



ESG Performance Report for Listed Companies in 2025

SELIC CORP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	page
Environment	
Environmental management	1
Energy management	4
Water management	9
Waste management	13
Greenhouse gas management	19
Social	
Human rights	27
Fair labor practice	32
Responsibility to customers/ consumers	53
Responsibility to community/ society	57
Corporate Governance and Economy	
Corporate Governance Policy	64
Corporate Governance Structure	85
Performance Report on Corporate Governance	120
Corporate Sustainability Policy	153
Sustainability risk management	167
Sustainable supply chain management	178
Innovation development	180

ESG Performance

Company Name : SELIC CORP PUBLIC COMPANY LIMITED

Symbol : SELIC

Market : SET

Industry Group : Industrials

Sector : Industrial Materials & Machinery

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management

The Company recognizes the importance of environmental stewardship to prevent and take responsibility for potential impacts arising from its operations, both within and outside its premises. The company has established policies on quality, safety, occupational health, and environment to promote the development of production processes and the creation of innovations that reduce environmental impacts. Furthermore, it has prepared various measures to ensure the most efficient use of resources.

The Company has been certified with the ISO 14001:2015 environmental management system standard, which reflects its systematic and clear environmental practices. Furthermore, the company has established corporate-level environmental sustainability strategies as an integral part of its business operations, setting concrete targets for energy management, waste management, and greenhouse gas emission reduction.

The Company prioritizes climate change issues and is prepared to address environmental regulations that may impact its operations and stakeholders. The company has set a long-term goal to enhance greenhouse gas management by participating in projects and registering its management system with the Thailand Greenhouse Gas Management Organization (Public Organization). Additionally, it is pursuing certification for its Organizational Carbon Footprint (CFO) and Product Carbon Footprint (CFP) to support sustainable business operations.

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 : No

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

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

Air Pollution Management

The Company prioritizes the control and prevention of air pollution that may arise from various production processes and activities, both direct and indirect. This is to ensure that operations comply with relevant laws and regulations, as well as to minimize impacts on the environment, ecosystems, workers, and surrounding communities.

Air Pollution Targets and Management

The Company has clearly defined air pollution management targets to enhance the control of environmental impacts from its operations. It aims to strictly control and maintain air pollution levels within the standards set by government agencies and continuously monitors compliance with relevant regulations.

The Company regularly conducts air quality measurements from various activities, employing certified external agencies to ensure the transparency, accuracy, and reliability of the data.

Measurements cover particulate matter, Volatile Organic Compounds (VOCs), and other relevant parameters as required by law. The results of measurements from 2021–2025 consistently show that air pollution levels are within the standards set by government agencies.

Activities to Reduce Air Pollution Emissions

The Company's operational processes may generate air pollution in the form of odors, particulate matter, and contaminants discharged from ventilation stacks. Therefore, the company prioritizes systematic control and prevention of these impacts to avoid affecting workers and surrounding communities.

The company has implemented measures to control odors and pollution from production processes by designing the processes to be Closed System as much as possible to reduce the dispersion of odors and contaminants to the outside, as well as to minimize the chance of leakage during the production process.

Furthermore, the company prioritizes regular maintenance of machinery and equipment that are sources of air pollution to ensure efficient operation and minimize pollution levels. It also installs appropriate air pollution control systems, including:

- 1. Mixing tanks with lids to reduce evaporation and odor dispersion.
- 2. Ventilation systems designed according to engineering principles to control air flow direction.
- 3. Standardized ventilation stacks to appropriately control and disperse air discharge.

The Company consistently conducts air quality measurements both in operational areas and at ventilation stacks. The measurement results consistently comply with relevant legal requirements.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company prioritizes efficient and valuable energy management by aiming to reduce unnecessary energy consumption, alongside reducing the impact.

impact on the environment and support the use of environmentally friendly energy to align with the organization's sustainable development guidelines.

The Company has established an energy management plan covering key activities in all operational processes, focusing on efficient and valuable energy utilization, alongside reducing environmental impact, to support the organization's sustainable development. This energy management plan emphasizes improving energy efficiency in production processes and utility systems through the implementation of appropriate technologies and innovations, as well as promoting energy conservation awareness among all employees and encouraging their participation in efficient energy use.

The Company aims to continuously develop and implement energy management projects to enhance resource efficiency, reduce operational costs, and support long-term sustainable growth.

Reference link for company's energy management plan : <https://sustainability.seliccorp.com/environment/environmental-management#waste-management>

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2021 : purchased electricity for consumption 1,448,000.00 Kilowatt-Hours	2026 : Reduced by 5% or 72,400.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Environmental and Energy Management Projects implemented in 2025 and continuous action plans extending to 2032.

The Company has consistently implemented projects focused on energy management, efficient resource utilization, and environmental impact reduction. These initiatives encompass production processes, utility systems, and facilities. Key projects include the following:

Resource Utilization and Water Management Projects

- Project to reduce tap water consumption by utilizing water from the company's internal canal system for plant irrigation
- Water system management within the company and installation of water treatment systems

Air Pollution, Dust, and Odor Control Projects

- Installation of a Dust Collector to capture and reduce dust generated from the rubber grinding process, which is integral to solvent adhesive production.
- Installation of a Wet Scrubber to capture and reduce vapors and odors emanating from the SVBA production process in the production tanks, thereby mitigating air pollution and preventing complaints from surrounding communities.
- Installation of an Acoustic Enclosure for the CT-210 glue cutting machine (Mixer MT-210) to mitigate noise pollution from the cutting and packaging process and reduce dust dispersion.
- Installation of a cyclone system for the BC-201 glue filling line (HMA: High Viscosity) to control moisture and contamination quality, while simultaneously reducing noise and dust pollution, in conjunction with the sound attenuation enclosure of the CT-210 machine.

Projects for Energy Efficiency Enhancement and Greenhouse Gas Reduction

- Overhaul of the entire Cooling Tower system for SVBA and HMA product manufacturing to enhance operational efficiency, reduce energy consumption, and decrease greenhouse gas emissions.
- Project for replacing fluorescent lamps with LED lamps and/or Solar Cell systems within the company and along the factory perimeter (ongoing project).
- Installation of reflector luminaires in previously unequipped areas to enhance lighting efficiency and reduce the number of light sources utilized.
- Installation of Inverters to control and adjust the rotational speed of motors in production tanks, thereby reducing energy consumption and extending the operational lifespan of electric motors.
- Modification of the Water & Air Chiller System for SVBA, WBA, and HMA product manufacturing processes, opting for compressors utilizing R-32 (C172) refrigerant instead of R-22, thereby enhancing cooling efficiency and reducing greenhouse gas emissions.
- Conversion of the Steam Boiler from diesel fuel to LPG gas to enhance combustion efficiency and reduce greenhouse gas emissions and other pollutants.

- Improvement of insulation for the cooling water pipeline system to enhance cooling efficiency, extend the operational lifespan of the Chiller system, and reduce the use of refrigerants with high Emission Factors, consequently reducing greenhouse gas emissions.

Safety and Environmental Projects in Production Processes

- Conversion of production tank motors and glue filling pump motors to entirely explosion-proof motors for the SVBA product manufacturing process to enhance operational safety.

Organizational Energy and Resource Consumption Data

The Company systematically monitors and manages internal energy and resource consumption, utilizing energy intensity per unit of production as a key metric for continuous evaluation of production process efficiency. The operational results are summarized as follows:

Items	Unit	2023	2024	2025
Electricity Consumption per Unit of Production (Electricity Intensity)	Unit per Production Output (ton)	184.95	180.36	167.96
Energy Consumption per Unit of Production (Energy Intensity)	Unit per Production Output (ton)	23.93	25.05	24.46

Information on electricity management

Companys electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,089,015.00	1,085,246.00	1,062,752.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,089,015.00	1,085,246.00	1,062,752.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,782.38	8,348.05	8,051.15

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	184.95000000	180.36000000	167.96000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	5,268,787.00	4,734,343.00	4,204,963.00
Percentage of total electricity expense to total expenses (%) ^(**)	0.31	0.25	0.24
Percentage of total electricity expense to total revenues (%) ^(**)	0.28	0.22	0.20
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	42,490.22	36,418.02	31,855.78

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	51,276.00	51,826.00	54,064.00
Gasoline (Litres)	29,234.00	35,262.00	28,990.00
LPG (Kilograms)	60,945.00	63,624.00	71,697.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

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

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

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

Information on total energy management (electricity + fuel)

Energy Consumption Intensity

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	23.93000000	25.05000000	24.46000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

As water is one of the key components of waste generated from the factory's operational processes, the Company has improved its water segregation and management system in 2025 to enhance the efficiency of integrated waste management and ensure strict compliance with environmental regulations.

The Company has classified water into 3 types and established appropriate management guidelines as follows:

1. Wastewater

Refers to unused tap water that flows through the company's central water supply pipeline system. The Company has systematic procedures for controlling and monitoring wastewater management, from storage and volume control to discharge outside the factory, by correctly following relevant methods and regulations to prevent environmental impact.

2. Water for consumption and general use

Refers to water generated from internal company use, such as factory buildings, offices, restrooms, and canteens. Water from general use is collected and conveyed to the factory's internal wastewater treatment system. Once the water has been treated to meet standards, it is reused for purposes such as cleaning factory areas or watering plants, to reduce tap water consumption and promote efficient resource utilization.

3. Wastewater from production processes

Refers to chemically contaminated water, which is classified as hazardous waste. It originates from various activities such as production processes, cleaning production vessels, washing containers and equipment, as well as water from laboratories and quality control department areas. This type of wastewater is collected and stored in tightly sealed containers at designated points and then sent for disposal by service providers legally authorized by the Department of Industrial Works.

The improvement of this water management system reflects the company's commitment to operating its business with environmental responsibility, reducing pollution risks, and promoting efficient and sustainable resource utilization.

Reference link for company's water management plan : <https://sustainability.seliccorp.com/environment/environmental-management#water-management>

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2021 : Water withdrawal 7,726.00 Cubic meters	2026 : Reduced by 10% or 772.60 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company has established a systematic water segregation and management system, categorizing water into three main types with appropriate control and management guidelines, as follows:

1. Rainwater

Rainwater flowing through the factory area will have its drainage direction controlled and undergo initial quality inspection before being discharged into the public drainage system, to ensure no environmental impact.

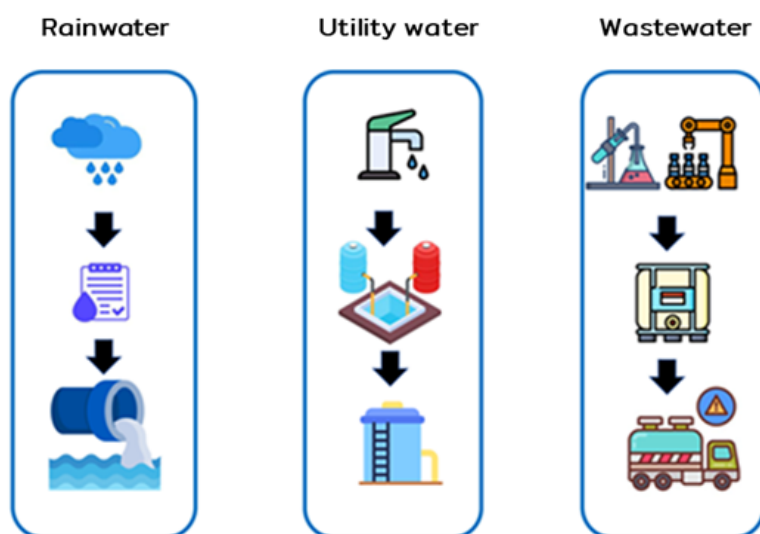
2. Used Water (Water from consumption)

Water generated from use within office buildings, factories, restrooms, and canteens will be collected into the factory's wastewater treatment system. Once the water has been treated to meet standard criteria, it will be stored for reuse, such as for cleaning and watering plants, to reduce tap water consumption and enhance resource efficiency.

3. Wastewater (from production process)

Water contaminated with chemicals from production processes, equipment washing, containers, and laboratories will be separately stored in standard, tightly sealed containers. It will then be sent for disposal by a legally authorized waste disposal contractor approved by government agencies, as it is classified as hazardous waste.

Water Segregation and Management System



Furthermore, in 2025, the Company organized an energy-saving campaign media design competition to encourage employees to recognize the importance of efficient resource utilization, focusing on water and electricity conservation within the factory and office premises.

This activity provided an opportunity for employees to participate in creating concepts and designing public relations media, which received significant interest and positive feedback, reflecting the collaboration and environmental consciousness of the personnel within the organization.

Examples of award-winning energy-saving campaign media for the year 2025.



This activity is considered another approach to fostering an organizational culture of efficient energy consumption and continuously supporting the Company's environmental operations.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	7,193.00	7,272.00	5,427.00
Water withdrawal by third-party water (cubic meters)	7,193.00	7,272.00	5,427.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	58.01	55.94	41.11
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

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

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	7,193.00	7,272.00	5,427.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00377497	0.00338671	0.00263309
Intensity of total water consumption (Cubic meters / Metric ton of product)	1.22000000	1.21000000	0.86000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	119,400.00	120,749.41	89,240.99
Total water withdrawal expense from third-party water (Baht)	119,400.00	120,749.41	89,240.99
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.01	0.01	0.01
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.01	0.01	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	962.90	928.84	676.07

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: 1
Data disclosure coverage (%)	: 100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company prioritizes the management and control of waste generated from production processes and internal activities to ensure that all types of waste are managed correctly and appropriately. This includes steps from disposal, storage, segregation, and transportation, up to final disposal or sale to authorized buyers or waste disposal contractors. All operations strictly adhere to academic principles, laws, regulations, and relevant requirements to control risks and mitigate pollution impacts on the environment and health.

The Company continuously focuses on reducing the amount of waste from production processes that requires landfill disposal, with the exception of certain types of waste for which appropriate technology or management methods are not yet available. Emphasis is placed on minimizing waste generation at the source and considering waste management methods based on the potential of each waste type to ensure that resources can be utilized most cost-effectively and efficiently.

Additionally, the Company has adopted waste management guidelines based on the 3R principles, namely resource reduction (Reduce), reuse (Reuse), and recycling (Recycle), and systematically applied them to its operational processes to support efficient resource utilization, reduce environmental impact, and promote long-term sustainable business operations.

Reference link for company's waste management plan : <https://sustainability.seliccorp.com/en/environment/environmental-management>

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
-----------	--------------	----------------	--------------------------

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2021 : non-hazardous waste 360.00 Kilograms	2026 : Reduced by 3% or 10.80 Kilograms	• Landfilling
Reduction of waste generation Waste type: Hazardous waste	2024 : hazardous waste 29,370.00 Kilograms	2026 : Reduced by 3% or 881.10 Kilograms	• Incineration without energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Hazardous Waste Disposal

Hazardous Waste refers to dangerous waste or industrial waste, including wastewater generated from production processes, or disused materials that are flammable, corrosive, highly reactive, contain toxic substances, have degraded solvents, or sludge generated from production processes.

The Company has engaged legally authorized hazardous waste disposal contractors to manage disposal, strictly adhering to the Ministry of Industry's announcement regarding the disposal of waste or disused materials. This is to control risks, reduce environmental and health impacts, and support safe and sustainable business operations.

Wastewater Quality Management

Wastewater refers to water generated from the use by employees within factory buildings, offices, and canteens, as well as general wastewater such as rainwater or unused tap water, which is treated to reduce contamination before discharge into the environment.

The Company conducts annual inspections and monitoring of wastewater quality by engaging specialized external environmental measurement service providers to ensure that wastewater quality complies with legally mandated standards. The wastewater quality must not exceed the standard values stipulated in the Ministry of Industry's announcement regarding the control standards for wastewater discharge from factories B.E. 2560 (2017).

Non-Hazardous Waste Management

The Company manages non-hazardous waste according to the 3R waste management principles: Reduce, Reuse, and Recycle. This is coupled with educating and raising awareness among employees about proper waste segregation. Training sessions are organized annually for employees, including during the onboarding process for new employees. All employees are responsible for segregating waste before disposing of it in communal bins.

The Company has established a waste segregation system using color-coded bins as symbols to ensure convenience and clarity in practice. This system covers general waste, recyclable waste, orphan waste, and hazardous waste, with

appropriate management guidelines for each type, including collection, transportation, and disposal or reuse. This operation helps reduce the amount of waste sent to landfills, increases efficient resource utilization, and concretely reduces environmental impact.

Orphan Waste Disposal

Orphan Waste refers to uncontaminated waste generated from daily routines that is difficult to very difficult to decompose, such as plastic food bags, food containers, plastic spoons and forks, paper cups, snack wrappers, and other similar materials.

The Company manages orphan waste by requiring it to be cleaned and dried to prevent contamination before collection and transfer to authorized agencies for processing into Refuse Derived Fuel (RDF), which can be used for electricity generation or as an alternative energy source. This operation helps reduce the amount of waste sent to landfills and supports efficient and environmentally friendly resource utilization.

The Company has participated in the orphan waste segregation project with Nong Khaem District Office. Employees received training from expert lecturers from the Environmental Research Institute, Chulalongkorn University, to enhance their knowledge and understanding of correct and efficient orphan waste segregation.

The Company has initiated the implementation of **Orphaned Waste Project** within the organization, with the following key operational guidelines:

- Continuously communicate and promote knowledge on orphan waste segregation to employees through Town Hall meetings and internal communication channels, such as the Company's Line Group.
- Improved the waste collection facility and disposal points within the company premises by clearly demarcating areas and assigning colors to waste bins to facilitate and reduce confusion in segregation.
- Established a responsible team to collect and verify waste segregation data monthly to monitor employee understanding and evaluate operational performance to achieve the target of 100% correct waste segregation.

As a result of this project, the Company was able to deliver 1,633 kilograms of orphan waste to the Nong Khaem District Office for processing into Refuse Derived Fuel (RDF), which can be used for electricity generation or as an alternative energy source. This helps reduce the amount of waste sent to landfills and supports valuable and sustainable resource utilization.

