduct</li> <li>• Periodically reviewing and updating procurement/contracting practices to ensure they remain current and appropriate</li> <li>• Developing supplier development programs, such as training on relevant laws or courses that help build competitive capabilities</li> <li>• Applying human rights principles in business operations</li> <li>• Conducting preliminary ESG assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Supplier Assessment</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with environmental laws, regulations, and requirements</li> <li>• Job creation and career development opportunities for local</li> </ul>	<ul style="list-style-type: none"> <li>• Smart City project</li> <li>• Resolving stray animal problems with all sectors</li> <li>• Integrated water management</li> <li>• Encouraging operators within the industrial estate to have efficient waste management systems</li> <li>• Implementing ecosystem conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others</li> </ul>

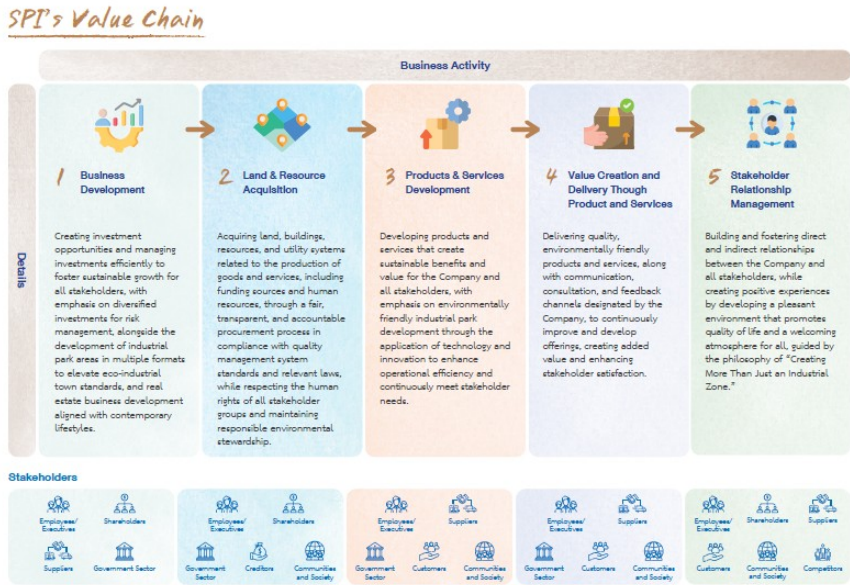
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>communities</p> <ul style="list-style-type: none"> <li>• Resolving stray animal problems</li> <li>• Integrated water management</li> <li>• Environmental impact management</li> <li>• Sustainable community and social development</li> <li>• Building good relationships with the community</li> <li>• Safe operations</li> <li>• Supporting projects that benefit society and the environment</li> <li>• Channels for submitting relevant suggestions and information</li> </ul>	<p>and restoration projects (Eco Industrial Park Project)</p> <ul style="list-style-type: none"> <li>• Promoting quality of life improvement and economic development in communities (opening spaces for community exercise and local product sales)</li> <li>• Building community networks</li> <li>• Resolving various complaints</li> <li>• Providing knowledge and helping communities prepare for emergencies</li> <li>• Establishing an environmental working group to oversee environmental matters</li> <li>• Eco Industrial Park project</li> <li>• Agricultural learning center and product processing under the Dr. Thiam Chokwatana Sufficiency Agriculture Project</li> <li>• Supporting and participating in local cultural and traditional activities</li> <li>• Promoting and supporting education</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Management System (ISO 14001:2015)</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Competitors</li> </ul>	<ul style="list-style-type: none"> <li>• Operating within a fair competition framework</li> <li>• Not damaging the reputation of trade competitors</li> <li>Developing long-term relationships for mutual growth and support in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business with transparency, in compliance with laws and business ethics</li> <li>• Providing cooperation that benefits consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Annual Report</li> <li>• SET Channel</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with government laws, regulations, and requirements</li> <li>• Promoting cooperation between the government sector and the company</li> <li>• Supporting and complying with government measures or activities at both local and national levels</li> <li>• Disclosing operational information completely, accurately, transparently, and auditably, in accordance with good corporate governance principles</li> <li>• Participating in new government policies and programs while sharing best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Assessing compliance with relevant laws with no fines or penalties for legal or regulatory violations</li> <li>• Disclosing company operational results through the Annual Registration Statement/Annual Report (56-1 One Report), Sustainability Report, and company website</li> <li>• Complying with and participating in government measures and activities as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Annual Report</li> <li>• SET Channel</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Creditor</li> </ul>	<ul style="list-style-type: none"> <li>• Strong financial standing</li> <li>• Debt repayment capability</li> <li>• Accurate and timely financial disclosures</li> <li>• A clear business plan to build confidence in the business's potential</li> <li>• Maintaining good relationships by fulfilling contractual terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business with transparency, in compliance with laws and business ethics</li> <li>• Strictly complying with loan agreement and debenture conditions</li> <li>• Disclosing transparent financial information to build confidence among creditors and stakeholders</li> <li>• Providing information on operations and business plans to give creditors a clear picture of operational processes</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Annual Report</li> <li>• SET Channel</li> </ul> </li> </ul>