Recyclable Waste Management

Recyclable Waste refers to waste that can be reused or sold, such as scrap metal, glass bottles, aluminium, drinking water bottles, and paper. The Company has assigned the Human Resources department to be responsible for collecting recyclable waste from various departments within the factory and coordinating its delivery to authorized contractors for proper recycling.

The Company has continuously organized activities and internal communications to impart knowledge and foster understanding among employees regarding proper waste segregation. This ongoing effort since 2022 aims to reduce wasteful resource consumption, decrease the amount of waste requiring disposal, and mitigate environmental impacts resulting from inefficient resource use.

The aforementioned waste and waste management approach is part of the Company's commitment to efficient resource utilization, reducing environmental impact, and supporting sustainable long-term business operations.

"Turning Waste into Merit" Project in collaboration with Wat Chak Daeng

The Company has supported the "Turning Waste into Merit" project, which involves processing clear PET plastic bottles through the process of Upcycling to create new value from waste materials. 15 PET plastic bottles can be used to produce fibers for weaving one monastic robe (Pha Trai Jiworn), and a complete set of monastic robes requires 60 plastic bottles.

The production process begins with sending plastic bottles to a recycling plant to be processed into fibers, which are then sent to a weaving factory. The recycled fibers are blended with Polyester Rayon fibers, cotton fibers, and Polyester Zinc Antibacterial fibers, which have properties that help reduce bacterial accumulation, eliminate odors, provide softness, offer good ventilation, and are suitable for Thailand's climate. Once the fabric is woven from recycled fibers, it will be sent back to Wat Chak Daeng, where volunteers will collectively sew it into monastic robes (Pha Trai Jiworn or Pha Bangsukula Jiworn) for devotees to make merit. This also generates income for the surrounding community.

This project not only helps reduce plastic waste and promotes efficient resource utilization but also instills environmental awareness among the public, while linking environmental conservation with merit-making and sustainable social value creation.

Diagram of performance and outcomes of waste management

เชิญสะสมบุญบริจาค

ขวดน้ำพลาสติกสะอาด

ลดขยะ ลดโลกร้อน



ส่งบริจาคได้ที่ วัดจากแดง
หรือที่ BigC สาขา ดังนี้

- ❖ สาขาสุขสวัสดิ์
- ❖ สาขาราชบูรณะ
- ❖ สาขาบางประกอก
- ❖ สาขาพระราม2 สาขา 1
- ❖ สาขาพระราม2 สาขา 2
- ❖ สาขาดาวคะนอง

จาก ขวดพลาสติก PET ชนิดใส นำมาผ่านกระบวนการ
Upcycling ถักทอผสมผสานกับเส้นใย Polyester Rayon เส้นใยฝ้าย
และเส้นใย โพลีเอสเตอร์ ซิงค์ แอนตี้แบคทีเรีย (Polyester Zinc Antibacterial)
เป็นผ้าจิวรพระ ที่ป้องกันแบคทีเรีย ลดกลิ่นอับ มีความนุ่ม โปร่งสบาย

ขอผู้มีบุญกรุณา ทำความสะอาดขวด แกะฉลาก ฝา
แยกออกจากกัน ใส่ถุงดำ

วัดจากแดง ต.ทรงคนอง อ.พระประแดง จ.สมุทรปราการ 10130
โทร : 066-159-9558 (คุณแอน)

Waste into Merit Project

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	22,376.00	38,199.00	64,354.72
Total non-hazardous waste (kilograms)	3,293.00	5,729.00	6,922.72
Non-hazardous waste - Landfilling (Kilograms)	3,293.00	4,921.00	5,290.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	808.00	1,632.72
Total hazardous waste (kilograms)	19,083.00	32,470.00	57,432.00
Hazardous waste - Landfilling (Kilograms)	2,558.00	1,300.00	933.00
Hazardous waste - Incineration without energy recovery (Kilograms)	16,525.00	31,170.00	56,499.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.02	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.02	0.03

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	20,030.00	14,908.00	24,726.00
Reused/Recycled non-hazardous waste (Kilograms)	20,030.00	14,908.00	24,726.00

	2023	2024	2025
Recycled non-hazardous waste (Kilograms)	20,030.00	14,908.00	24,726.00
Percentage of total reused/recycled waste to total waste generated (%)	89.52	39.03	38.42
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	608.26	260.22	357.17

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	: Company
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: 1
Data disclosure coverage (%)	: 100.00

Information on greenhouse gas management plan

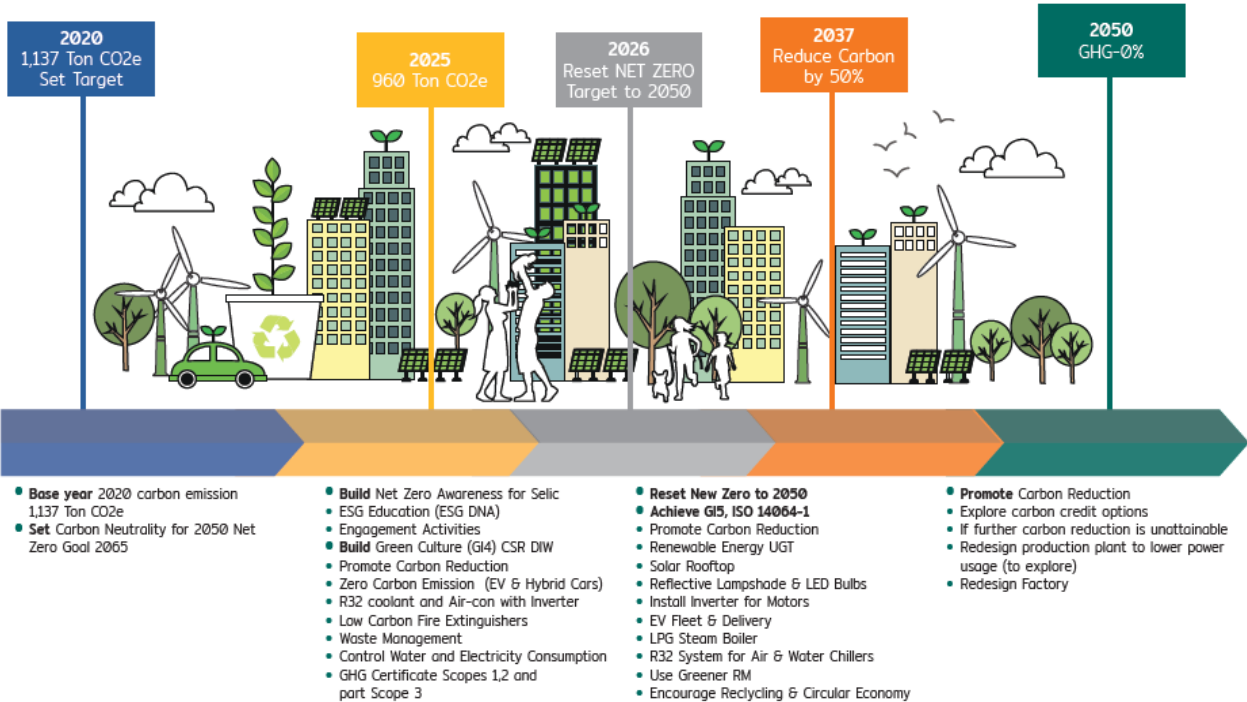
Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

The Company acknowledges the significance of climate change issues and emphasizes preparedness in addressing continuously evolving environmental regulations and requirements, which could potentially affect the company's business operations and stakeholders across the entire value chain. Consequently, the company has established guidelines for improving and elevating environmental management, with a focus on the systematic and continuous management and reduction of greenhouse gas emissions.

The Company prioritizes the reduction of greenhouse gas emissions from all business activities, encompassing both direct and indirect emissions. Consequently, a concrete greenhouse gas reduction plan was established in 2025, with a short-term target to reduce greenhouse gas emissions by at least 50% and achieve Carbon Neutrality by 2037. Concurrently, the company has set a long-term target to reduce greenhouse gas emissions by at least 90% by 2065, aiming towards Net Zero greenhouse gas emissions from all organizational activities.

SELIC Net Zero Roadmap 2050



Reference link for company's greenhouse gas management plan : <https://sustainability.seliccorp.com/en/environment/climate-change>

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2020 : Greenhouse gas emissions 1,137.00 tCO ₂ e	2037 : Reduced by 50% or 569.00 tCO ₂ e in comparison to the base year	2050 : Reduced by 90% or 1,024.00 tCO ₂ e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2020 : Greenhouse gas emissions 1,137.00 tCO ₂ e	2037 : Reduced by 50% or 569.00 tCO ₂ e	None

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
-------------------------------	--------------	------------------------	-----------------------

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2020 : Greenhouse gas emissions 1,137.00 tCO ₂ e	2026 : Reduced by 10% or 114.00 tCO ₂ e in comparison to the base year	-

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

Efficient energy and resource management plan to reduce greenhouse gas emissions (Scope 1 and Scope 2).

The Company has implemented efficient energy and resource management projects, focusing on reducing greenhouse gas emissions in Scope 1 and Scope 2 by promoting the concrete participation of employees from all departments in environmental protection activities. The key operational guidelines are as follows:

- Promote and campaign for awareness in efficient resource utilization to reduce the consumption of paper, water, and electricity, as well as drive process efficiency improvement projects to enhance energy efficiency and minimize waste generated from operational processes.
- Campaign and educate within the organization on proper waste disposal and segregation to reduce waste volume in each department, as well as participate in projects or activities with external environmental agencies, such as seminars to develop efficient waste data management.
- Communicate and foster understanding of sustainability policies among partners and customers to promote environmental collaboration throughout the value chain.
- Supervise and monitor operations to ensure they align with established targets, thereby preventing environmental complaints from both internal and external stakeholders.
- Organize projects and activities that promote the reuse or recycling of waste, including activities covering safety, occupational health, environment, and energy, such as Innovation Day activities.

Registration and Management Project Plan with the Thailand Greenhouse Gas Management Organization (TGO).

The Company recognizes the importance of climate change issues and prioritizes preparedness for continuously evolving environmental regulations and requirements, which may impact the company's business operations and stakeholders throughout the value chain. Therefore, the company has established guidelines for improving and enhancing environmental management, focusing on systematic and continuous management and reduction of greenhouse gas emissions.

The Company has collected, verified, and assessed greenhouse gas emission data from various organizational activities, covering all three scopes of greenhouse gas emissions: Scope 1 (direct greenhouse gas emissions from organizational activities), Scope 2 (indirect greenhouse gas emissions from energy consumption), and Scope 3 (other indirect greenhouse gas emissions in the value chain). This data serves as a fundamental basis for establishing effective guidelines, measures, and targets for the organization's greenhouse gas reduction.

From the collection and analysis of greenhouse gas emission sources, the company has used this data as a basis for setting greenhouse gas reduction targets. The goal is to reduce the rate of greenhouse gas emissions per total production in Scope 1 and Scope 2 by 10% by 2026, compared to the base year 2020, which had greenhouse gas emissions of 1,137 tons of carbon dioxide equivalent.

In 2025, the Company successfully reduced greenhouse gas emissions in Scope 1 and Scope 2 to 952 tons of carbon dioxide equivalent, reflecting continuous progress in implementing greenhouse gas reduction measures and aligning with established targets.

Additionally, the Company has prepared an organizational greenhouse gas emission report, covering all three scopes of greenhouse gas emissions (Scope 1, Scope 2, and Scope 3), and has had its organizational greenhouse gas emission data for 2025 verified by ECEE Company Limited to ensure the credibility and accuracy of the data. The Company utilized the verification results to apply for certification and registration of its Carbon Footprint of Organization (CFO) with the Thailand Greenhouse Gas Management Organization (Public Organization) during the 1st consideration of 2026 on March 5, 2026, and was granted certification, with the results announced on March 18, 2026.

Certificate Number:
TGO CFO FY26-05-338

องค์กร
rganization

THAILAND GREENHOUSE GAS
MANAGEMENT ORGANIZATION
(Public Organization) TGO

CERTIFICATE

Awarded to

Selic Corp Public Company Limited

Company address verified: 270 Liapkhlongphasicharoenfangtai Road, Nongkhaem Bangkok 10160

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by ECEE Co., Ltd. and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2025 - 31/12/2025]

Total Greenhouse Gas Emission (Scope 1&2): 952 tonCO₂e/year

Direct GHG emissions	447 tonCO ₂ e/year
Energy Indirect GHG emissions	505 tonCO ₂ e/year
Other Indirect GHG emissions	8735 tonCO ₂ e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 18 March 2026

Mr.Nakorn Tangavirapat
Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

Low Emission Support Scheme (LESS Project)

The Company prioritizes participation in greenhouse gas reduction and has joined the Low Emission Support Scheme (LESS), organized by the Thailand Greenhouse Gas Management Organization (Public Organization), to support, promote, and certify the tangible and verifiable results of the organization's greenhouse gas reduction activities.

The LESS project aims to encourage organizations to undertake activities that can reduce greenhouse gas emissions and evaluate the results of these reductions according to established criteria. The Company has continuously participated in this project during 2023-2025, and the evaluation results show that greenhouse gas emissions have been reduced as follows:

- In 2023, greenhouse gas emissions were reduced by 44.141 tons of carbon dioxide equivalent.
- In 2024, greenhouse gas emissions were reduced by 37.134 tons of carbon dioxide equivalent.
- In 2025, greenhouse gas emissions were reduced by 42.161 tons of carbon dioxide equivalent.

Diagram of performance and outcomes in greenhouse gas management



Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	9,397.00	10,089.00	9,687.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	396.00	418.00	447.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	544.00	543.00	505.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	8,457.00	9,128.00	8,735.00

Greenhouse Gas Emissions Intensity⁽¹⁾

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.004932	0.004699	0.004700
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	75.78	77.61	73.39
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	0.15900000	0.15900000	0.15000000

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

Remark: ⁽¹⁾ Scope 1 & 2 per unit of production (tons)

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

Reference link for the greenhouse-gas verifier entity : <https://thaicarbonlabel.tgo.or.th/index.php?lang=TH&mod=YJNKbLIXNXBlbUYwYVc5dVgyRndjSEp2ZG1Gcw&action=WkdWMFLXbHM¶m=TWpreE1qYz0>

Reference file for the greenhouse-gas verifier entity. : <https://eonemedia.setlink.set.or>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	317,747.42	635,712.80	42.16
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	16.91	880.79	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	317,730.51	634,832.01	42.16

Absorption and removal of Greenhouse Gas

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

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 : SELIC CORP PUBLIC COMPANY LIMITED

Symbol : SELIC

Market : SET

Industry Group : Industrials

Sector : Industrial Materials & Machinery

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

The Company recognizes the importance of respecting human rights and has communicated its practices through its business ethics throughout the value chain, as well as announcing the company's human rights policy, which has been effective since December 1, 2020. Furthermore, the company has collaborated with the Department of Labor Protection and Welfare, Ministry of Labor, by adhering to good governance principles in ensuring fair treatment of employees under the certification of Thai Labor Standard (TLS 8001-2020).

Such operations reflect that the company is a socially responsible business organization in labor matters, operating in compliance with laws and standards related to fundamental labor rights, while promoting employee participation in driving and developing the organization creatively, with an awareness of their rights and duties, and adherence to virtues, ethics, and righteousness.

The Company prioritizes adherence to international human rights principles, conducts business responsibly, transparently, and participates in managing potential human rights impacts without discrimination based on physical or mental differences, race, nationality, ethnicity, religion, gender, language, age, sexual orientation, disability, skin color, or any other factor, to foster a working society that respects human dignity and equality.

Furthermore, the company is committed to engaging with stakeholders in identifying, assessing, and preventing human rights risks through a comprehensive Human Rights Due Diligence (HRDD) process.

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company mandates a comprehensive human rights due diligence review and implementation at least once a year. In 2025, the Company conducted a human rights risk assessment to evaluate and verify the status of its comprehensive human rights due diligence (HRDD) operations. which Reviewed and approved by the Board of Directors and endorsed by the Corporate Governance and Sustainable Development Committee.

Comprehensive human rights due diligence processes and procedures

The Company has guidelines for assessing human rights impacts both within the organization and throughout its value chain, by establishing comprehensive human rights due diligence (HRDD) processes and procedures as follows:

1. Defining the scope of assessment
2. Identification of relevant human rights issues
3. Human Rights Risk Assessment
4. Implementation of risk control measures and residual risk assessment
5. Monitoring, verification, and review of human rights operations
6. Remediation for affected parties

Defining the scope of assessment

The Company defines the scope of human rights risk assessment at the organizational level, covering the entire company's value chain, from employees, business partners, suppliers, contractors, customers, to communities and society, to comprehensively and appropriately identify and manage human rights risks.

Identification of relevant human rights risk issues

- Labor rights Consists of
 - Workplace environment This refers to creating a safe physical working environment, including workspaces, noise levels, lighting, work atmosphere, working hours, and other environmental aspects such as equipment and tools that effectively support employee performance.
 - Employee occupational health and safety This refers to the Company's occupational health and safety operations for employees, operational sites, and plans to provide assistance, raise awareness, and ensure access to occupational health and safety operations covering all employees.
 - Non-discrimination This refers to treating all employees equally, including receiving consistent and equal wages, without using criteria such as ethnicity, skin color, gender, religion, region, educational institution, political opinions, or other factors for discrimination.
 - Freedom of association and collective bargaining Employees have the right to fair negotiation regarding employment benefits and freedom of association.
 - Child and forced labor The Company will not engage in forced labor, child labor, or human trafficking.
- Consists of
 - Living standards and quality of life This means the Company's operations will not cause negative impacts on nearby communities regarding human rights, such as reducing community income due to unfair competition.
 - Community occupational health and safety This refers to the Company's operations in exercising caution to prevent negative impacts on community occupational health and safety, such as accidents resulting from the company's operations or various forms of pollution affecting the community.

- Community access to clean water sources This refers to the Company's operations not obstructing the community's access to clean water sources, such as blocking water sources or drawing water from community sources to the extent of causing drought.
- Waste and hazardous material management This refers to the company's waste and hazardous material management operations, which are carried out or disposed of correctly and do not affect the environment and nearby communities, such as wastewater treatment or chemical management.
- Land acquisition This refers to assessing the impact before the Company commences operations to ensure that it will not cause human rights impacts.
- Customer rights Consists of
 - Customer health and safety This refers to the company's selection of products and services that meet quality standards, are fairly priced, and consider customer health and safety during service use.
 - Protection of customer data privacy This refers to not violating customers' personal data and having management and prevention guidelines regarding data privacy.
 - Non-discrimination against customers This refers to having management and prevention guidelines regarding non-discrimination against customers.
- Partner rights Consists of
 - Partner code of conduct This means the Company's operations must adhere to good ethics, fair business practices, and transparency, based on fair returns for both parties.
 - Protection of partner confidentiality This means the Company will not violate the confidential information of its partners, such as copyright data, patents, etc.

Human Rights Risk Assessment Results

From the employee opinion survey conducted through a human rights impact questionnaire, the collected data will be used to improve and develop the company's human rights measures or policies.

The 2025 annual survey results show that the overall assessment score is within the percentage range. **87.80 97.56**

The topic with a score below the average is the working environment, which reflects employees' desire for a safer and more hygienic workplace.

Implementation of risk control measures

From the identification and assessment of the aforementioned human rights risk issues, the Company conducted a comprehensive human rights risk assessment and found high-level risk issues (orange level), namely the risk of accidents that may arise from operations.

To manage and mitigate these risks, the Company has established additional human rights risk control guidelines and measures as follows:

- Continuously organize training programs and provide knowledge on occupational safety to employees at all levels.
- Comply with safety, occupational health, and working environment measures, and strictly review safety projects to align with relevant regulations and laws.
- Setting the "Zero Accident" target as one of the company's key performance indicators (Company KPI).

Furthermore, the Company has established preventive measures to avoid and reduce potential human rights risks, along with coordinating and communicating with those directly affected or potentially affected, such as employees, business partners, suppliers, contractors, customers, as well as communities and society, to manage impacts and address human rights issues appropriately and promptly.

Monitoring and reviewing human rights operations

The Company has continuous processes for monitoring, verifying, and reporting on human rights performance to ensure that the established mitigation measures are adequate and can effectively reduce or prevent human rights impacts, as well as to monitor and prevent recurrence.

The Company collects and monitors data from human rights violation complaints from all stakeholder groups and regularly reports the results to the Corporate Governance and Sustainability Committee, as well as the Risk Management Committee. Furthermore, the Company discloses human rights information through its annual sustainability report and publishes its human rights policy, including channels for human rights complaints, on the Company's website.

Stakeholders can directly report or complain about human rights issues in writing, via email, or by sending a letter to the company, in accordance with the Company's whistleblowing and complaint handling policy.

Human rights remediation and rehabilitation

The Company is committed to reducing the risk of potential human rights violations through regular risk assessments at appropriate intervals to identify risk situations throughout the value chain, as well as continuously developing and reviewing preventive and mitigation measures to achieve maximum effectiveness.

In cases where human rights violations occur or may occur, the Company is responsible for participating in the resolution, remediation, and rehabilitation of those affected by the company's operations, both directly and indirectly. This includes cooperating with or supporting other judicial processes in which the Company can participate, even if not directly resulting from the company's business activities. These actions are in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs), with the following operational guidelines:

1. Systematic monitoring and listening

The Company has a systematic, independent, and legitimate follow-up process through regular surveys of stakeholder opinions, concerns, and impacts, as well as an effective complaint mechanism to identify problems from the outset, reduce the severity of impacts, and provide adequate, appropriate, and timely remediation.

2. Coordination and cooperation with external mechanisms

The Company cooperates with external grievance mechanisms and processes, such as government agencies, independent bodies, or relevant experts, allowing complainants the freedom to choose their preferred complaint channel.

3. Effective operational grievance mechanisms

The Company provides operational grievance mechanisms that are legitimate, easily accessible, predictable, equitable, transparent, and consistent with human rights principles, based on stakeholder participation. It also includes measures to protect complainants, reports on the progress and outcomes of remediation and rehabilitation, and summarizes lessons learned for reviewing, improving, and establishing preventive measures to avoid recurrence.

The Company has guidelines for providing initial assistance and conducting comprehensive fact-finding investigations to determine appropriate short-term and long-term remediation measures for each case. This aims to mitigate the impacts of the Company's activities that lead to human rights violations, as well as to seek preventive measures against recurrence, whether from intentional or unintentional acts, to ensure the company's human rights operations are effective and appropriate.

Reference link for the information and an HRDD : <https://sustainability.seliccorp.com/en/social/human-right-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
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: 1
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

Fair Employee Compensation

The Company has a policy of fair salary-based compensation for employees, setting wage rates no lower than legally mandated and benchmarking them against similar industry wage levels. Additionally, the Company provides non-salary compensation, such as skill-based pay and compensation based on the responsibility level of each position.

The Company treats all employees fairly and equally, conducting performance planning & review and evaluating operational results based on organizational key performance indicators (KPIs) to inform appropriate compensation reviews. The objective of compensation review is to retain and incentivize employees with good performance, capabilities, and dedication to the organization.

The Company's compensation considerations do not involve discrimination or gender differentiation and are strictly conducted within the legal framework of the Labor Protection Act B.E. 2541 (1998), as well as other relevant laws and regulations.

Training

The Company is committed to developing high-quality personnel with integrity, ethics, and a strong commitment to honesty. It promotes shared organizational values (Core Competency) among all employees and mandates compulsory training courses for all employees to foster a common understanding and consistent operational guidelines across the organization.

Furthermore, the Company emphasizes developing employee competencies in all dimensions, including knowledge competency, skill competency, and promoting innovative thinking, through both internal and external training, as well as on-the-job training (OJT). The aim is to encourage employees to recognize sustainable development to support business expansion and enhance the organization's competitiveness.

Personnel Development

The Company has a policy to prepare a succession plan to accommodate potential situations or changes that may affect business operations. This is to strengthen human resource stability and ensure that the Company's operations can continuously achieve its set goals, while minimizing potential damages or risks.

The Company has developed a workforce succession plan and a succession planning framework, with the following operational guidelines:

- Establish appropriate advance notice periods for employee resignations, requiring employees to give at least 30 days' notice, and at least 60 days' notice for executive positions, to allow the Company sufficient time to recruit and prepare replacement personnel.
- Define competencies for key positions and management-level positions to serve as guidelines for selecting and developing personnel with succession potential.
- Conduct performance evaluations based on the competency characteristics of each position and utilize the evaluation results as data for developing a succession plan to prepare for future position inheritances.
- Identify high-potential employee groups (Talent Pool) and develop Individual Development Plans (IDPs) to systematically plan career advancement paths.
- Develop a personnel development plan to prepare for succession, designing the development plan to align with the capabilities and requirements of the position to be succeeded.
- Provide training and development in leadership skills and related competencies to enhance employees' potential and readiness for advancing to supervisory, line management, and senior executive positions in the future.

Promoting Employee Relations and Engagement

The Company prioritizes fostering good relationships and employee engagement at all levels by providing basic welfare and benefits as required by law, as well as additional benefits beyond legal requirements. This is based on principles of fairness, non-discrimination, and consideration for the appropriateness of duties and responsibilities of each position.

Welfare and activities provided by the Company include annual health check-ups and risk-based health screenings, accident and health insurance, employee welfare loan funds, employee uniforms, special assistance funds, provident funds, as well as internal relationship-building activities such as annual parties, birthday merit-making events, and monthly lunch gatherings, all of which foster a positive working atmosphere and employee loyalty to the organization.

In addition, the Company has established an Employee Joint Investment Program (EJIP) to incentivize performance and foster a sense of ownership among employees, management, and directors of the company, thereby strengthening long-term employee engagement and commitment.

Migrant Workers / Foreign Workers

The Company prioritizes the legal employment and management of migrant workers, adhering to human rights principles and treating workers fairly without discrimination in terms of wages, welfare, safety, and working environment. It also promotes equal access for migrant workers to information, rights, and various protection mechanisms.

The Company fully and legally employs and registers migrant workers, who receive wages, welfare, and protection under labor laws equally with Thai workers. Additionally, the Company provides training on workplace safety and labor rights in languages understandable to the workers, to enhance their knowledge, understanding, and awareness of their rights and duties appropriately.

Child Labor

The Company is committed to respecting human rights and strictly adhering to labor laws. It has established a policy against child labor at all stages of business operations, including throughout the organization's supply chain.

Furthermore, it implements measures for inspection, prevention, and awareness-raising among relevant parties to ensure that employment practices are correct, appropriate, and do not negatively impact the rights, development, and education of young people.

The Company hereby affirms its non-use of child labor in its business activities, strictly adhering to labor laws and standards related to child labor. It has a systematic age and employment document verification process before employment and communicates its no-child-labor policy to employees, partners, and contractors to ensure consistent practices throughout the supply chain.

Safety, Occupational Health, and Working Environment

The Company prioritizes safety, occupational health, and working environment as a primary concern in its business operations. This covers personnel at all levels within the organization, including employees, contractors, and external individuals working within the Company's premises, which is considered a key material issue for stakeholders.

The Company has established policies and operational guidelines for safety, occupational health, and working environment, strictly adhering to the ISO 45001:2018 standard system. This includes policy formulation, establishment of a Safety, Occupational Health, and Working Environment Committee, definition of safety management structures, occupational health and safety risk management, and various activities to promote and instill a sustainable safety culture within the organization.

Furthermore, the Company places the highest importance on the safety and occupational health of all employees and workers. It is committed to creating a safe working environment, reducing the risk of accidents and work-related illnesses through strict adherence to safety and occupational health laws and standards, and promoting employee participation at all organizational levels.

To ensure effective safety and occupational health operations, the Company has established the following key guidelines and measures:

- Fully comply with safety and occupational health laws and standards.
- Ensure all employees and workers receive regular safety and occupational health training appropriate to their job nature.
- Conduct risk assessments and establish appropriate preventive measures in all work areas to reduce the likelihood of accidents and work-related illnesses.
- Promote the reporting of incidents and near misses to use as data for continuous improvement and development of the safety system.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	100% payment of wages and compensation not less than legally prescribed.	-	2025: Payment of wages and remuneration not less than legally prescribed.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours per person per year	-	2025: Average training hours: 20 hours per person per year.
• Migrant/foreign labor	Foreign workers are legally employed and registered.	-	2025: Foreign workers are 100% legally employed and registered.
• Child labor	No child labor in the company's business activities	-	2025: 100% non-use of child labor in the company's business activities.
• Safety and occupational health at work	Compliance with Safety and Occupational Health Laws and Standards	-	2025: Full compliance with safety and occupational health laws and standards
• Others : Organizational Commitment	Employee Engagement Assessment Results	-	2025: Employee engagement assessment results: 85%

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 : Yes
management

Employee Training and Development

The Company is committed to developing high-quality personnel with integrity, ethics, and honesty. It promotes shared organizational values (Core Competency) among all employees and mandates compulsory training courses for all employees to foster a unified understanding and operational approach across the organization. The mandatory courses include:

- Business Ethics (Code of Conduct)
- Code of Conduct for Directors, Executives, and Employees
- Anti-Corruption Policy and Guidelines (Anti-Corruption Policy / CAC)
- Basic knowledge of personal data protection under the Personal Data Protection Act (
- Knowledge of Safety, Occupational Health, and Prevention of Work-Related Diseases (Safety & Occupational Health)

Additionally, the Company emphasizes developing employee competencies in all dimensions, including knowledge competency, skill competency, and fostering an innovation mindset, through both internal and external training, as well as On-the-Job Training (OJT). The focus is on making employees aware of sustainable development to support business expansion and enhance the organization's competitiveness.

Employees at all levels receive appropriate and continuous training and development to enhance essential skills for business operations and career growth. The Company consistently provides an average training hour per employee and supports learning through diverse and accessible formats. In 2025, employees received an average of 33.08 training hours per person per year.

ESG DNA Project: Sustainability Knowledge Series

In 2025, the Company participated in the ESG DNA project, a sustainability knowledge series in the form of e-learning provided by the Stock Exchange of Thailand. This initiative aims to enhance the understanding of ESG business principles among personnel at all levels within the organization and to instill a sustainability mindset that can be applied to the operations of each department and throughout all stages of business, thereby contributing to the organization's sustainable growth.

The Company requires all employees participating in the project to undergo training and pass tests according to the prescribed mandatory courses. A total of 129 employees participated in the ESG DNA project, which comprises four mandatory courses, namely:

1. ESG 101: ESG in Action
2. CE 201: Business Operations based on Circular Economy Principles
3. S02_1: Value Chain Analysis
4. ESG 201: ESG Risk Management

Promoting Employee Relations and Engagement

The Company provides welfare and activities such as annual health check-ups and risk-based health screenings, accident and health insurance, an employee welfare loan fund, employee uniforms, special assistance payments, a provident fund, as well as internal relationship-building activities like annual parties, birthday merit-making events, and monthly lunch gatherings, all of which foster a positive work environment and employee engagement.

Additionally, the Company has established an Employee Joint Investment Program (EJIP) to incentivize performance and foster a sense of ownership among employees, management, and directors, thereby strengthening long-term employee engagement and participation.

Employee Engagement

The Company is committed to fostering employee engagement and promoting good relationships among personnel. Since 2021, an employee engagement survey has been conducted to assess the level of employee commitment to the organization and to identify strengths and opportunities for organizational development from the employees' perspective, which will lead to increased employee participation and an improved work environment. The Company has assigned an external firm specializing in organizational engagement to conduct the survey. The results of the 2022 survey will serve as the baseline year*, and employee engagement targets have been set as key performance indicators for subsequent years.

The Company regularly conducts Employee Engagement Surveys to assess employee satisfaction, engagement, and attitudes towards the organization, and uses the survey results as data to guide the development and improvement of human resource management.

In 2025, the Company set an employee engagement score target of no less than 85%. Previous survey results indicate a good level of employee engagement. However, to strengthen human resource management and support the organization's long-term sustainability, the Company is continuously developing strategies and implementing measures to enhance the employee experience and create an environment conducive to sustainable employee participation, engagement, and growth at all organizational levels.

Employee Engagement Assessment Results	Target	2022	2023	2024	2025
SELIC	85%	40%	47%	81.2%	82.0%
Industrial Group in Asia Pacific	N/A	60%	69%	82.4%	80.8%

Migrant/foreign workers and child labor

In 2025, the Company reported no cases of human rights violations or complaints, including those related to migrant/foreign workers and child labor.

Certifications and Awards Received

The Company has received certifications and awards in labor, safety, and human resource management, reflecting its commitment to conducting business responsibly towards employees and all stakeholders. Key awards and certifications include:

- Thai Labour Standard Certification (TLS 8001-2020)
- National Outstanding Establishment Award for Safety and Occupational Health (Thailand Safety Award) for the year 2025 by the Ministry of Labour

Safety, Occupational Health, and Working Environment

The Company has communicated its Safety, Occupational Health, and Working Environment policy throughout the organization and provides employee training to ensure the correct and efficient application of QSHE management systems. Furthermore, the Company regularly reviews its organizational objectives to ensure that the policy is continuously updated and developed in alignment with its operations and goals.

Additionally, the Company has established a systematic organizational structure and safety plan, appointing a Safety, Occupational Health, and Working Environment Committee to oversee and take primary responsibility for the organization's safety. Representatives from all departments participate as safety practitioners to supervise and promote safe working practices among employees.

Number of safety officers and individuals requiring training under the Safety Act									
Courses/ year	Safety Officer (Management Level)	Safety Officer (Supervisor Level)	Professional Safety Officer	Safety Committee	Compliance Officer	Control staff Crane	Control staff Steam	Gas station control staff	Forklift driver
2021	13	17	1	9	1	13	3	2	3
2022	14	17	1	7	1	13	3	2	9
2023	14	17	1	7	1	11	3	3	10
2024	17	15	1	7	1	11	3	3	11
2025	10	18	1	7	2	20	3	3	10

The Company has established safety regulations and procedures, provided appropriate personal protective equipment (PPE) to employees, recommended safety measures, and implemented corrective actions when risks or hazardous conditions are identified. This covers employees, contractors, and external personnel working within the Company's premises, while continuously promoting and supporting safety activities to foster a sustainable safety culture within the organization.

Employee Accident Report 2021 - 2025					
Past 5 years	2021	2022	2023	2024	2025
Total number of work-related accidents	2	3	2	1	2
Number of work-related accidents resulting in lost time	1	3	2	0	2
Lost Time Injury Frequency Rate (LTIFR) statistics	0.63	1.88	1.43	0.74	1.74
Lost Time Injury Severity Rate (LTISR) statistics	1.25	11.90	7.56	0	5.21

Contractor and Partner Accident Report 2021 - 2025					
Past 5 years	2021	2022	2023	2024	2025
Total number of work-related accidents	0	0	0	0	0
Number of work-related accidents resulting in lost time	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) statistics	0	0	0	0	0
Lost Time Injury Severity Rate (LTISR) statistics	0	0	0	0	0

The Company manages and monitors performance at least twice a year in accordance with its objectives for safety, occupational health, and working environment. The assessments are conducted by personnel with relevant knowledge, expertise, and experience, who have also undergone training in ISO 45001 assessment standards. The assessment results and the company's long-term goals are detailed as follows:

System Development Plan and Goals for Safety, Occupational Health, and Working Environment Development				
2021	2022	2023	2024	2025
Surveillance Audit for system certification ISO 45001:2018 To maintain continuous certification	3-year certification renewal surveillance audit ISO 45001:2018 (Re-Certification) To maintain continuous certification	Surveillance Audit for system certification ISO 45001:2018 To maintain continuous certification	Surveillance Audit for system certification ISO 45001:2018 To maintain continuous certification	3-year certification renewal surveillance audit ISO 45001:2018 (Re-Certification) To maintain continuous certification
3-year certification renewal audit (Re-Certification)	Review, revise, and assess risks to cover all activities	Review, revise, and assess risks to cover all activities	Foster an organizational safety culture	3-year certification renewal audit (Re-Certification)
System renaming OHSAS 18001 to ISO 45001:2018	Promote occupational health and safety participation at all organizational levels	Promote occupational health and safety participation at all organizational levels	Striving for the establishment award Zero Accident	Striving for the establishment award Zero Accident
Maintain the standard of the National Outstanding Safety Establishment Award	Maintain the standard of the National Outstanding Safety Establishment Award	Maintain the standard of the National Outstanding Safety Establishment Award	Maintain the standard of the National Outstanding Safety Establishment Award	Maintain the standard of the National Outstanding Safety Establishment Award



ESG DNA Project



Certificate No. BL.30/2016

The Department of Labour Protection and Welfare, Ministry of Labour
presents this certificate to recognise that

SELIC CORP PUBLIC COMPANY LIMITED

270 Liap Khlong Phasi Charoen Fang Tai Road, Nong Khaem, Nong Khaem,
Bangkok 10160, Thailand

for the following scope of certification:

MANUFACTURE AND DISTRIBUTION OF CHEMICALS (ADHESIVE TYPE)

to be certified

THAI LABOUR STANDARD (TLS 8001-2020) FOR BASIC LEVEL

with regarding as the business having corporate social responsibility on labour,
and the compliance in accordance with the law on fundamental labour rights.