Diagram of the stakeholder analysis in the business value chain



## Information on organization's material sustainability topics

### Organization's material sustainability topics

The company has identified its sustainability : Yes  
materiality topics

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

### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Innovation Management	<ul style="list-style-type: none"> <li>• Innovation Development</li> </ul>
Supply Chain Management	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Management</li> </ul>
Anti - Corruption	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>
Cyber Security and Personal Data Protection	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>
Customer Responsibility	<ul style="list-style-type: none"> <li>• Customer / Consumer Responsibility</li> </ul>
Climate Change	<ul style="list-style-type: none"> <li>• Greenhouse Gas Management</li> </ul>
Water Resources and Water Quality Management	<ul style="list-style-type: none"> <li>• Water Management</li> </ul>
Eco - Efficiency Management	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> </ul>
Air and Noise Pollution Management	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> </ul>
Energy Management	<ul style="list-style-type: none"> <li>• Energy Management</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>• Waste and Waste Management</li> </ul>
Social and Community Responsibility	<ul style="list-style-type: none"> <li>• Community / Social Responsibility</li> </ul>
Occupational and Safety	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> </ul>

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Human Rights	• Human Rights
Fair labor Practice	• Fair Labor Practices

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Have data

**Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with standards or guidelines : GRI Standards, Others : Corporate Sustainability Guide for Listed Company

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

- To analyze and assess potential risks arising from the Company's business operations in order to formulate action plans and operational guidelines in accordance with the Company's risk management policy, and to present the findings to the Corporate Governance and Risk Management Committee for consideration.
- To implement the risk management action plans and operational guidelines
- To promote and foster cooperation in risk management at all levels of the organization, including providing support and guidance on risk management processes to relevant departments within the Company.
- To monitor the Company's compliance with risk management action plans and operational guidelines in order to prevent, mitigate, and manage potential risks or damages that may affect the Company and its stakeholders.
- To evaluate and summarize risk management performance.
- To report the results of risk management performance to the Corporate Governance and Risk Management Committee.
- To review recommendations from the Corporate Governance and Risk Management Committee and continuously improve the effectiveness of risk management policies, action plans, and operational guidelines.

The Corporate Governance and Risk Management Committee has approved the **Risk Management Policy and the Risk Management Manual**, which are reviewed and updated on an annual basis, to serve as a means of communication to the Board of Directors, executives, and all employees, aligning their understanding of the meaning, principles and risk management processes under the Company's vision, mission, objectives, and core values. Importantly, the Policy and the Manual establish the defined duties and responsibilities of all departments in compliance with the good corporate governance principles, as well as relevant laws and regulations.