This certificate is valid from 3 September 2025 to 2 September 2027.

Given on 20 August 2025



Lieutenant

Saroach Komkay

(Saroach Komkay)

Director-General

Department of Labour Protection and Welfare

Audited by TUV SUD (THAILAND) LIMITED



THE MINISTRY OF LABOUR

PRESENTS THIS CERTIFICATE TO RECOGNIZE THAT

SELIC CORP PUBLIC COMPANY LIMITED

HAS BEEN AWARDED THE 2025 NATIONAL OUTSTANDING ESTABLISHMENT AWARD
FOR OCCUPATIONAL SAFETY AND HEALTH
AS THE 1st YEAR OF ACHIEVEMENT

(MR. PONGKAWIN JUNGRUNGRANGKIT)
MINISTER OF LABOUR

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	124	130	132
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	124	130	132
Male employees (persons)	68	73	77
Percentage of male employees (%)	54.84	56.15	58.33
Female employees (persons)	56	57	55
Percentage of female employees (%)	45.16	43.85	41.67
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	24	25	23
Percentage of employees under 30 years old (%)	19.35	19.23	17.42

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	76	75	76
Percentage of employees 30-50 years old (%)	61.29	57.69	57.58
Total number of employees over 50 years old (Persons)	24	30	33
Percentage of employees over 50 years old (%)	19.35	23.08	25.00

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	16	14	15
Percentage of male employees under 30 years old (%)	23.53	19.18	19.48
Total number of male employees 30-50 years old (Persons)	40	42	43
Percentage of male employees 30-50 years old (%)	58.82	57.53	55.84
Total number of male employees over 50 years old (Persons)	12	17	19
Percentage of male employees over 50 years old (%)	17.65	23.29	24.68

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	8	11	8
Percentage of female employees under 30 years old (%)	14.29	19.30	14.55

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	36	33	33
Percentage of female employees 30-50 years old (%)	64.29	57.89	60.00
Total number of female employees over 50 years old (Persons)	12	13	14
Percentage of female employees over 50 years old (%)	21.43	22.81	25.45

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	105	109	107
Percentage of employees in operational level (%)	84.68	83.85	81.06
Total number of employees in management level (Persons)	15	17	21
Percentage of employees in management level (%)	12.10	13.08	15.91
Total number of employees in executive level (Persons)	4	4	4
Percentage of employees in executive level (%)	3.23	3.08	3.03

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	59	60	63
Percentage of male employees in operational level (%)	86.76	82.19	81.82

	2023	2024	2025
Total number of male employees in management level (Persons)	8	11	11
Percentage of male employees in management level (%)	11.76	15.07	14.29
Total number of male employees in executive level (Persons)	1	2	3
Percentage of male employees in executive level (%)	1.47	2.74	3.90

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	46	49	44
Percentage of female employees in operational level (%)	82.14	85.96	80.00
Total number of female employees in management level (Persons)	7	6	10
Percentage of female employees in management level (%)	12.50	10.53	18.18
Total number of female employees in executive level (Persons)	3	2	1
Percentage of female employees in executive level (%)	5.36	3.51	1.82

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Administration Office	6

Department / Line of work / Unit / Business group	Number of employees (persons)
Accounting and Finance Department	9
Sales Department	8
Human Resources and Administration Department	9
Purchasing Department	2
Information Technology Department	2
Production Department	44
Production Planning Department	3
Maintenance Department	6
Quality Control Department	10
Product Research and Development Department	12
Warehouse and Shipping Department	18
Technical Department	3
Total number of employees	132

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	73	71
Bangkok Metropolitan (Person)	N/A	43	37
Northern (Person)	N/A	6	4
Central (Person)	N/A	5	6
Northeastern (Person)	N/A	15	19
Southern (Person)	N/A	4	4
Eastern (Person)	N/A	0	1

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	57	54
Bangkok Metropolitan (Person)	N/A	35	32
Northern (Person)	N/A	5	4
Central (Person)	N/A	9	9
Northeastern (Person)	N/A	5	6
Southern (Person)	N/A	2	2
Eastern (Person)	N/A	1	1

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	1	1	1

	2023	2024	2025
Percentage of disabled workers to total employment (%)	0.81	0.77	0.76
Total number of employees with disabilities (Persons)	1	1	1
Total male employees with disabilities (persons)	1	0	0
Total female employees with disabilities (persons)	0	1	1
Percentage of disabled employees to total employees (%)	0.81	0.77	0.76
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	75,205,777.53	84,365,792.57	83,171,266.93
Total male employee remuneration (baht)	32,189,485.13	37,305,826.56	46,193,589.19
Percentage of remuneration for male employees (%)	42.80	44.22	55.54
Total female employee remuneration (baht)	43,016,292.40	47,059,966.01	36,977,677.74
Percentage of remuneration for female employees (%)	57.20	55.78	44.46

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	606,498.20	648,967.63	630,085.35
Average of remuneration for male employees (Baht/persons)	473,374.78	511,038.71	599,916.74
Average of remuneration for female employees (Baht/persons)	768,148.07	825,613.44	672,321.40
Rate of average of remuneration between female employees and male employees	1.62	1.62	1.12

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Fund Objectives

The Company has established a provident fund as an employee welfare benefit, with the objective of promoting members' savings for use upon retirement or cessation of employment, whether due to resignation, retirement, disability, or death, to create long-term financial security for members. The establishment and management of the fund shall comply with the Provident Fund Act B.E. 2530 (1987) and its amendments.

Fund Management

The Company's policy is to support the provident fund committee in selecting fund managers who adhere to the Investment Governance Code (I Code) for institutional investors and/or conduct responsible investment management, taking into account Environmental, Social, and Governance (ESG) factors, to ensure that the fund's management is efficient, transparent, and provides maximum long-term benefits to members.

Membership

All permanent employees of the Company have the right to voluntarily apply for membership in the provident fund. The application for membership shall be in accordance with the principles, methods, and timeframe determined by the fund committee, with no compulsion for employees to join the fund.

Fund Contributions

Fund members are required to contribute monthly savings to the fund through deductions from their wages at a rate chosen by the member. The contribution rate must be within the limits prescribed by law and the fund committee. The Company will contribute matching funds to the members at the rate specified in the fund's regulations, which may be equal to or different from the members' contribution rates. This shall be in accordance with the principles, methods, and conditions prescribed by law and the fund committee.

Investment Plan

Members can change their investment plan, with a variety of investment plans available based on the risk level acceptable to the member. The principles, conditions, and procedures shall be as determined by the fund.

Overview of methods for determining employee and employer contribution Rates

The Company prioritizes creating long-term financial stability and a good quality of life for its employees. Therefore, a provident fund has been established as a welfare benefit for savings and retirement planning. The Company and its employees have jointly established an employee provident fund, which is registered under the Provident Fund Act B.E. 2530 (1987). Employees contribute monthly to the fund from their salaries, and the Company contributes as the employer's share to sustainably promote the financial security of its employees.

Monthly employees who have successfully completed their probation period are eligible to apply for membership in the provident fund. They can choose a contribution rate ranging from 2% to 15% of their wages. The Company's contribution will be determined by the employee's length of service: employees with less than 3 years of service will receive a 3% company contribution; employees with 3 years but less than 5 years of service will receive a 4% company contribution; and employees with 5 years or more of service will receive a 5% company contribution of their wages.

In the event of an employee's resignation, the Company stipulates conditions for receiving company contributions based on the employee's length of service. This is to encourage employees to work continuously with the Company, foster long-term commitment, and support the organization's sustainable growth.

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)	114	114	125
Number of employees joining in PVD (persons)	86	95	113
Number of PVD members / Total employees (%)	69.35	73.08	85.61
Number of PVD members / Total eligible employees (%)	75.44	83.33	90.40

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,814,894.44	2,751,259.73	2,930,774.30
Total amount of provident fund contributed by employee (baht)	2,532,565.05	3,065,123.73	3,053,362.48

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 (%)
SELIC CORP PUBLIC COMPANY LIMITED	Yes	132	125	113	85.61	90.40

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	0.00	20.61	33.08
Total amount spent on employee training and development (Baht)	236,369.63	191,845.00	220,114.95
Percentage of training and development expenses to total expenses (%) ^(*)	0.000139	0.000103	0.000125
Percentage of training and development expenses to total revenue (%) ^(*)	0.000124	0.000089	0.000107

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	278,958.61	219,167.47	277,997.92
Total number of hours worked by employees (Hours)	278,958.61	219,167.47	277,997.92
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	0	2
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	2
Percentage of employees that lost time injuries for 1 day or more (%)	0.81	0.00	1.52
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	3.58	0.00	7.19
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.72	0.00	1.44

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	58	42	34
Total number of male employee turnover leaving the company voluntarily (persons)	37	30	24
Total number of female employee turnover leaving the company voluntarily (persons)	21	12	10
Proportion of voluntary resignations (%)	46.77	32.31	25.76
Percentage of male employee turnover leaving the Company voluntarily (%)	63.79	71.43	70.59
Percentage of female employee turnover leaving the Company voluntarily (%)	36.21	28.57	29.41

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data, Other : PDPA Policy

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Others : Product Responsibility Policy
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Others : Customer Relationship Management

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

Responsibility to Customers

The aforementioned operations aim to create added value for products and services, deliver high-quality, safe, and standardized products, and effectively meet the needs and expectations of all customer and stakeholder groups, in line with responsible, transparent, and sustainable business practices in the long term.

Communication of Product Impact Information to Customers

The Company has policies and practices for communicating information related to the impacts of products and services comprehensively, transparently, and accurately, to enable customers, users, and consumers to use products safely and appropriately. The Company clearly displays necessary information on product labels, such as usage instructions, storage guidelines, and warning symbols in cases where products may be hazardous, in accordance with the international standards of the Globally Harmonized System (GHS) for the classification and labeling of chemicals.

In addition, the Company prepares Product Safety Data Sheets (SDS) to provide safety information to users, covering proper handling guidelines, and management of spills, accidents, or emergencies that may arise from product use.

To ensure customers have comprehensive and convenient access to information, the Company has established various communication channels, including document delivery via email, providing information through telephone channels as specified in SDS documents, disseminating information via the Company's website, and offering consultation by a team of specialized technical experts who are ready to provide advice, resolve usage issues, and answer customer inquiries quickly and efficiently.

Customer Relationship Management

The Company adheres to the principle of customer-centric sales and services, which is a core aspect of its operations. It aims to deliver products and services that effectively and efficiently meet customer needs, while creating positive customer experiences across all customer touch points.

To enhance the efficiency of customer care and relationship management, the Company has adopted Marketing Technology (MarTech) to support the sales team's operations, enabling them to access customer data, analyze needs, and respond quickly and precisely.

The Company's team comprises specialized experts ready to provide technical advice and support to ensure customers are confident in selecting and using products correctly and appropriately. Furthermore, the Company emphasizes close post-sales usage monitoring to prevent issues that might affect customers' production processes, and continuously provides training and technical knowledge transfer to customer employees to enhance usage efficiency and long-term satisfaction.

Protection of Customer Personal Data

The Company places utmost importance on the protection and safeguarding of customer personal data. It collects, uses, discloses, and processes personal data responsibly, transparently, and in accordance with relevant laws, particularly the Personal Data Protection Act B.E. 2562 (2019) (PDPA), as well as accepted data security standards and practices.

The Company clearly defines personal data protection policies and measures, covering the establishment of access rights, usage control, and prevention of unauthorized access, modification, or disclosure of data. It also implements appropriate technical and administrative measures to maintain data security.

Furthermore, the Company consistently promotes awareness of personal data protection among employees at all levels through mandatory training (PDPA) and provides contact channels for complaints or inquiries to build customer confidence and trust.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer satisfaction assessment results exceeding 85%	-	2025: Customer satisfaction assessment results exceeding 85%

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 conducts customer satisfaction surveys twice a year to assess operational quality and continuously utilize the results for product and service improvement and development. In 2025, the Company added environmental and safety management assessment topics to align with sustainable business practices.

Customer satisfaction assessment topics consist of 4 main areas as follows:

1. Product Quality and Standards

- Product quality and usability meet specified standards.
- Packaging quality and product quantity are accurate according to specified standards.

2. Product Delivery Services

- Product delivery is on schedule and quantities are accurate according to the purchase order.
- Delivery services comply with customer requirements and needs.

3. Sales and Technical Services

- Speed and accuracy in order processing and customer response
- Technical assistance and problem-solving capabilities
- Product development and responsiveness to customer needs

4. Environmental and Safety Management

- Operations are conducted with appropriate personal protective equipment (PPE).
- Emergency situation management, such as chemical spills, to prevent and mitigate environmental impacts on customers.
- Cooperation in environmental and safety management operations according to specified measures to prevent environmental and safety issues for customers.

Customer Satisfaction Survey Results

The Company continuously conducts customer satisfaction surveys, setting a target evaluation score of no less than 85% in all categories to reflect product quality, service efficiency, and sustainable business operations. The evaluation results for the period 2023/2025 are summarized in the following table:

Survey Topics	Target (%)	2023	2024	2025
Product Quality and Standards	85%	92.20%	91.38%	94.16%
Delivery Services	85%	89.20%	90.53%	94.77%
Sales and Technical Services	85%	89.60%	91.10%	92.12%
Environmental and Safety Management	85%			88.75%

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 : 02 807 3347-9 ต่อ 1000

Fax : -

Email : whistleblower@seliccorp.com

Company's website : <https://investor.seliccorp.com/th/whistleblower>

Address : SELIC CORP PUBLIC COMPANY LIMITED
270 Liapkhlongphasicharoenfangtai Road, Nongkhaem
Bangkok 10160

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

The Company aims to sustainably contribute to improving the quality of life in communities. It focuses on applying the group's innovation and expertise to transfer knowledge through projects and activities that create value for society. The Company aims to promote good health in communities alongside economic development in the surrounding areas, enabling people to be self-reliant, have stable and sustainable careers, and possess knowledge for self-care and family health, as well as being able to further develop this knowledge into future professions.

The Company continuously promotes social engagement and involvement with surrounding communities, through organizing activities, providing financial support, donating items, and applying the Company's knowledge and innovations for beneficial purposes to assist personnel within the organization, surrounding communities, and society as a whole. The Company has conducted social activities both independently and under the CSR-DIW project of the Department of Industrial Works, having commenced its participation in this project since 2025.

Furthermore, the Company also prioritizes building and maintaining good relationships with surrounding communities, demonstrating its role as a part of society and its responsibility towards the community. This is achieved through on-site visits to communities or by inviting community representatives to meet and discuss with company representatives to exchange opinions, listen to local issues, and collaboratively find appropriate solutions.

Reference link for company's community and social : [https://sustainability.seliccorp.com/en/social/society-](https://sustainability.seliccorp.com/en/social/society-management-plan)
management plan management

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Community complaints	No complaints from the community.	-	2025: Community complaints are zero

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 Development Participation

The company prioritizes maintaining good relationships with surrounding communities and demonstrates its role as an integral part of society alongside its public responsibility. This involves regular visits to communities and inviting community members from areas around the factory to meet with company representatives to exchange opinions, listen to local issues, and discuss appropriate ways the company can provide support.

On July 25, 2025, the meeting jointly resolved to propose that the Company support waste management and segregation in the alley next to the factory to improve the environment and enhance the quality of life for surrounding communities. The company plans to commence this project in 2026, assigning company representatives to coordinate and closely collaborate with the community on its implementation.

Regarding activities under the CSR-DIW project, the Company held a seminar with Nong Khaem Community, Soi Ton Son, on August 6, 2025, to gather information from the community for community engagement and development activities. It also provided an opportunity for the community to express opinions and concerns that might arise from the Company's operations, enabling the company to improve and develop operational guidelines that appropriately align with the needs of the area.

Community Enterprise Development towards Digital Marketing Project

Nong Khaem Community, Soi Ton Son, is an agricultural community that has formed the Nong Khaem Jumpee Growers Community Enterprise Group, led by the group's founder. He conceived the idea of increasing the value of Jumpee produce by extending it to extract essential oil and developing it into a product named "Jumpee Perfume." This is achieved using a distillation machine adapted from local wisdom, reflecting the integration of local knowledge with product development to generate income and sustainability for the community.

Regarding activities under the CSR-DIW project, the company held a seminar with Nong Khaem Community, Soi Ton Son, on August 6, 2025, to gather information and suggestions from the community for appropriate planning and implementation of community engagement and development activities. It also provided an opportunity for the community to express opinions and concerns that might be related to the company's operations, leading to improvements and development of operational guidelines that truly align with the local context and needs.

Nong Khaem Community, Soi Ton Son, is an agricultural community that has formed the Nong Khaem Jumpee Growers Community Enterprise Group, led by the group's founder. They conceived the idea of increasing the value of Jumpee produce by extending it to extract essential oil and developing it into a product named "Jumpee Perfume." This is achieved using a distillation machine adapted from local wisdom. This approach reflects the integration of local knowledge with creative product development, serving as a crucial mechanism for generating income, strengthening the economy, and driving long-term sustainability for the community.

Following the seminar, the Company conducted training under the "Community Enterprise Development towards Digital Marketing" project for 8 community representatives on August 27, 2025. This aimed to enhance knowledge and skills in digital marketing, which will help increase product distribution channels, expand customer bases, and elevate the competitive potential of community products in a broader market, thereby leading to sustainable income generation and economic strengthening.