Regarding the Company's risk management process, risks and uncertainties arising from both internal and external factors that may affect the achievement of the Company's objectives, including inherent risks, are identified and assessed. The Company prioritizes the management of residual risks to ensure they remain within the Company's acceptable risk level (Risk Appetite). Consequently, risk management performance is reported to the Corporate Governance and Risk Management Committee at least twice a year and to the Board of Directors at least once a year, or whenever there are change to key risk indicators

Reference link to risk management policy and plan : <https://sustainability.spi.co.th/en/document/viewer/20/risk-management-policy>

### Information on ESG risk factors management standards

#### ESG risk factors management standards

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

### Information on ESG risk factors

#### Risk factors on business operation

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

### Risk 1 Strategy Formulation and Business Direction

Related risk factors : Strategic Risk  
• Other : Strategy Formulation and Business Direction

ESG risk factors : No

#### Risk characteristics

The Company recognizes global changes driven by megatrends, including rapid shifts in consumer behavior, the transition to an aging society, urbanization, individualism, advancements in technology and innovation, shifts in economic and political power, geopolitical changes, and climate change. These changes have significant and direct impacts on the global and Thai economies and may affect the Company's business operations. In response, the Company organizes strategic workshops and seminars to gather insights and perspectives from executives at both the group and sub-group levels to define appropriate business directions and operational plans, which are further developed into action plans for each business function. Through this process, the Company is confident that its investments will continue to support stable and long-term growth.

#### Risk-related consequences

Business direction and operation impact

#### Risk management measures

The Company organizes strategic workshops and seminars to gather insights and perspectives from executives at both the group and sub-group levels to define appropriate business directions and operational plans, which are further developed into action plans for each business function. Through this process, the Company is confident that its investments will continue to support stable and long-term growth.

### Risk 2 Expansion of investments in busi shares of various and joint ventures e

Related risk factors : Strategic Risk  
• Other : Expansion of investments in business shares and joint ventures

ESG risk factors : No

#### Risk characteristics

The Company has ongoing plans to expand investments in both its existing businesses and new business opportunities. However, the challenging and rapidly changing investment environment driven by demographic shifts, changes in consumer behavior following the COVID-19 pandemic, and evolving societal conditions

#### Risk-related consequences

affect businesses in the consumer goods and food and beverage sectors. These factors present risks related to the Company's ability to adapt and maintain profitability at an appropriate level, which may hinder the achievement of its investment expansion objectives or targeted investment returns

#### Risk management measures

The Company places strong emphasis on risk management by establishing clear investment policies, including defined methodologies for investment analysis, return evaluation, investment selection, investment monitoring, and performance review. Monitoring procedures are clearly defined, and key issues identified during the investment monitoring process are reported to relevant supervisors to ensure timely and appropriate corrective actions. The Company also holds regular investment meetings to review current investments, evaluate associated risks and opportunities, and consider expansion into new business opportunities. This process ensures that the Company maintains investment flexibility and remains capable of adapting to global trends in order to achieve sustainable growth.

For joint ventures with companies outside the Saha Group, the Company applies a careful partner selection policy, taking into consideration business potential, business stability, and the expertise of prospective partners. Investment diversification by industry is reviewed at least once a year to ensure appropriate asset allocation and the achievement of targeted investment returns.

Furthermore, the Company recognizes the importance of green and sustainable investments, which are considered as part of its project and fund investment strategy to generate positive environmental impacts and promote sustainable development. Examples include investments in clean energy, waste management, and environmentally friendly technologies, aligning the Company's growth strategy with the global focus on environmental responsibility.

### **Risk 3 Expansion of investments in industrial parks and real estate development**

Related risk factors : Strategic Risk

- Other : Expansion of investments in industrial parks and real estate development

ESG risk factors : No

#### **Risk characteristics**

1. Risks related to its ability to attract tenants or sell land and ready-built facilities
2. Risks related to sourcing suitable and high-potential land to support both clients expansion and the Company's own supply chain development. In response, the Company focuses on leasing or selling land and buildings in strategic locations to interested clients and assigns dedicated customer relationship teams to maintain continuous engagement with potential customers.
3. Risk of concentration in real estate investments

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

1. Risks related to its ability to attract tenants or sell land and ready-built facilities.
2. Risks related to sourcing suitable and high-potential land to support both clients' expansion and the Company's own supply chain development
3. Risk of concentration in real estate investments

#### **Risk management measures**

the Company places strong emphasis on forming strategic partnerships with financial institutions, such as the Bank of China (BOC), which primarily provides services to Chinese clients. Through this partnership, the Company leverages information from BOCs customer and investor database to analyze market demand and plan the expansion of industrial parks to accommodate potential Chinese clients and investors seeking investment opportunities in Thailand, including assessments of business types, land size requirements, and basic infrastructure needs. In the future, BOC may also introduce prospective clients and investors seeking land to establish factories in Thailand to the Company.

the Company focuses on leasing or selling land and buildings in strategic locations to interested clients and assigns dedicated customer relationship teams to maintain continuous engagement with potential customers. For clients within Saha Group industrial parks, the Company prioritizes high-quality, sincere customer service in accordance with international standards. Customer satisfaction surveys are conducted at least once a year (between June and July). Furthermore, the Company actively supports industrial park clients who are business partners by fostering business networks and promoting sustainable growth.

Due to global sustainability trends, factories within the industrial parks have increasingly prioritized the use of clean energy. Many factories have adopted renewable energy solutions, such as installing solar panels on rooftops, thereby supporting the Saha Group industrial parks in becoming more environmentally friendly and advancing the Company's sustainability goals. Leveraging its extensive knowledge and expertise in real estate, The Company has established a comprehensive management approach, which includes assigning experienced and specialized teams to oversee project execution involving detailed assessments of the projects, evaluation of potential

impacts from various factors, and careful selection of joint venture partners or other stakeholders based on their capability, experience, and track record. A project monitoring process is also implemented to ensure that construction and development are completed on schedule, within budget, and in line with the targeted investment returns.

The risk of concentration in real estate investments, the Company has diversified its real estate portfolio. For example, it has increased investments in real estate investment trusts, such as HYDROGEN REIT, which invests in land, warehouse buildings, and related real estate within the Tiger Suvarnabhumi DC Lat Krabang project, as well as land lease rights and factories within the Saha Group Industrial Parks in Si Racha, Kabin Buri, and Mae Sot. The Company also develops its existing land to enhance its potential for attracting new investors and acquires additional land to expand industrial parks in locations favorable to investors seeking business opportunities. Specialists in industrial park planning are consulted to ensure optimal layout and operations. In addition, the Company strengthens relationships with government agencies, including the Board of Investment (BOI) both domestically and internationally, and the Ministry of Industry. These connections help facilitate foreign investment into the Saha Group Industrial Parks in Si Racha, Kabin Buri, Lamphun, and Mae Sot, creating additional channels for land and building leasing and promoting the exchange of business information among companies operating within the industrial parks.

#### **Risk 4 Human resource management to support the Companys growth strategies**

Related risk factors : Strategic Risk

- Other : Human resource management to support the Companys growth strategies

ESG risk factors : No

##### **Risk characteristics**

risk of talent shortages that could impact business growth

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

risk of talent shortages that could impact business growth

##### **Risk management measures**

The Company has prepared a plan for analysis of key functions/positions to develop a succession plan. The Company also formulated a personnel development plan to support business growth, by conducting competency assessments of employees, and setting individual targets for skill development pursuant to a skill matrix to ensure the quality of employee skill training and consistency with the business direction. Moreover, to ensure sustainable human resource management. The Company also promotes employee training and skills development, including on-the-job training, to ensure that employees acquire diverse capabilities across the Companys business portfolio. Individual development plans are established based on competency assessments, using a skill matrix to set clear learning objectives and effectively foster employee skills in alignment with the business strategy. Performance evaluations are conducted regularly to encourage continuous improvement.