The Company monitored the operational results after the training and found that the community enterprise was able to practically apply the acquired knowledge in product publicity and promotion, as well as concretely increase digital sales channels. Within the specified period, the community enterprise group achieved total product orders and sales amounting to 2,000 Baht, reflecting the practical application of knowledge to generate tangible results and income for the community in the initial phase.

Message Training Course for Career Advancement and Mobile Message Activities Project

SELIC and its group of companies aim to sustainably participate in improving the quality of life in communities. They focus on applying the group's innovation and expertise to transfer knowledge through projects and activities that create social value, including health promotion, income generation, and economic development in communities surrounding their operational areas.

The Company aims for people to be self-reliant, have stable and sustainable careers, possess knowledge in self-care and family health, and be able to further develop this knowledge into future professions. Concurrently, it seeks to continuously link community development with economic growth. The primary target groups include informal workers, unskilled individuals, the unemployed, the underprivileged, and vulnerable groups in the community.

The Company is committed to supporting project participants in continuously developing their massage skills and expertise, as well as promoting further development, leading to sustainable career opportunities. Mobile massage activities were organized to provide trainees with practical experience serving local residents.

SELIC and its group of companies initiated the "Free Spa & Wellness Massage Training Course" alongside the "Mobile Massage for the Public" activity. These are organized monthly on a rotating basis among the group companies, namely SELIC, Devakam Apothecary Hall & DVK Healthcare, and PMC, to provide opportunities for interested individuals to learn and gain practical experience.

During the activities, massage instructors provided close guidance, supervised service standards, and built confidence among participants, enabling them to develop their potential and pursue quality careers in the future.

In 2025, the group of companies implemented massage training courses and mobile massage activities to promote vocational skills, income generation, and social services. A total of 7 activities were organized, divided into 2 types:

1. Massage Training Project

Provided knowledge and practical training in massage to develop participants' skills, enabling them to pursue careers or generate supplementary income effectively. In 2025, a total of 4 activities were organized.

2. Mobile Massage Activities

Organized mobile massage service units to provide services to people in various areas, promoting health and fostering good relations between the organization and the community. A total of 3 activities were conducted.

The operational details of each company are as follows:

Group of Companies	Massage Training Project	Mobile Massage Activities
DVK / DHC	2 times	-
SELIC	1 time	2 times
PMC	1 time	1 time
Total	4 times	3 times

The project received excellent cooperation and response from participants and local residents, resulting in benefits in both vocational skill development and overall community health care.

Children's Lunch Program at Srinakarin Children's Home (Slum Children's Foundation)

The Company has continuously conducted CSR in Process activities from August 2023 until 2025, organizing lunch programs and activities with children at Srinakarin Children's Home. This provides an opportunity for employees with birthdays each month to participate in the activities, sharing happiness, supporting learning development, and continuously enhancing the emotional and mental development of children.

The "Employee Birthday Lunch Sharing" activity is therefore another approach that the company is committed to continuously implementing, aiming to create smiles, warmth, and good opportunities for children in society. The activity's objective is to continuously promote learning development, build morale, and provide emotional warmth to children, while also offering employees concrete opportunities to participate in social activities.

Movement Camp...Building Good Children Project, 2nd/2025

In 2025, the Company supported the "Movement Camp...Building Good Children" Project, 2nd/2025, at Suea Yai Baby Home, organized by the Slum Children's Foundation under the Royal Patronage of Her Royal Highness Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra, from October 2324, 2025.

The project aims to encourage children to love learning, exhibit good behavior, and possess a public spirit, as well as to provide opportunities for children to learn and practice skills through various activities, along with having space for creative expression. This fosters physical, emotional, social, and intellectual development appropriate for their age. This support for the project reflects the company's commitment to participating in improving the quality of life for children and youth, and supporting their quality growth.

SELIC Pan Kao Jai Project

Since 2018, SELIC has continuously initiated and operated the "Pan Kao Jai" (Sharing Adhesive Heart) project for 8 years, committed to delivering "adhesive," the company's main product, for social benefit, and aiming to continue this project annually.

Under the "Pan Kao Jai" (Sharing Adhesive Heart) project, the Company supported adhesive products for the "Blind Vocational Development Center by the Foundation for the Blind in Thailand under the Royal Patronage" to be used in fulfilling the center's objectives of creating careers and increasing opportunities for visually impaired individuals, promoting their ability to live confidently and self-reliantly in society. Additionally, the foundation used the adhesive to improve walking surfaces for the visually impaired, enhancing safety and ease of movement.

Furthermore, SELIC has also continuously implemented the "Pan Kao Jai" (Sharing Adhesive Heart) project in collaboration with the Protheses Foundation of H.R.H. the Princess Mother since 2017. This involves supporting adhesive products for use as components in manufacturing prostheses for individuals with leg disabilities, thereby utilizing the quality of the Company's products to benefit society and enhance the quality of life for disabled individuals, enabling them to live daily lives with dignity and improved quality.

Further information can be found in the 2025 Sustainability Report of the company.

Diagram of performance and outcomes in community and social management



Project for the Development of Community Enterprises towards Digital Marketing



Massage Training Program for Career Development



Mobile Massage Activity



Activities with the Foundation for Slum Children

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Donations / Grants (Baht)	291,500.00	209,875.65	207,280.00

Non-financial benefits

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

	2023	2024	2025
Massage Training Program for Career Development (Persons)	0.00	42.00	11.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	6,782.00	100,532.74	987,786.53

	2023	2024	2025
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000398	0.005401	0.056037
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000356	0.004682	0.047926

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

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

ESG Performance

Company Name : SELIC CORP PUBLIC COMPANY LIMITED

Symbol : SELIC

Market : SET

Industry Group : Industrials

Sector : Industrial Materials & Machinery

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has stipulated the formulation of policies and practices in accordance with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) and Business Ethics in writing, to reflect that operations are conducted as prescribed and to mandate a review at least once a year. The Board of Directors has assessed compliance with the principles of good corporate governance for listed companies 2017 of the Securities and Exchange Commission. These principles of good corporate governance were reviewed and approved by the Board of Directors' Meeting No. 7/2568 on December 12, 2568, to ensure that all directors, executives, and employees of the company are aware of and adhere to them as guidelines for their work, and to ensure communication for actual implementation of the policies, including annual monitoring, evaluation, and review of practices, with details as follows:

- Good Corporate Governance Policy
- 8 Principles of Good Corporate Governance

Principle 1: Recognize the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the enterprise.

Principle 2: Define Key Objectives and Goals for Sustainable Business

Principle 3: Enhance an Effective Board of Directors

Principle 4: Recruitment and Development of Senior Executives and Human Resource Management

Principle 5: Promoting Innovation and Responsible Business Operations

Principle 6: Ensure Appropriate Risk Management and Internal Control Systems

Principle 7: Maintain Financial Credibility and Information Disclosure

Principle 8: Support Shareholder Engagement and Communication

- Business Ethics
- Code of Conduct for Directors, Executives, and Employees

The Company's corporate governance policy covers the structure and practices of good corporate governance related to the Board of Directors, director recruitment, compensation determination, definition of roles, duties, responsibilities, and independence of the Board from management, development and performance evaluation of directors, oversight of subsidiaries, as well as operational policies concerning shareholder care, rights and equality of shareholders and stakeholders, adequate information disclosure, risk control and management, prevention of insider trading, prevention of conflicts of interest, and effective internal audit. It also includes conducting business with integrity and transparency, compliance with relevant laws and regulations, business ethics, and anti-corruption, all of which are crucial for the sustainable operation of the business and its acceptance by all relevant parties.

The Corporate Governance and Sustainable Development Committee has assigned the management to review the Corporate Governance Policy and Business Ethics, and to review these policies annually to ensure they are appropriate for the current situation and consistent with the principles of good governance of the Stock Exchange of Thailand, as well as to monitor strict compliance with the established policies and adherence to the Principles of Good Corporate Governance for Listed Companies 2017 as prescribed by the Securities and Exchange Commission.

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The Board of Directors has assigned the Nomination and Remuneration Committee the duty of considering the criteria and methods for nominating suitable qualified individuals to serve as directors, and assigned it the duty of nominating directors, senior executives of the Company, or Company representatives to serve in subsidiaries and associated companies.

The Nomination and Remuneration Committee consists of 2 independent directors out of a total of 3 directors. Its duty is to nominate and select suitable qualified individuals to be proposed for appointment as company directors. The selection method for individuals to be appointed as directors considers Board Diversity, in terms of the number of directors, the proportion of directors representing major shareholders, independent directors, and non-executive directors, basic qualifications, being visionary, possessing integrity and ethics, having a transparent work history, and being non-discriminatory based on gender, as well as not having prohibited characteristics under laws and company regulations, for appointment as company directors. This includes the nomination of independent directors, who must meet the qualifications specified by the Capital Market Supervisory Board. These nominations will be presented to the Board of Directors meeting for consideration and approval before being proposed to the Annual General Meeting of Shareholders for final approval.

Furthermore, it also considers the evaluation of the Board Skill Matrix, focusing on ensuring that nominated directors are individuals with appropriate knowledge, abilities, experience, and professional skills, possess specialized expertise, as well as knowledge and experience related to the business, including experience aligned with the company's business strategies, to enable them to effectively perform their duties in overseeing and managing the company's operations.

Determination of director remuneration

The Board of Directors has assigned the Nomination and Remuneration Committee the duty of considering and determining the remuneration of the company's directors, ensuring it aligns with the duties and responsibilities (Accountability and Responsibility) of each director. The remuneration is set at an appropriate level, comparable to companies in the same industry, and suitable for incentivizing the Board of Directors to perform its corporate governance duties to achieve both short-term and long-term objectives. This remuneration proposal will be submitted to the shareholders' meeting for consideration and approval.

Independence of the board of directors from the management

The Board of Directors is responsible for overseeing the company's operations to ensure compliance with laws, objectives, company regulations, resolutions of shareholders' meetings, and the company's corporate governance policy. In exercising its oversight, the directors must use their business judgment in decision-making and act in a manner they reasonably believe to be in the best interest of the company, its shareholders, and all stakeholders.

Separation of Roles and Responsibilities between the Board of Directors and Management

The Board of Directors has clearly separated the roles and responsibilities between the Board of Directors and the management, by assigning duties and responsibilities to the management in accordance with established policies and

strategies, to achieve the company's objectives, as well as to manage the company's operations and business. The Board of Directors has stipulated that the performance of the management must be regularly monitored and evaluated, and that operational results must be reported to the Board of Directors for acknowledgment and consideration.

Director development

The Board of Directors has a policy to promote continuous knowledge development opportunities for directors and senior executives, to enable them to perform their duties and oversee the company's operations effectively. Emphasis is placed on participating in seminars and courses beneficial to their duties, organized by the Thai Institute of Directors (IOD), the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Thai Listed Companies Association.

All directors of the Company have completed director training courses, namely the Director Certification Program (DCP) and/or the Director Accreditation Program (DAP), organized by the Thai Institute of Directors (IOD).

Board performance evaluation

The Board of Directors arranges for the performance evaluation of the Board and its sub-committees at least once a year, which comprises the opinion of each director regarding the overall performance of the Board of Directors as a whole, and the individual self-assessment results of the directors. This is to review performance, issues, and obstacles encountered during the past year, in order to implement improvements for increased efficiency. The Board evaluation is conducted both collectively and individually, with the evaluation documents divided into 3 sets as follows:

Document Set 1: Board of Directors Self-Assessment Form (Collective)

Document Set 2: Board of Directors Self-Assessment Form (Individual)

Document Set 3: Sub-committee Self-Assessment Form (Collective)

Performance Evaluation Process

The Nomination and Remuneration Committee will review the annual Board self-assessment forms before submitting them to the Board of Directors for consideration.

The company secretary will distribute the assessment forms to all directors for the evaluation of the Board's performance and for return to the Company Secretary. The Company Secretary will then compile the assessment results and present the assessment results and various comments to the meeting of the Nomination and Remuneration Committee and the Board of Directors for acknowledgment.

Corporate governance of subsidiaries and associated companies

The Company has established a governance policy for the management of its subsidiaries and associated companies. This is to enable the company to effectively oversee and manage the operations of its subsidiaries and associated companies, in accordance with the prescribed measures and mechanisms, as well as to ensure that management adheres to the company's policies and complies with relevant laws, regulations, and criteria. This is done to safeguard investment interests and to oversee that subsidiaries and associated companies

Internal Control and Risk Management

The Board of Directors recognizes the importance of having an effective internal control system, internal audit system, and risk management, which are crucial mechanisms for protecting shareholders' investments and the company's assets, and for supporting the company's operations to be efficient and transparent.

Accordingly, the Board of Directors has established appropriate policies, measures, and governance structures, by assigning the Audit Committee to oversee and assess the adequacy and effectiveness of the internal control system, and assigning the Risk Management Committee to oversee the organization's risk management in accordance with the established framework and policies.

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, Other guidelines regarding shareholders and stakeholders

Shareholder

The Board of Directors places importance on and respects the rights of all shareholder groups equally, and encourages shareholders to fully exercise their rights, especially fundamental shareholder rights such as buying, selling, or transferring shares, sharing in the company's profits, receiving sufficient company information, proposing meeting agendas, nominating individuals for company directorship, attending meetings to exercise voting rights for appointing or removing directors, expressing opinions freely at meetings, approving director remuneration, appointing auditors, and matters affecting the company, such as dividend payments, amendments to the memorandum and articles of association, capital reduction or increase, including the approval of significant transactions impacting the company's business direction. Based on policies and practices related to shareholders and stakeholders, the company has taken the following actions:

Shareholder Rights.

1. The Board of Directors provides an opportunity for shareholders to submit questions related to the meeting in advance of the shareholders' meeting date.
2. The Board of Directors ensures that the notice of the Annual General Meeting of Shareholders contains accurate and complete information, along with relevant documents, and is published on the company's website at least 28 days prior to the meeting date.
3. The Board of Directors ensures that information regarding the date, time, venue, and agenda of the meeting is provided, with explanations and reasons for each agenda item in the invitation letter, and that the meeting venue is convenient for travel.
4. The Board of Directors grants shareholders the right to approve the remuneration of the company's directors annually. Criteria for director remuneration are established for each committee.
5. The Board of Directors promotes the use of technology in shareholders' meetings to ensure accuracy and speed, with voting on each agenda item, granting shareholders the right to elect directors individually, using ballot papers, and having an independent person verify the vote count.
6. The Board of Directors informs the public of the shareholders' meeting resolutions, along with the voting results for each agenda item, on the next business day, through the SETLink information dissemination system of the Stock Exchange of Thailand.
7. The Board of Directors prepares the shareholders' meeting report, recording explanations of voting procedures, names of company directors, sub-committee members, and executives who attended and were absent, voting results for each agenda item with questions and answers. No agenda items not specified in the invitation letter were added, and the report is disclosed to the public on the company's website.

1. Information Disclosure Guidelines.

The company prioritizes the accurate, complete, timely, and transparent disclosure of important company-related information, including financial, non-financial, and other significant data, in both Thai and English. It strictly adheres to the disclosure regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand to ensure that investors and all domestic and international stakeholders have equal access to reliable and sufficient information for decision-making. Information is disseminated through the SETLink information dissemination system of the Stock Exchange of Thailand and the company's website, under the Investor Relations section.

In 2025, the Company disclosed the following important information:

The Company publishes its annual financial statements and annual information statement (Form 56-1 One Report) through the SETLink information dissemination system as prescribed by the Stock Exchange of Thailand and on the company's website. The information is regularly updated. The financial statements, financial information, and financial reports are prepared in accordance with accounting standards, including the establishment and maintenance of internal control systems related to financial reporting and the protection of company assets. The Audit Committee is responsible for the quality of financial reports and the appropriateness of the internal control environment implemented by the company's management. The Audit Committee has reviewed and concluded that the financial reports and the safeguarding of the company's assets as of December 31, 2025, are reliable.

The Board of Directors is responsible for the consolidated financial statements of the company and its subsidiaries, and the financial information disclosed in Form 56-1 One Report. Financial reports and the Board's responsibility report for financial reporting are provided to ensure that the information presented in the financial statements is accurate, complies with generally accepted accounting standards, and has been audited by independent auditors.

In 2025, the company submitted both quarterly and annual financial statements accurately, completely, and on time, as required by law.

The Company publishes principles of good corporate governance, corporate governance policy, business ethics, code of conduct for directors, executives and employees, anti-corruption policy and guidelines, sustainable development policy, human rights policy, quality, occupational health and safety, and environmental policy, personal data protection policy and data owner rights, securities trading policy, company regulations, roles and responsibilities of the Board of Directors, including whistleblowing and complaint channels, and compliance with various regulations. The company reports the results of compliance with these policies, as well as cases of non-compliance with reasons, in Form 56-1 One Report and the Sustainable Development Report, and has published them on the company's website.

The Company discloses its shareholding structure and the securities holdings of directors and executives, including their spouses and minor children, by preparing various reports in accordance with laws related to directors and executives, for submission to the Securities and Exchange Commission (SEC).

The Board of Directors requires directors and executives to report their holdings of company securities, including those of their spouses and minor children, annually, and to disclose the report on securities holdings of directors and executives in Form 56-1 One Report.

The Company discloses the roles and responsibilities of the Board of Directors and sub-committees, as well as the number of meetings held and the attendance of each director in 2025, including continuous professional training and development for the Board, under section 8 Key Corporate Governance Performance Report in Form 56-1 One Report.

The Company requires directors and executives to prepare annual reports of their interests and those of related persons.

In 2025, the Company's directors and senior executives have already prepared reports on their interests in cases of changes during the year.

The Company discloses audit fees and other services provided by the auditor under section 7.6.3 Auditor's Remuneration in Form 56-1 One Report.

The Company discloses its policy on director remuneration, including the form or nature of remuneration, based on criteria that ensure director remuneration is comparable to that in the same industry, and reflects the duties and responsibilities of each individual. Shareholder approval is required for such remuneration, and the remuneration report is disclosed under section 8.1.2 Individual Director Remuneration in Form 56-1 One Report.