the Company conducts employee engagement surveys to assess commitment and job satisfaction. The results are used to improve workplace practices and enhance employee satisfaction, which in turn positively impacts overall organizational efficiency and effectiveness.

the Company monitors future labor requirements, conducts labor market surveys, and develops compensation and benefits plans that are competitive with the market

#### **Risk 5 Environmental**

Related risk factors : Operational Risk

- Impact on the environment

ESG risk factors : Yes

### Risk characteristics

The increasing severity of natural disasters driven by climate change and global warming presents a critical environmental challenge and a shared responsibility across all sectors of society.

### Risk-related consequences

to minimize the impact on business continuity and foster the confidence of all stakeholders.

### Risk management measures

1. Certified ISO 14001:2015 for environmental management system
2. Reports have been prepared for the performance of preventive and remedial measures on environmental impact (EIA)
3. The company has monitored its greenhouse gas emissions to set an operational plan for the systematic management of greenhouse gases. The organization's carbon footprint has been registered
4. promotes the use of clean energy amongst operators in the industrial parks (Solar Roof/Solar Floating)
5. Water is systematically managed
6. reusing the treated water through a wastewater treatment system in the industrial park
7. the amount of sediment from the wastewater treatment system is to be buried in a landfill and treated by earthworms for zero to landfill.
8. Risk assessments are conducted in two main areas: operational site impact assessment which evaluates sites based on their proximity to areas of high biodiversity value, and business activity impact assessment
9. Promote employee awareness and responsibility towards communities, society, and the environment

### Risk 6 Public Utilities

Related risk factors :

#### Operational Risk

- Other : Public Utilities

ESG risk factors : Yes

### Risk characteristics

Risks of service disruption arising from both internal and external factors, such as power outages or water shortages caused by drought.

### Risk-related consequences

Risks of service disruption arising from both internal and external factors.

### Risk management measures

1. Continual and systematic assessment of the impact on operations
2. Prevention of drought risks which could result in water shortages in providing services to customers. The Company has a water management plan. Information on climate change and its implications on weather patterns and water are closely monitored. A water reservation plan has been implemented including sourcing from reservoirs and underground water
3. The Company has taken insurance cover for risks of potential loss from public utility risks

### Risk 7 Capital and Liquidity Management

Related risk factors :

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

ESG risk factors : No

**Risk characteristics**

fluctuations of interest rates and fund liquidity in markets and financial reliability

**Risk-related consequences**

Financial liquidity and financial reliability

**Risk management measures**

1. Plan and procure adequate funding resources which are most beneficial to the Company in order to respond to the growth through an investment expansion and operation including risk management, The Company also manages sources of funding in line with investments in various projects.
2. The Company also prepares contingency plans for potential economic crises.
3. Maintains strong relationships with these institutions.
4. The company monitors and tracks fluctuations in interest rates and minimize financial rating risks, the Company continually monitors the calculation of financial ratios as stipulated in loan agreements and terms of debentures,

**Risk 8 Guarantee Management**

Related risk factors :

Financial Risk

- Other : Guarantees Management

ESG risk factors : No

**Risk characteristics**

the Company guaranteed the loans of joint venture companies as necessary and appropriate

**Risk-related consequences**

the Company guaranteed the loans of joint venture companies as necessary and appropriate

**Risk management measures**

1. Guarantees were provided in proportion to investments
2. investment team to continually conduct analyses and monitor the performance of joint venture companies

**Risk 9 Regulatory Risk**

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

**Risk characteristics**

Due to changes in state policy which attaches importance to the development of the economy parallel to the development of society, communities and the environment, such changes could have an impact on business operations.

**Risk-related consequences**

Due to changes in state policy which attaches importance to the development of the economy parallel to the development of society, communities and the environment, such changes could have an impact on business operations.

**Risk management measures**

1. The Company therefore regularly monitors changes in laws, regulations and directives
2. The Company also builds an awareness of the importance of legal compliance amongst Company Directors, executive officers and employees

**Risk 10 Corruption Risk**

Related risk factors :

Operational Risk

- Corruption

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

**Risk characteristics**

Corruption as a main hindrance to sustainable development in business, economy, and society

**Risk-related consequences**

Corruption as a main hindrance to sustainable development in business, economy, and society

**Risk management measures**

1. Establishing policy and Anti-corruption Practices
2. Communicating to the Directors, Executives, employees, and all stakeholders
3. Regularly review and assess the adequacy of the anti-corruption process
  4. monitoring and addressing complaints through whistleblowing channels.
5. Participated in the Thai Private Sector Collective Action Coalition against Corruption

**Risk 11 Data Security, Personal Data, Information Systems, and Cybersecurity Risk**

Related risk factors :

Operational Risk

- Information security and cyber-attack
- System disruption risk

ESG risk factors : Yes

**Risk characteristics**

In the digital business era and the New Normal environment, the Company relies on information systems to support its operations and uses critical data for analysis and decision-making related to business investments, investment performance monitoring, and the development of services for industrial estate clients. Furthermore, the Company processes personal data for the management of various stakeholder groups, such as shareholders and employees. As a result, the Company faces increasing risks related to information system security and the protection of critical and personal data arising from the complexity of rapidly evolving technologies.

**Risk-related consequences**

Defects in systems which could allow ill-intended persons to access information or cause technological disruption

**Risk management measures**

1. Regularly and continually revised and improved technological security policies
2. Enhanced the competencies of personnel with regard to security of data and information systems
3. Conducted training to build awareness of data and information system security among employees in all units
4. The access rights, monitoring roles, and data management have been identified properly

**Risk 12 Human Rights Risk**

Related risk factors :

Operational Risk

- Impact on human rights

ESG risk factors : Yes

**Risk characteristics**

Human rights are a matter of concern to all sectors of society. The Company recognizes the importance of human rights as part of its social responsibility and its obligations to all stakeholder groups, as respect for human rights is fundamental to fair employment practices and sustainable coexistence.

### **Risk-related consequences**

violations of human rights in business activities throughout the supply chain which involves various stakeholders directly and indirectly.

### **Risk management measures**

1. communicated human rights policy and guidelines to directors, executives, and employees to strictly implement the policy and guidelines. Additionally, the Company communicates its policy and guidelines to external stakeholders via the Company's website.
2. The company has prepared a management manual in accordance with Thai Labour Standards (LM), TLS 2020-8001
3. a policy for social responsibility for labor
4. The company organizes meetings to exchange opinions and recommend various practices to the main trading supplier or subcontractor
5. signing a letter of commitment to comply an equivalent or better standards with labour laws and related TLS 2020-8001 requirements
6. established a mechanism for whistleblowing on human rights violations
7. Human Rights Due Diligence

### **Risk 13 Climate Change**

Related risk factors : Strategic Risk  
• Climate change and disasters

ESG risk factors : Yes

### **Risk characteristics**

The Company has considered the risk from acute climate change which is partially influenced by greenhouse gas emissions and affected business operating costs and capability to carry on project development in specific time

### **Risk-related consequences**

affected business operating costs and capability to carry on project development in specific time

### **Risk management measures**

1. expands green areas in its industrial parks
2. providing an emergency response plan and annually running a drill to prepare for emergency response
3. the quantity of water supplied for the entrepreneurs in the industrial park
4. closely and regularly monitoring changing of the climate in meteorology and hydrology aspects
5. searching the spare source of water.
6. Based on climate change risk assessments conducted at each operational site using a scenario analysis approach to evaluate and forecast physical risks expected in short term and long term.
7. The Company has completed a GHG emissions assessment across all eight operational sites and has registered its organizational carbon footprint with the Thailand Greenhouse Gas Management Organization (Public Organization).