The Company discloses its policy on senior executive remuneration, including the form or nature of remuneration such as salary, bonuses, and other benefits. This is determined based on the duties and responsibilities of each senior executive, the company's performance, and benchmarking against companies in the same industry. This information is disclosed under section 7.4.3 Total Executive Remuneration in Form 56-1 One Report.

The Company has a policy on related party transactions, which are considered based on business necessity and cost management. Related party transactions are conducted fairly, at market prices, and in the ordinary course of business. Such transactions must be reviewed and approved by the Audit Committee and the Board of Directors to prudently eliminate conflicts of interest, with sound reasoning, and for the utmost benefit of the company and its shareholders. The company ensures the disclosure of such reviewed and approved transactions, in compliance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission. The company discloses the details of each transaction under section 9.2 Related Party Transactions in Form 56-1 One Report.

2. Investor Relations Activities.

The Board of Directors recognizes the importance of disclosing company information to external parties. Therefore, it designates executives with authority to disclose information and ensures the presence of an investor relations unit to represent the company in communicating news and various activities that are beneficial for investment decisions to shareholders, investors, securities analysts, and the general public, in accordance with relevant laws and regulations, and to treat all investors equally and fairly. The company discloses information accurately, sufficiently, timely, reliably, and as prescribed by the Stock Exchange of Thailand, to build confidence and a correct understanding of the company's business operations among investors.

Senior executives assigned to disclose information allocate time to participate in investor relations activities and meet with investors regularly to present policies and business directions, exchange views, and answer various questions, thereby fostering relationships with investors and securities analysts.

In 2025, the Company disclosed news and information through print and electronic media, and organized activities to meet and provide company information through various channels, as follows:

- Participating in 'Opportunity Day' events (listed company meets investors) 4 times every quarter to provide operational information and answer investors' questions.
- Arrangement of the Annual General Meeting of Shareholders for 2025 in a physical format to allow shareholders to participate in the consideration of important company matters.
- Participating in Mai Forum 2025 to provide company information to investors.
- Furthermore, to prevent the leakage of inside information close to the announcement of operating results, in accordance with good corporate governance principles, the company has established a 'silent period' of one month prior to the announcement of quarterly operating results.

3. Operations related to the Annual General Meeting of Shareholders.

- Between October and December 2024, the company notified the Stock Exchange of Thailand and published on its website, providing an opportunity for shareholders to propose agenda items and nominate individuals for election as company directors. However, no shareholders proposed such agenda items.
- On March 26, 2025 (30 days prior to the meeting date), the company notified the Stock Exchange of Thailand, published the notice of meeting and supporting documents, and provided an opportunity for shareholders to submit questions in advance on the Company's website.
- The Company sent the notice of the Annual General Meeting of Shareholders by registered mail on April 4, 2025 (23 days prior to the meeting date).
- The Annual General Meeting of Shareholders was held on April 28, 2025, and the resolutions from the meeting were reported to the Stock Exchange of Thailand on the same day.
- On May 9, 2025 (11 days from the meeting date), the Company notified the Stock Exchange of Thailand regarding the publication of the meeting report on the Company's website.

Shareholders' Meeting Arrangement.

The Board of Directors mandates that an Annual General Meeting of Shareholders be held annually within four months from the end of the company's fiscal year. If there is a need to consider special agenda items related to shareholders' rights and benefits, the Board of Directors will convene an Extraordinary General Meeting of Shareholders as necessary and appropriate. In conducting shareholders' meetings, the company has followed the guidelines for organizing shareholders' meetings according to the AGM Checklist.

Before the shareholders' meeting date.

The Company provided an opportunity for shareholders to propose meeting agendas and nominate individuals for consideration as company directors in advance, from October 1, 2024, to December 30, 2024. The criteria and methods for submission were announced on the company's website and communicated via the SETLink information dissemination system of the Stock Exchange of Thailand. It was found that no shareholders proposed meeting agendas or nominated individuals for election as directors.

The Company published the notice of the Annual General Meeting of Shareholders, along with proxy forms A, B, and C, on its website from March 26, 2025, 28 days prior to the meeting date, to allow shareholders time to review the information and submit questions to the company in advance. The guidelines for submitting questions in advance were also published on the company's website. Furthermore, the Company encouraged shareholders to use proxy forms that allow them to specify their voting direction, and nominated at least one independent director as an option for shareholders to appoint as proxy. The Company also announced this publication through the SETLink information dissemination system of the Stock Exchange of Thailand to inform shareholders.

The Company prepared the notice of shareholders' meeting and supporting documents in Thai for Thai shareholders and in English for foreign shareholders. The Thailand Securities Depository Co., Ltd., which is the company's share registrar, was assigned to send the notice of meeting to shareholders by registered mail on April 4, 2025, 21 days prior to the meeting date for the Annual General Meeting of Shareholders for 2025. The notice of meeting clearly specified the date, time, venue, and agenda items, indicating whether each item was for acknowledgment or approval, along with facts, reasons, and the Board of Directors' opinions on each agenda item. Meeting information documents included the Annual Report in QR Code format, comprising the Annual Report, financial statements, and Sustainable Development Report, which can be accessed by scanning the QR Code on the notice of meeting. Also included were explanations of documents and evidence shareholders must present to attend the meeting, meeting attendance procedures, a map of the meeting venue, proxy forms, procedures for submitting questions in advance regarding the Annual General Meeting of Shareholders, and personal data protection. The company published the said notice of meeting on its website from March 26, 2025, 28 days prior to the meeting date.

The Company facilitates institutional shareholders and custodians to submit documents for verifying securities holdings and to send proxy documents in advance. For institutional shareholders or custodians who appoint an independent director as proxy, the company will send a copy of the proxy form with the signature of the appointed independent director back to the shareholders after the meeting.

Shareholders' Meeting Date.

The Company held its Annual General Meeting of Shareholders for 2025 in a physical format on Monday, April 28, 2025, at 2:00 PM, in the Grand Ballroom, 7th Floor, Thongtara Riverview Hotel, 9/99 Charoenkrung Road, Bang Kho Laem Subdistrict, Bang Kho Laem District, Bangkok 10120. The company set an appropriate meeting time.

At the Annual General Meeting of Shareholders, there were 65 attending shareholders, comprising 36 shareholders attending in person, representing a total of 296,495,967 shares, and 29 proxies, representing a total of 181,263,911 shares. The total number of shares represented was 477,759,878 shares, accounting for 78.1964% of the Company's total issued shares, thus constituting a quorum.

At the meeting, 10 out of 10 company directors, representing 100%, attended. The Chairman of the Board, Chairman of the Audit Committee, Chairman of the Risk Management Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Corporate Governance and Sustainable Development Committee, Acting Chief Executive Officer, and Chief Financial Officer attended to answer various questions at the Annual General Meeting of Shareholders for 2025. Additionally, two company auditors attended, and an independent legal advisor observed and verified the vote count during the meeting to ensure transparency, legality, and compliance with the company's regulations. The names of the Board of Directors, sub-committees, executives, auditors, and legal advisors were recorded in the meeting minutes, as detailed in the Annual General Meeting of Shareholders Report for 2025 published on the Company's website. The company also recorded a video of the entire shareholders' meeting.

Right to attend and vote at the Annual General Meeting of Shareholders for 2025.

- No additional agenda items were introduced at the meeting for the Annual General Meeting of Shareholders for 2025, nor did any shareholder propose agenda items in advance.
- At the Annual General Meeting of Shareholders for 2025, the company utilized a barcode system for registration and vote counting to facilitate attending shareholders. Vote counting for each agenda item used the barcode system, with an independent legal advisor serving as a witness to the vote count for each item. Shareholders/proxies could also immediately see the voting results on screens in the meeting room for each agenda item.
- The Company facilitates shareholders who cannot attend the meeting in person by allowing them to attend and vote by proxy. Shareholders can choose to appoint any individual or an independent director to attend and vote on their behalf. In the case of appointing an independent director as proxy, the proxy form must be submitted to the company in advance. For this purpose, the company nominated two independent directors, M.L. Thirachet Sonakul and Mr. Pornpat Kijareon, to act as proxies for attending and voting, and their information was attached to the meeting invitation letter for shareholders.
- The Chairman of the Board presided over the meeting, conducting it in accordance with the Company's articles of association. At the Annual General Meeting of Shareholders for 2025, matters were considered in the order of the agenda items specified in the invitation letter. There was no reordering of agenda items, no additions or amendments to agenda items beyond those stated in the invitation letter, and no significant information was changed without prior notification to shareholders.
- The company secretary verified the information and assigned the moderator to announce the quorum, the number and proportion of shareholders attending in person and by proxy, and to explain to attendees the voting method, vote counting, and processing. Shareholders were instructed to vote according to the agenda order.
- The Company provided sufficient personnel and technology for meeting registration and vote counting for each agenda item, utilizing a barcode system to ensure convenience, speed, and transparency. In the shareholders' meeting, voting and vote counting were conducted at the end of each agenda item. For the agenda item concerning the appointment of directors, individual voting was arranged at the Annual General Meeting of Shareholders for 2025.
- The Chairman of the meeting provided opportunities for shareholders to express opinions, make suggestions, or ask questions on various agenda items, and allocated appropriate and equal time for shareholders for each agenda item before voting. The company secretary recorded the questions, answers, suggestions, and opinions in the meeting minutes.
- The results of the vote count for each agenda item will be announced to the meeting after the voting for that item is concluded. In cases where vote counting for an agenda item takes longer than usual, the Chairman of the meeting may request the meeting to proceed with the next agenda item first to ensure continuity. Once the vote count is complete, the meeting secretary will immediately inform the meeting of the results. The resolutions for each agenda item are categorized into votes for, against, abstentions, and void ballots, with no shareholders objecting to or disagreeing with the said resolutions.

- The Company grants shareholders who join the meeting after the Chairman has opened it the right to vote on agenda items under consideration and not yet voted upon. They are counted towards the quorum from the agenda item they joined onwards, which may result in an unequal number of votes for each agenda item.

After the meeting.

- The company secretary records the resolutions of the shareholders' meeting and publishes the resolutions and voting results for each agenda item in both Thai and English through the information dissemination system (of the Stock Exchange of Thailand) on the same day as the shareholders' meeting, and on the Company's website on the next business day. The Company has an excellent voting record-keeping system that shareholders can verify.
- The company secretary accurately prepared the shareholders' meeting report, meticulously recording details and essential information, including the names of attending directors, material explanations, voting procedures, summarized questions, answers, or comments. The details for each agenda item reflected the facts of the meeting. Vote counts for each agenda item were summarized, categorized into 'for,' 'against,' 'abstain,' and also included the number of void ballots, in the case of a physical meeting, in accordance with the good corporate governance principles of the Stock Exchange of Thailand. The said meeting report was signed by the Chairman of the Board, who presided over the meeting, and submitted to the Stock Exchange of Thailand within 14 days from the meeting date. The Annual General Meeting of Shareholders Report for 2025 was submitted on May 9, 2025, and the meeting information was also published on the Company's website in both Thai and English, serving as a channel for shareholders to be informed and verify information without waiting for the next meeting. Shareholders can inquire and provide feedback on the report within one month from the publication date, and it was also submitted to the Ministry of Commerce within the legally prescribed timeframe.

Equal treatment of shareholders.

The Board of Directors has a policy to ensure that all groups of shareholders are treated equally and fairly, and their fundamental rights and interests are protected. The company has implemented the following:

- The Company has only one class of ordinary shares; therefore, voting rights are in accordance with the rights of ordinary shares, with each shareholder having one vote per share.
- The Company provides an opportunity for shareholders to propose agenda items for the Annual General Meeting, as well as to nominate qualified individuals for election as company directors. The criteria and methods for nomination are announced and published on the company's website, and also communicated in advance through the SETLink information dissemination system of the Stock Exchange of Thailand, allowing shareholders approximately three months. This also includes providing an opportunity for shareholders to submit questions in advance via the company's website.
- The Company treats and facilitates all shareholders equally, and provides opportunities for shareholders who cannot attend the Annual General Meeting of Shareholders in person to exercise their voting rights by appointing a proxy to attend and vote on their behalf. It also nominates independent directors who have no conflict of interest in the meeting as an option for shareholders to appoint as proxy, and clearly specifies the required documents for proxy appointment to facilitate shareholders who do not attend in person.
- The Company clearly informed the meeting of the rules and voting procedures used. The Chairman of the Board presided over the meeting, conducting it according to the agenda specified in the invitation letter. No additional or amended agenda items beyond those stated in the invitation letter were introduced, ensuring fairness to shareholders who did not attend. Ballot papers were provided for all agenda items to ensure transparency and verifiability.
- The Board of Directors has established procedures regarding the acquisition or disposal of securities by directors, executives, and company management. This requires reporting the holding and changes in holding of company securities to the Securities and Exchange Commission within 30 days after assuming office, or within 7 business days from the date of purchase, sale, transfer, or receipt of securities, in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) and its amendments. The Company Secretary is responsible for

reporting changes in securities holdings of directors and executives to the Board of Directors meeting whenever changes occur, for acknowledgment as a regular agenda item at quarterly Board meetings. This policy and procedure are included in the Business Ethics Handbook.

In 2025, no misconduct by directors or senior executives was found.

- The Company has established preventive measures and penalties for insider trading by related persons, including directors, executives, and employees involved with information (including their spouses and minor children). These individuals are prohibited from trading the company's securities during a one-month 'Blackout Period' prior to the disclosure of the company's quarterly and annual financial statements or other information that may affect the company's stock price. They are also prohibited from trading the company's securities until 24 hours after such information has been publicly disclosed. This is stipulated in the company's Business Ethics Handbook. The Company Secretary will notify relevant individuals of this period via letter or email, and directors and senior executives are required to inform the Company Secretary one day in advance of any trading, so that the Company Secretary can report it to the Board of Directors meeting.

In 2025, there was no insider trading of securities by the company's directors and executives.

- The Board of Directors has clearly defined a policy for managing transactions that may give rise to conflicts of interest, to prevent such conflicts within the company. This includes establishing a clear and transparent shareholding structure, with no cross-shareholding with major shareholders, to avoid conflicts of interest for any party.
- Directors and executives are required to report their interests and those of related persons, which are interests related to the management of the company or its subsidiaries, to the Company Secretary. The Company Secretary must then forward copies of these interest reports to the Board of Directors and the Audit Committee for their acknowledgment.
- The Board of Directors has established written procedures for approving connected transactions in the company's related party transaction policy. Executives propose and provide reasons for the necessity of such transactions and submit them to the Audit Committee for consideration, to ensure that the transactions are conducted fairly, at market prices, and in the ordinary course of business. These are then presented to the Board of Directors and/or the Shareholders' Meeting (as the case may be) for approval. Executives or directors with a conflict of interest will not participate in the approval of such transactions.

In 2025, the Company did not violate any related party transaction rules and had no financial assistance or guarantee transactions with other companies that are not subsidiaries.

Employee

Personnel Development Policy

The Company recognizes that building a sustainable organization requires the support of efficient personnel. Therefore, personnel are considered valuable resources and a driving factor for the organization's success. The company has thus established human resource strategies and policies focused on enhancing efficiency, managing, and developing human resources to increase their potential and suitability for the business environment, technology, and innovation, as well as aligning with the organization's short-term and long-term business goals, policies, and directions.

The Company has a personnel development plan to enhance knowledge and expertise in operations. The company conducts surveys of employee training needs, recruits trainers to provide various job-related knowledge, and prepares annual training plans. This will help develop personnel and increase operational efficiency, as well as continuously evaluate performance and the potential and capabilities of personnel at all levels. This is to promote and develop personnel to grow with quality through training and seminar processes. The company sets annual training plans for employees at all levels, especially for essential skills required for each position, to continuously develop the capabilities of the company's executives and employees.

Compensation and Welfare Policy

The Company has a policy of fair compensation for employees in the form of salaries, not less than legally mandated, and at a level comparable to the wage rates in the same industry. This is determined by considering the skills, knowledge, expertise (Skill), and responsibilities of each position. The company treats all employees fairly and equally, conducting performance planning and review, as well as evaluating results based on the organization's key performance indicators (KPIs).

The Company appropriately reviews compensation to retain and motivate employees with good performance, capabilities, and dedication to the organization. Compensation considerations do not discriminate based on gender or any other factors unrelated to work. The Company strictly adheres to labor laws, specifically the Labor Protection Act B. E. 2541 (1998) and related legislation.

The Company provides basic welfare and benefits as legally mandated, and additional appropriate welfare benefits to employees without discrimination, based on the suitability of duties and responsibilities. Examples include annual health check-ups and risk-factor-based health screenings, accident insurance, group health insurance, loan funds, company uniforms, special financial assistance, provident funds, and annual social gatherings. Furthermore, the company has established an Employee Joint Investment Program (EJIP) to incentivize performance and foster a sense of business ownership among employees, executives, and directors of the company.

The Company prioritizes the establishment of policies regarding quality, occupational health, safety, and the working environment to support employees in performing their duties safely and with good hygiene. This includes providing necessary facilities and operational measures to ensure that all employees and workers receive safety and good health under appropriate working conditions and environment. The company focuses on accident prevention and regularly provides training and promotes knowledge on occupational safety to employees.

Communication Channels for Employees

The Company established a Welfare Committee, with 7 members elected and appointed. Meetings are scheduled every 3 months to serve as an intermediary between employees and the company regarding various welfare matters, promote a good quality of life for employees at work, and provide a channel for receiving feedback, suggestions, and concerns from employees. The company clearly communicates information about welfare and benefits that employees are entitled to from their first day of employment and provides opportunities for employees to participate in suggesting appropriate welfare improvements, as well as co-creating activities for the collective benefit of the organization.

In 2025, the Company did not find any complaints or disputes related to employees.

Customer

The Company is committed to growing alongside its customers by delivering quality products and services and fostering customer growth for an improved quality of life, creating added value for shareholders, and caring for society and the environment. Therefore, the company focuses on developing high-quality products, with importance placed on every step from raw material procurement and production processes until products reach customers and consumers. Furthermore, the company conducts research and development to maintain product quality and produce goods that consistently meet customer needs.

In the past, the Company has paid attention to the quality of its products and services, leading the company to improve its production quality to meet the certified quality management system standard (ISO 9001:2015) and to be accredited for the competence of its testing laboratory (ISO/IEC 17025:2017 TIS 17025-2561).