### **Risk 14 Digital Technology and Business Model Transformation Risk**

Related risk factors : Strategic Risk  
• Changes in technologies

ESG risk factors : No

### **Risk characteristics**

the Company's industrial estates are located within the Eastern Economic Corridor (EEC) which is a national strategic initiative aimed at transforming the region into a World-Class Economic Zone to attract investment in high-tech and future industries (Super Clusters), and in light of rapid technological advancements in industrial production that have driven changes in land use, infrastructure requirements, and technological support for target customers, the Company faces risks related to its readiness to meet evolving customer demands and to maintain competitiveness against other industrial estate operators.

### **Risk-related consequences**

The Company recognizes these risks and has implemented a development plan to transform the Saha Group Industrial Estates into Smart Cities.

### **Risk management measures**

1. Investment in IT security system
2. Training employees on best practices
3. Monitoring trends and new developments related to the changing of new IT
4. Development plan for Saha Industrial Park to become a smart city
5. Development for Internet 5G network
6. developing work process and adjustment of working styles for quality and efficiency of the work in correspondence with current rapidly changing business environment.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

The Company's emergency response procedures are designed for on-site units and relevant departments within the Saha group industrial park, covering actions before, during, and after an emergency situation. These procedures utilize available resources including personnel, equipment, and budget from each unit, and are supported through coordination with both internal and external agencies, including public and private sector organizations in the affected area. The response operations are integrated and aligned with the established emergency plans to achieve the defined objectives. The scope of operations includes utility service management and covers the following emergency response plans:

1. Emergency Response Plan for Chemical Spills and Fire Incidents
2. Emergency Response Plan for Epidemic or Disease Outbreaks

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://sustainability.spi.co.th/en/document/viewer/22/supplier-code-of-conduct>  
management policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

The company analyzed its supplier group to rank and identify critical key suppliers that conduct business and support the company's core operations (Critical Tier-1 Suppliers), using the Supplier Code of Conduct (SCOC) as the primary framework for governing supplier operations. A Self-Assessment Questionnaire (SAQ) was used to survey compliance with the business code of conduct for suppliers, verify adherence to requirements, and monitor risks across all 3 dimensions economic, social, and environmental as stipulated in the Supplier Code of Conduct, while driving suppliers to continuously develop their sustainability standards in order to enhance efficiency and transparency throughout the supply chain. This process consists of 8 steps as follows:

1. Compiling a list of current contractual suppliers
2. Analyzing and prioritizing suppliers with significant business impact (Significant Suppliers)
3. Communicating and acknowledging the Supplier Code of Conduct
4. Suppliers self-assess their sustainability performance (SCOC Online Self Assessment) to review individual supplier risk assessment results
5. Summarizing supplier tier classification assessment results
6. Conducting an Onsite ESG Audit and reporting results to suppliers
7. Defining management approaches and plans for the company
8. Facilitating and promoting cooperation between the company and suppliers

The SAQ results for all 6 Critical Tier-1 Suppliers reached 100%, meeting the established target. In 2025, the company distributed the Supplier Code of Conduct compliance survey to 20 suppliers, selected based on total expenditure, representing 90% of the company's total supplier spending.

The company conducted on-site sustainability assessments (Onsite ESG Audit) at the premises of all Critical Tier-1 Suppliers (100%), covering environmental, social, and governance (ESG) issues under the company's governance framework, to ensure that suppliers operate in accordance with the organization's sustainability standards and fully meet the company's established targets.

In 2025, the company placed importance on elevating the sustainability performance standards of its suppliers particularly Critical Tier-1 suppliers in the supply chain through communicating guidelines and policies, and encouraging suppliers to conduct business with transparency, good governance, and concrete alignment with anti-corruption principles.

As a result of these efforts, Eastern Thai Consulting 1992 Co., Ltd., one of the company's key critical suppliers, passed the assessment and was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) a program established to raise standards of transparent business conduct and prevent corruption in the Thai private sector. This reflects a shared commitment to operating with good governance in alignment with the company's anti-corruption policy, helping to strengthen stakeholder confidence and support sustainable supply chain management.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	0.00	0.00

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://sustainability.spi.co.th/en/document/viewer/22/supplier-code-of-conduct>

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

#### Key suppliers acknowledging compliance with the supplier code of conduct

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

	2023	2024	2025
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	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	100.00	100.00

## Innovation development

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

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

Company's research and development (R&D) policy : No

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

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

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

#### Promoting Innovation Within the Organization

The Company continuously supports and promotes innovation across the Saha Group to strengthen the innovative capabilities of both the Company and its subsidiaries. As part of this commitment, the Company sponsors the Saha Group Innovation Competition (Chairman Awards), held annually at the Saha Group Fair. First established in 2005, the competition aims to foster innovation in products, services, production processes, management systems, and marketing across Saha Group subsidiaries. Beyond encouraging subsidiaries to develop new ideas, the competition serves as a platform to inspire employees to continuously generate and build upon innovative concepts, instill pride in award recipients, and cultivate a culture of innovation throughout the organization and the Saha Group as a whole. The competition encompasses awards across the following innovation categories:

1. Product	Innovations related to products, including goods, product formulations, synthesized chemicals, packaging, software, or machinery developed for sale.
2. Production	Innovations in production processes and machinery, including manufacturing steps, methods to improve production efficiency, or software used directly in production.
3. System & Process	Innovations in systems and processes related to working methods that do not directly involve machinery or production, such as inventory replenishment systems, internally developed software, human resource development, work planning, procurement, marketing data analysis, and accounting functions.
4. Sales & Marketing	Innovations in sales methods, marketing plans, or creative marketing activities whether wholly new or partially improved - that result in increased sales, competitive advantage, or cost reduction
5. Services & Personality	<ul style="list-style-type: none"> <li>● Innovations in creative service delivery processes (system-focused, not people-focused).</li> <li>● Exceptional individual capabilities that create a positive impression, credibility, and trustworthiness in presenting products and services to customers, such as sales personnel with highly effective customer engagement techniques</li> </ul>
6. ESG: Environment, Social, Governance	<ul style="list-style-type: none"> <li>● Innovations that benefit the organization through more efficient use of natural resources and minimization of adverse environmental impacts from business operations.</li> <li>● Initiatives aimed at strengthening relationships between the Company and its internal and external stakeholders, including employees, customers, local communities, and value chain workers.</li> <li>● Initiatives promoting good governance, particularly transparency in business operations, anti-corruption policies, and fair accountability mechanisms for all stakeholders.</li> </ul>
7. PETTY AWARD	<ul style="list-style-type: none"> <li>● Innovations that do not directly generate measurable business outcomes but contribute meaningful benefits to working practices, functional operations, or employee morale</li> </ul>

## 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 : Yes  
from innovation development?

	2023	2024	2025
Reduction in water purchases for business operations (Baht)	0.00	0.00	23,382,220.00
Reduction in electricity costs (Baht)	0.00	0.00	82,728.86

#### Non-financial benefits

Does the company measure the non-financial : Yes  
benefits from innovation development?

	2023	2024	2025
Amount of waste recycled in the production process (Kilograms)	0.00	951,920.22	1,194,623.50
Treated wastewater is reused (Standard cubic meter)	2,367,852.00	2,264,907.00	2,338,222.00
Reduction in the organization's greenhouse gas emissions (Kilowatt-Hours)	0.00	0.00	20,031.20

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