The Company is also committed to maintaining good relationships with customers by prioritizing customer confidentiality, establishing fair and equitable pricing under the company's pricing policy, as well as undertaking various activities such as meeting with customers to provide information about products and services and discussing product

development to meet customer needs. Furthermore, the company has established a whistleblowing and complaint reception system via its website to ensure customer confidence and satisfaction with the company's services. The Company adheres to the principle of Customer Centricity, emphasizing understanding customer needs.

Additionally, the Company has developed a satisfaction survey to measure customer satisfaction levels. Customers are requested to complete this assessment twice a year. Upon receiving the assessment results, relevant departments will analyze and consider improvements, as well as implement corrective actions to ensure the highest level of customer satisfaction. For the annual customer satisfaction assessment in 2025, emphasis will be placed on four aspects: product quality and standards, delivery services, sales and technical services, and environmental and safety management.

Business competitor

The Company's Board of Directors conducts business under the provisions of the law, supporting and promoting free and fair trade competition. The Company treats its trade competitors fairly within the framework of trade competition law, adhering to ethical and transparent business conduct. This includes not violating or acquiring competitors' trade secrets through dishonest means. The Company operates within the rules of fair competition, refraining from seeking confidential information from trade competitors through dishonest or inappropriate methods, damaging the reputation of trade competitors through malicious accusations without factual basis, or committing any acts that infringe upon the intellectual property of trade competitors. Throughout the past period, the Company has not had any disputes with its trade competitors.

Business partner

The Board of Directors treats business partners equally and considers mutual benefits. The Company has a system for selecting supply chain partners who conduct business legally, comply with safety and occupational health standards, are environmentally friendly, maintain the confidentiality of partners' information, and do not solicit, accept, or agree to receive any assets or other benefits beyond commercial agreements.

The Company adheres to procurement regulations that clearly define procedures and operating methods, along with accepted standard criteria for selecting business partners, and conducts partner evaluations to ensure that business operations with partners are efficient, appropriate, fair, and in line with good corporate governance principles.

The Company has no policy to support any individuals or organizations engaged in illegal business and has clearly communicated its anti-corruption policy to its business partners.

In 2025, the Company found no complaints or disputes related to business partners.

Creditor

The Company's Board of Directors is committed to conducting business with principles and discipline to build trust with creditors, strictly adhering to all agreed contracts, terms, and conditions, including timely debt repayment and proper maintenance of collateral.

The Company complies with the terms and conditions with trade creditors by making payments to creditors strictly according to commercial agreements via bank transfer (Smart System). The Company allows creditors to submit invoices every business day. For trade creditors with credit terms, the Company sets payment cycles on the 10th and 20th of each month.

The Company strictly adheres to contracts, terms, or conditions with creditors, while also managing its capital structure appropriately and fully repaying loans with interest to all types of creditors precisely according to the agreed schedule.

The Company does not solicit or pay any dishonest benefits in business negotiations with creditors.

The Company regularly prepares and reports accurate, complete, and timely financial information to creditors, without concealing any important information or facts that could cause damage to creditors.

In 2025, the Company found no complaints or disputes related to creditors.

Government agencies

The Company's Board of Directors conducts business with a steadfast commitment to strictly adhering to laws, regulations, and government stipulations. This involves thoroughly studying, understanding, and complying with all laws relevant to the Company's operations. The Company does not engage in any actions that violate or contravene the law, and furthermore, it conducts all communications, coordination, and transactions with government officials or agencies with accuracy, transparency, and fairness.

In 2025, the Company found no complaints or cases related to non-compliance with government laws and regulations.

Regulatory Bodies and Standard Organizations

The Company is committed to complying with the rules, regulations, criteria, and practices stipulated by law. It operates with transparency, disclosing accurate and complete information as required by regulatory bodies. The policy for dealing with regulatory bodies is to ensure strict adherence to the spirit of laws and regulations issued by these bodies. The Company refrains from any actions that would assist, support, or serve as a tool to evade compliance with laws or regulations. It cooperates with regulatory bodies and reports any information related to violations or non-compliance with laws or regulations to the respective agencies.

In 2025, the Company strictly complied with the requirements of regulatory bodies. There were no instances where the Company was subject to enforcement action by regulatory bodies due to failure to announce or disclose material information within the specified timeframe.

Community and society

The Board of Directors conducts business with due regard for its duties and responsibilities towards the community and society, including respecting local customs and traditions, in order to maintain and promote a good and sustainable society and public welfare.

The Company prioritizes and acknowledges its responsibility towards local communities and society, considering environmental preservation alongside the development of the quality of life for people in the area. The company supports public benefit activities of the community and implements various projects to develop the environment and facilities to promote a better quality of life for the community, by considering approaches and activities appropriate to the context of each area.

In 2025, the Company did not find any complaints or disputes related to the community and society.

Environment

The Company is committed to conducting business with international safety and occupational health standards, while protecting the working environment to ensure that employees, customers, partners, visitors, and external personnel working on-site are safe and operate under good and appropriate conditions.

Furthermore, the Company embraces a sustainable development concept that concretely integrates economic, social, and environmental dimensions as core operational principles. It also develops safety, occupational health, and working environment improvement plans to ensure that all employees understand, are aware of, and perform their duties safely and in accordance with the company's standards.

Providing environmental education and training to employees

The Company recognizes the importance of environmental matters and aims to promote knowledge, capabilities, and essential skills among its personnel for effective environmental management. Therefore, employees have been arranged to attend training on the following key topics:

1. Elevating organizational standards towards Green Industry Level 4: Green Culture
2. Environmental and energy management according to ISO standards
3. ISO standard system for environmental management
4. Management of various types of waste
5. Waste segregation, proper waste disposal, and management of waste for reuse or sale

In 2025, the Company did not receive any complaints or encounter any cases related to environmental impacts.

Consideration of Stakeholder Roles

Policies and Practices Towards Stakeholders

The Board of Directors recognizes that the Company's success and sustainability depend on all stakeholders. Therefore, the Board of Directors has established processes to promote engagement with stakeholder groups, fairly upholding the rights of all stakeholder groups in accordance with relevant laws or agreements with the Company, and protecting the rights of stakeholders who suffer damages from rights infringements arising from the Company's business operations.

The Company shall not engage in any actions that infringe upon the rights and intellectual property of stakeholders. It operates fairly and establishes guidelines for combating corruption, which are stipulated as policies and practices in the Business Ethics Handbook and disseminated to directors, executives, and employees to adhere to as guidelines for interacting with stakeholders. This is to ensure that the Company is responsible towards its stakeholders and that stakeholders are treated fairly.

In 2025, the Company strictly adhered to its policies regarding stakeholders. It did not violate labor laws, employment laws, consumer protection laws, trade competition laws, or environmental laws, and conducted various activities related to stakeholders.

Communication with Stakeholders

The Company provides communication channels for stakeholders to express opinions, suggestions, complaints, and to report any illegal actions or actions contrary to the Company's business ethics, or in cases of unfair treatment related to the Company. Such matters can be reported to the Company Secretary through the following channels:

Selic Corp Public Company Limited Company Secretary

No. 270, Liab Klong Phasi Charoen Fang Tai Road, Nong Khaem Subdistrict, Nong Khaem District

Bangkok 10160

Email: whisterblower@seliccorp.com

Telephone 0 2807 3347-9 Facsimile 0 2445 5245

The Company will keep the contact person's information confidential and will forward any received comments, questions, complaints, or suggestions to the relevant departments for appropriate consideration, resolution, and improvement. The Company will also summarize the operational results to present a report to the Board of Directors.

Non-infringement of intellectual property

The Company has policies and practices regarding non-infringement of intellectual property. These policies and guidelines are stipulated in the Business Code of Conduct to ensure that all executives and employees adhere to them as working principles, not infringing upon and respecting the rights of intellectual property owners, and complying with laws, not infringing on copyrights or trademarks, which could cause damage to the company.

In 2025, the Company does not plagiarize or use the intellectual property of others in its business without authorization.

Innovation Management

The Board of Directors prioritizes and supports the creation of beneficial innovations to enhance the value of the enterprise while operating responsibly towards all stakeholders.

The Company establishes innovation strategies in alignment with the organizational direction and in response to rapid business changes, by developing innovations and new products to enhance business competitiveness. The Company has a research and development unit responsible for researching and developing product features to meet customer needs, with an increased emphasis on reducing social and environmental impacts. This includes exploring new innovations to enhance product manufacturing efficiency and developing production processes with modern technology, which helps reduce operational steps and production costs. This creates a competitive advantage for the business, enabling the company to adapt appropriately to industry changes. For its business operations in 2025, the Company continues to develop and improve products, considering environmental issues alongside caring for society and surrounding communities.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has stipulated the establishment of a business ethics code consistent with the company's good corporate governance principles, to serve as initial guidelines for directors, executives, employees, and stakeholders of the company.

In addition, the Company has established policies and guidelines on anti-corruption and cooperates with various organizations that support anti-corruption efforts. The company does not support and actively opposes all forms of corrupt practices.

Furthermore, the Company stipulates that directors, executives, and employees must not be involved in soliciting, offering, or accepting any benefits or considerations, whether in the form of money, assets, services, or any other advantages, from business partners, contractors, or parties involved in the company's operations, for personal gain, family, associates, or any other related individuals, whether directly or indirectly.

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, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company has established a policy requiring directors, executives, and employees to perform their duties with integrity and prioritize the company's best interests. Should any individual have a vested interest or be involved in a transaction under consideration, that individual must disclose the information to the responsible department and abstain from participating in the consideration or decision-making process for that transaction.

Furthermore, directors, executives, and employees must not accept any personal money, assets, or benefits, whether directly or indirectly, from customers, business partners, or any other party, arising from the performance of their duties on behalf of the company.

In 2025, the Company conducted a review of potential conflicts of interest and found no transactions involving the company's directors, executives, and employees.

Anti-corruption

The Company is committed to conducting business with integrity, transparency, and in accordance with good corporate governance principles, by opposing all forms of bribery and corruption. It recognizes that corruption is a serious threat that undermines free and fair competition and causes damage to the economy and society.

The Board of Directors has established an anti-corruption policy and guidelines to ensure that directors, executives, and employees operate in compliance with relevant rules and practices, as well as to prevent the company, directors, executives, employees, or related parties from violating anti-corruption laws. This policy has been published on the company's website for transparency.

Whistleblowing and Protection of Whistleblowers

The Board of Directors provides opportunities for employees and stakeholders to report clues or complaints when they discover matters that may constitute illegal acts, corruption, or misconduct by employees, including behaviors that may cause damage to the company, and accepts complaints in cases where employees or stakeholders have their rights violated or do not receive fairness, through channels and processes specified by the company.

The Company handles all complaints equally, transparently, and fairly, with systematic measures to protect complainants. Complainant information is kept confidential. Furthermore, the company has published the Code of Conduct for the Board of Directors, executives, and employees, along with good corporate governance principles, on its website.

In 2025, the Company found no instances of directors, executives, or employees committing any acts in violation of the Code of Conduct, nor were there any complaints from stakeholders through the channels specified by the company.

Prevention of Misuse of Inside Information

The Company prioritizes the oversight of insider information usage in accordance with good corporate governance principles. It has established a policy requiring directors and executives to report changes in their securities holdings to the Securities and Exchange Commission (SEC) under Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within 3 business days from the date of such change. This report must also be submitted via the SEC's electronic system to record and summarize individual securities holding data.

Furthermore, the Company has established prohibitions against disclosing financial statement information or any other information that could affect the company's securities prices to external parties or unrelated individuals.

In 2025, the Company found no instances of directors or executives committing offenses related to the use of inside information for personal gain.

The Company has established measures for supervising the trading of its securities within its Business Ethics and the Code of Conduct for Directors, Executives, and Employees. These measures prohibit the company's directors and executives from trading the company's securities during the one-month period prior to the public disclosure of financial statements each quarter. The Company Secretary will be responsible for notifying directors and executives of the prohibited trading period, and trading may commence only after at least 24 hours have passed since such information was publicly disclosed.

Furthermore, the Company has established a policy requiring directors and senior executives to notify the Company Secretary at least one day in advance of any transactions involving the company's shares. It also mandates that directors and executives (including their spouses and minor children) are responsible for reporting their securities holdings and changes in holdings to the Securities and Exchange Commission (SEC) and submitting copies to the Company Secretary for reporting at the next Board of Directors meeting.

At every quarterly Board of Directors meeting, there will be an agenda item for reporting the securities holdings of the company's directors and executives. Should there be any changes in relevant criteria or regulations, the Company Secretary will inform the directors and executives, along with attaching copies of relevant announcements or documents from the Securities and Exchange Commission.

In 2025, the Company's directors and executives strictly adhered to the aforementioned policy, and no trading of the company's securities occurred during the prohibited trading period.

Money laundering prevention

The Company will not accept the transfer or conversion of assets, nor will it support the acceptance of the transfer or conversion of any assets associated with illegal activities. This is to prevent any individual from utilizing the company's business channels for the purpose of transferring, concealing, or disguising the origin of unlawfully obtained assets, irrespective of whether such actions cause damage to the company and/or its various stakeholders.

Gift giving or receiving, entertainment, or business hospitality

Directors, executives, and employees should avoid accepting gifts, whether monetary or non-monetary, including goods, services, or anything else, from parties involved in the company's business for personal benefit, whether direct or indirect, except during festivals or customary occasions where the gift is given on behalf of the company.

Directors, executives, and employees may receive business hospitality for the benefit of the company's business, but should avoid receiving hospitality that is excessive or inappropriate for normal relationships with other parties related to the company or potential business partners.

Compliance with laws, regulations, and rules

Directors, executives, and employees must conduct themselves within the framework of laws, regulations, and rules, and must not be involved in, assist, or commit any acts that violate or contravene laws, regulations, or rules.

Information and assets usage and protection

The Company has a personal data protection policy for managing personal data and adheres strictly to it. This policy outlines the protection of personal data for both internal and external parties interacting with the company, ensuring appropriate, secure, and reliable control over personal data.

All directors, executives, and employees have a duty and responsibility to safeguard and utilize company assets for the maximum benefit of the company, without using them for personal gain or other activities unrelated to the company without authorization.

Anti-unfair competitiveness

The Company's Board of Directors conducts business under the provisions of relevant laws and supports free and fair trade and competition. The Company adheres to the framework of fair competition, considers business ethics, and complies with trade competition laws in various countries where the Company operates.

Information and IT system security

The Company establishes an information security policy to ensure that information systems are secure, accurate, reliable, and operate continuously under appropriate internal control systems. This policy emphasizes protecting the confidentiality, integrity, and availability of both company data and the personal data of stakeholders. Directors, executives, employees, and authorized external parties who access the system or data must strictly comply with these policies and measures to prevent unauthorized access, use, disclosure, modification, or destruction of data.

Environmental management

The Board of Directors conducts business with consideration for environmental responsibility, operating in compliance with environmental laws, regulations, and requirements, while taking into account environmental impacts. It fosters an organizational culture and raises awareness among employees at all levels to promote cooperation and responsibility in environmental management and the efficient and sustainable use of resources.

In 2025, the Company did not receive any complaints related to environmental impacts.

Human rights

The Company adheres to the principle of respecting labor rights, treating employees with equality and fairness, and strictly complying with relevant labor laws, covering employment, labor protection, compensation, welfare, and working hours.

The Board of Directors places great importance on and strictly respects human rights principles. Therefore, it has established a human rights policy to serve as a guideline for treating employees fairly and equally, without discrimination based on race, religion, gender, skin color, language, or ethnicity. This includes not employing child labor and opposing all forms of sexual harassment.

The Company recognizes that human resources are a crucial factor in creating added value and enhancing competitiveness. Therefore, it is committed to improving the working environment and conditions to promote the good quality of life for employees, providing opportunities for employees to demonstrate their potential, as well as receiving continuous training and skill development.

Furthermore, the Company promotes employees' knowledge and understanding of universal human rights principles to ensure their correct and appropriate implementation. To date, the Company has not found any instances of human rights violations.

Safety and occupational health at work

The Company conducts its business in compliance with laws, regulations, and policies related to safety, occupational health, and working environment, prioritizing the safety of life and property for employees, partners, and stakeholders.

The Company regularly monitors and evaluates safety performance and promotes workplace safety by establishing regulations, guidelines, and safe work standards consistent with the risks of each activity. Furthermore, it continuously strives to improve working conditions, environment, and methods to foster a safety culture within the organization.

To ensure that all employees, as well as customers, business partners, visitors, and external parties working within the Company, are provided with safety under a good and appropriate working environment, the Company adopts a sustainable development approach encompassing economic, social, and environmental dimensions as a concrete foundation for its operations. This is to support employees in understanding, recognizing, and performing their duties in alignment with such principles, while ensuring strict adherence to safety practices. The Company has also established a concrete plan for the development of safety, occupational health, and working environment conditions.

Responsibility to Stakeholders

The Board of Directors places importance on promoting cooperation between the company and all stakeholder groups to support and strengthen the company's sustainable performance. The Company is committed to caring for and treating stakeholders responsibly, fairly, and with respect for their rights as stipulated by relevant laws and regulations. The Company's stakeholders include shareholders, customers, business partners, competitors, creditors, employees, communities and society, the environment, as well as government agencies.

Promotion of compliance with the business code of conduct

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

The Company prioritizes good corporate governance, adhering to principles of transparency, accountability, fairness, and responsibility towards all stakeholders. The Board of Directors establishes policies and guidelines for good corporate governance and business ethics to serve as a framework for the operations of all directors, executives, and employees.

Directors, executives, and employees, representing 100%, are obligated to acknowledge, understand, and strictly adhere to the company's business ethics. The company has thoroughly communicated these policies to ensure concrete implementation, along with regular monitoring, evaluation, and review of policy compliance annually. In this regard, the Company has disclosed its Code of Conduct as part of its Good Corporate Governance principles on its website.

In 2025, the Company's Board of Directors reviewed and revised the Company's Code of Conduct, including the codes applicable to directors, executives, and employees, in order to establish appropriate guidelines, scope, and standards of behavior and work practices for personnel at all levels.

The Company also conducts annual training sessions on the Code of Conduct for executives and employees at least once a year to enhance understanding and prevent violations.

In this regard, the Company organized an annual refresher training on Code of Conduct, with 114 executives and employees participating, representing more than 85% of the total workforce. This reflects strong awareness and the continued commitment of personnel to uphold and comply with the Company's ethical standards.

In addition, the Company provides training for new employees as part of its onboarding program, along with a post-training assessment each time to ensure that personnel are able to correctly and effectively apply the Code of Conduct in practice.

In 2025, the Company did not identify any violations of the Code of Business Conduct.

Diagram of promotion of compliance with the business code of conduct



Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	: Yes
Anti-corruption networks or projects the company has joined or declared intent to join	: Thai Private Sector Collective Action Against Corruption (CAC)
	CAC membership certification status : Certified
	Certification document of CAC membership status : CAC 2024.JPG

Diagram of participation in anti-corruption networks



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

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

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

The Board of Directors recognizes the importance of good corporate governance and has established written principles of good corporate governance, business ethics, and anti-corruption policies and guidelines. These are mandated to be reviewed at least once a year and have been revised and updated to suit current circumstances, in compliance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission. In 2025, the company undertook the following actions:

1. Review the principles of good corporate governance and practices related to good corporate governance, which are consistent with business operations and appropriate for the current situation.
2. Review and revise the charters of the Board of Directors and all sub-committees to clearly define the scope of responsibilities.

3. Review the anti-corruption policy and guidelines, and the company's key policies to align with current business operations.
4. Organize refresher training on the topics of good corporate governance principles, business ethics, and anti-corruption to reinforce understanding of these matters. All employees are required to complete a post-training assessment.

Additionally, in accordance with the Personal Data Protection Act, the company has established a policy regarding the protection of personal data and the rights of data subjects, covering all sectors with which the company has business relationships, including employees, customers, partners, shareholders, business allies, and all groups of stakeholders. In 2025, the company organized internal training for all executives and employees.

Implementation of the CG Code for listed companies

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

The Company has considered the adoption of practices in accordance with the principles of good corporate governance for listed companies, or the Corporate Governance Code (CG Code), issued by the Securities and Exchange Commission, and has adapted them to suit the Company's business.

For the year 2025, there are matters that the Company has not yet been able to implement or has not yet adopted the aforementioned principles. These matters have been considered by the Board of Directors' meeting and relevant sub-committees to establish measures or guidelines appropriate for the organization's good practices and consistent with the business context, as follows:

The Company has not yet specified the term limit for independent directors. In cases where an independent director has served continuously for more than 9 years, the Board of Directors will reasonably consider the necessity of such tenure. However, for the year 2025, the Company has no independent directors who have served for more than 9 years.

Other corporate governance performance and outcomes

Due to the Company's adherence to good corporate governance principles for listed companies, in 2025, the Company received the following assessments for its good corporate governance practices:

1. The Company received an "Excellent" rating (5-star level) in the assessment of good corporate governance for Thai listed companies for 2025 by the Thai Institute of Directors Association.
2. The Company received an assessment of the quality of its Annual General Meeting of Shareholders for 2025, scoring 98 points, with the assessment result being at a "Very Good" level by the Thai Investors Association.
3. The Company was selected for inclusion in the SET ESG Ratings sustainable stock list for 2025, achieving an AA level, by the Stock Exchange of Thailand.
4. The Company was selected for the ESG 100 Securities Group for 2025 by Thaipat Institute.
5. The Company received the Sustainability Disclosure Award for 2025 by Thaipat Institute.

Corporate Governance Structure

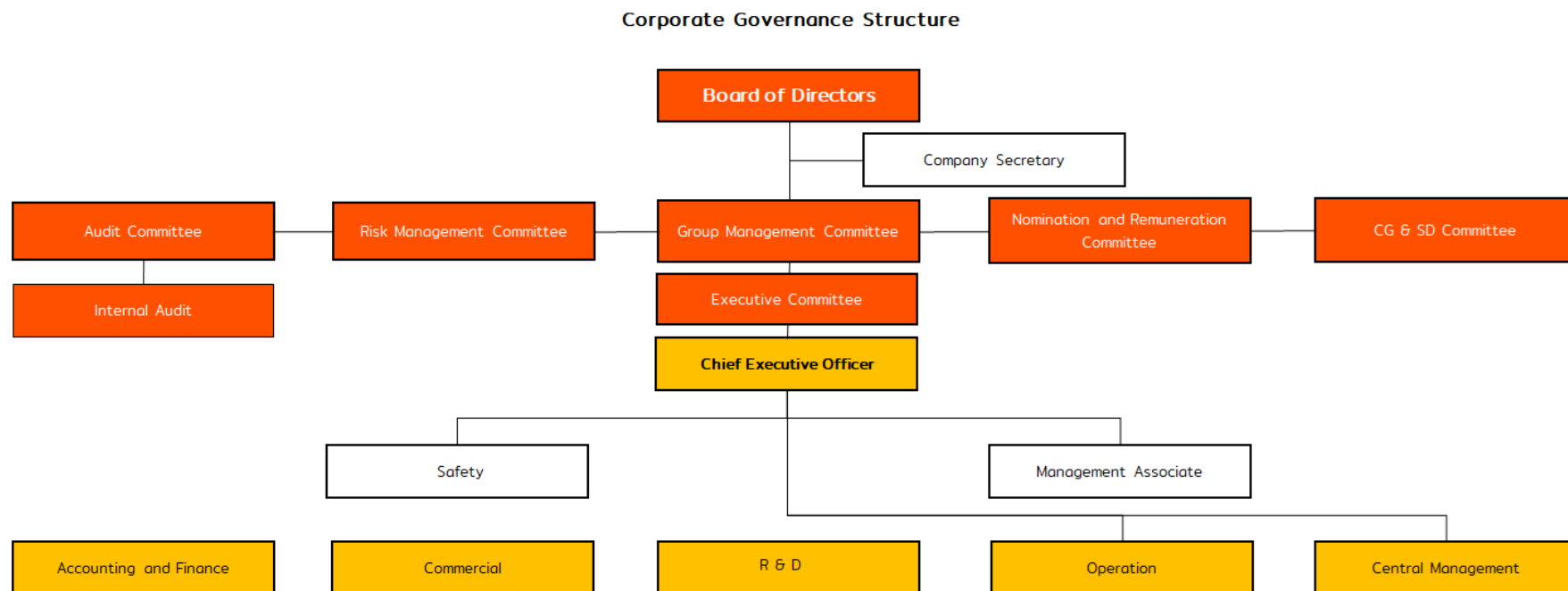
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



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	10		10		10	
	6	4	6	4	6	4
Executive directors	0		1		1	
	0	0	1	0	1	0
Non-executive directors	10		9		9	
	6	4	5	4	5	4
Independent directors	6		6		6	
	4	2	4	2	4	2
Non-executive directors who have no position in independent directors	4		3		3	
	2	2	1	2	1	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	60.00	40.00	60.00	40.00	60.00	40.00
Executive directors	0.00		10.00		10.00	
	0.00	0.00	10.00	0.00	10.00	0.00
Non-executive directors	100.00		90.00		90.00	
	60.00	40.00	50.00	40.00	50.00	40.00
Independent directors	60.00		60.00		60.00	
	40.00	20.00	40.00	20.00	40.00	20.00
Non-executive directors who have no position in independent directors	40.00		30.00		30.00	
	20.00	20.00	10.00	20.00	10.00	20.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	53		54		55	
	55	50	56	51	57	52

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
1. Mr. ATHAVUDHI HIRUNBURANA Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 1,493,996 Shares (0.244527 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 43,199 Shares (0.007071 %) <u>Indirect shareholding details</u> Spouse	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	9 Jun 2016	Petrochemicals & Chemicals, Marketing, Engineering, Strategic Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. NARONG SUWATTANAPHIM Gender: Male Age : 76 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 145,167,588 Shares (23.760013 %)	Vice-chairman of the board of directors (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	9 Jun 2016	Petrochemicals & Chemicals, Accounting, Corporate Management, Industrial Materials & Machinery, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. EK SUWATTHANAPHIM Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 108,109,200 Shares (17.694556 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	9 Jun 2016	Petrochemicals & Chemicals, Economics, Sustainability, Strategic Management, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. PORNPAT KIJAREON Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 2,427,455 Shares (0.397309 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	9 Jun 2016	Internal Control, Risk Management, IT Management, Governance/ Compliance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
5. Mom Luang THIRACHET SONAKUL Gender: Male Age : 48 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Jun 2016	Marketing, Corporate Management, Sustainability, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
6. Ms. PATTANANT PETCHCHEDCHOO Gender: Female Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 373,902 Shares (0.061198 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	25 Aug 2016	Accounting, Finance, Internal Control, Risk Management, IT Management

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. ANOTAI ADULBHAN Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 1,561,571 Shares (0.255587 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	9 Jun 2016	Business Administration, Engineering, Information & Communication Technology, Human Resource Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
8. Ms. NATTHAKAN THANAWADEE Gender: Female Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	27 Apr 2022	Finance, Accounting, Business Administration, Economics, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
9. Mrs. ANGELI SUWATTANAPHIM Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Insurance and Risk Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 3,516,220 Shares (0.575510 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	14 Dec 2022	Insurance, Risk Management, Economics, Corporate Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
10. Mrs. WILAWAN SONGJAROEN Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes Shareholding in the company Direct shareholding : 60,323 Shares (0.009873 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	14 Nov 2023	Petrochemicals & Chemicals, Governance/ Compliance, Sustainability, Transportation & Logistics, Engineering

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors

Board of Directors

Independent Director



Mr. Athavudhi Hirunburana



Asst. Prof. Dr. Pattanant Petchchedchoo



M.L. Thirachet Sonakul



Mrs. Wilawan Songjaroen



Mr. Pornpat Kijareon



Mr. Anotai Adulbhan

Non-Executive Director



Mr. Ek Suwatthanaphim



Mrs. Angeli Suwatthanaphim



Ms. Natthakan Thanawadee

Executive Director



Mr. Narong Suwatthanaphim

Board of Directors

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		1	9	6	3	5

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. ATHAVUDHI HIRUNBURANA	Chairman of the board of directors		✓	✓		✓
2. Mr. NARONG SUWATTHANAPHIM	Vice-chairman of the board of directors	✓				✓
3. Mr. EK SUWATTHANAPHIM	Director		✓		✓	✓
4. Mr. PORNPAT KIJAREON	Director		✓	✓		✓
5. Mom Luang THIRACHET SONAKUL	Director		✓	✓		
6. Ms. PATTANANT PETCHCHEDCHOO	Director		✓	✓		
7. Mr. ANOTAI ADULBHAN	Director		✓	✓		
8. Ms. NATTHAKAN THANAWADEE	Director		✓		✓	
9. Mrs. ANGELI SUWATTHANAPHIM	Director		✓		✓	✓
10. Mrs. WILAWAN SONGJAROEN	Director		✓	✓		
Total (persons)		1	9	6	3	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	30.00
2. Insurance	1	10.00
3. Industrial Materials & Machinery	1	10.00
4. Petrochemicals & Chemicals	4	40.00
5. Transportation & Logistics	1	10.00
6. Information & Communication Technology	1	10.00
7. Marketing	4	40.00
8. Accounting	3	30.00
9. Finance	2	20.00
10. Human Resource Management	1	10.00
11. Sustainability	4	40.00
12. IT Management	2	20.00
13. Corporate Management	3	30.00
14. Engineering	3	30.00
15. Strategic Management	5	50.00
16. Risk Management	4	40.00
17. Internal Control	2	20.00
18. Governance/ Compliance	4	40.00
19. Business Administration	2	20.00

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

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

	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	-	No	No
The company appoints at least one independent director to determine the agenda (1) of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

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

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

Remark: (1) Mr. Athavudhi Hirunburana serves as the Independent Chairman.

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

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

Methods of balancing power between the board of : Increasing the proportion of independent directors to more
directors and Management than half, Appointing an independent director to jointly
consider the agenda of the board of directors meeting

The Chairman of the Board and the Chief Executive Officer must possess appropriate knowledge, abilities, experience, and qualifications, and must not be the same person to ensure a balance of power by clearly separating supervisory and management duties. It is stipulated that the Chairman of the Board must be an independent director, serving as the leader of the Board of Directors and chairing meetings of the Board of Directors and shareholder meetings. The Board of Directors is responsible for considering and appointing the Chief Executive Officer and granting powers, duties, and responsibilities as determined and assigned by the Board of Directors.

Roles, Duties, and Responsibilities of the Chairman of the Board

1. Supervise, monitor, and oversee the performance of duties by the Board of Directors and various sub-committees to ensure efficiency and achievement of objectives.
2. Serve as the leader of the Board of Directors and chair meetings of the Board of Directors, shareholder meetings, and meetings of non-executive directors.
3. Collaborate with the Executive Chairman and Company Secretary to set the agenda for Board of Directors meetings, ensuring that important matters are included and that directors receive accurate, complete, clear, and timely information prior to meetings to enable appropriate decision-making.

4. Foster good relationships between executive and non-executive directors, and between the Board of Directors and management, and support the Chief Executive Officer in performing duties in accordance with company policies.
5. Support and serve as a good role model in adhering to the company's principles of corporate governance and business ethics, and ensure that all directors participate in fostering an ethical organizational culture and good corporate governance.

Roles, Duties, and Responsibilities of the Chief Executive Officer

1. Responsible for overseeing and managing the company's operations and/or daily administration, including overall operational supervision, to ensure compliance with the company's policies, business strategies, operational goals and plans, financial targets, and budgets approved by the Board of Directors and/or resolutions of shareholder meetings.
2. Prepare business plans and define management authority, as well as prepare budgets for business operations and annual expenditure budgets, to be submitted to the Board of Directors for approval, and be responsible for reporting progress according to the approved plans and budgets to the Board of Directors.
3. Define organizational structure, management methods, including selection, training, hiring, and termination of employees, and determine wage rates, salaries, compensation, bonuses, and various benefits for employees.
4. Monitor and report on the company's status and financial position, and propose alternatives and strategies consistent with policies and market conditions.
5. Oversee and control various operational aspects of the company, such as finance, risk management, internal control, operational tasks, various support functions, and human resources.
6. Represent the company and have the authority to delegate contact with government agencies and other regulatory bodies.
7. Oversee communication with the public, shareholders, customers, and employees to build a good reputation and image for the company.
8. Oversee the implementation of good corporate governance.
9. Possess the authority to issue, amend, supplement, and revise regulations, orders, and rules concerning the company's operations, such as the appointment, promotion, removal, and discipline of employees and workers, the determination of salaries and other remuneration, as well as various welfare and benefits.
10. Possess the authority to enter into transactions binding the company, within the scope defined by the company's policies and procedures, as per the operational authority matrix, including considering, negotiating, and approving the execution of contracts and/or any actions related to the company's operations and/or daily administration, all within the limits approved by the Board of Directors, as per the company's approval authority matrix.
11. Possess any powers, duties, and responsibilities as assigned or delegated by the Board of Directors in accordance with its policies.

Information on the roles and duties of the board of directors

Board charter : Have

In addition to the powers and duties stipulated in the company's articles of association and resolutions of the shareholders' meeting, the Board of Directors shall have the following duties:

1. Perform duties with responsibility, due care, and integrity, and comply with laws, the company's objectives, articles of association, and resolutions of the shareholders' meeting, except for matters requiring prior approval from the shareholders' meeting, such as matters legally requiring a shareholders' resolution, connected

transactions, and the acquisition or disposal of significant assets according to the rules of the Stock Exchange of Thailand or as prescribed by other government agencies.

2. Consider approving the company's vision, mission, business policies, operational goals, business strategies, and annual budget, and oversee the management to efficiently implement the established policies, objectives, and goals for the utmost benefit of the company and its shareholders.
3. Consider approving the appointment of individuals who possess the qualifications and do not have the prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (1992) and the Securities and Exchange Act, including relevant announcements, regulations, and/or rules, to serve as directors in cases where a director's position becomes vacant for reasons other than the expiration of their term.
4. Consider appointing independent directors, by considering the qualifications and prohibited characteristics of independent directors under the Securities and Exchange Act, announcements of the Capital Market Supervisory Board, including relevant announcements, regulations, and/or rules of the Stock Exchange of Thailand, or propose to the shareholders' meeting for consideration of appointment as independent directors of the company.
5. Consider appointing and defining the scope of authority, duties, and responsibilities of various sub-committees, such as the Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance and Sustainable Development Committee, Group Management Committee, Executive Committee, and/or any other sub-committees, to assist and support the Board of Directors in performing its duties as appropriate, by considering qualifications and prohibited characteristics under the Securities and Exchange Act, announcements of the Capital Market Supervisory Board, including announcements, regulations, and/or rules of the Stock Exchange of Thailand, or propose to the shareholders' meeting for consideration of appointment as sub-committee members of the company.
6. Consider appointing the Chief Executive Officer, and define the delegated approval authority as deemed appropriate by the Board of Directors.
7. Consider determining and amending the names of directors authorized to sign on behalf of the company.
8. Appoint any other person to conduct the company's business under the control of the Board of Directors, or may delegate authority to such person to have powers and/or for a period as deemed appropriate by the Board of Directors, which the Board of Directors may revoke, withdraw, change, or amend such authority.
9. Consider approving the acquisition or disposal of assets, unless such transactions require approval from the shareholders' meeting. The consideration for such approval shall be in accordance with the announcements of the Capital Market Supervisory Board and/or relevant announcements, regulations, and/or rules of the Stock Exchange of Thailand.
10. Consider approving connected transactions, unless such transactions require approval from the shareholders' meeting. The consideration for such approval shall be in accordance with the announcements of the Capital Market Supervisory Board and/or relevant announcements, regulations, and/or rules of the Stock Exchange of Thailand.
11. Consider approving the payment of interim dividends to shareholders when the company deems it has sufficient profits to do so, and report such dividend payments to the shareholders' meeting at the next meeting.
12. Oversee the establishment of policies and guidelines regarding corporate governance, sustainable development, and anti-corruption, ensure communication at all levels of the company, and review them annually.
13. Oversee subsidiaries and associated companies by considering the suitability of individuals to be appointed as directors and executives in subsidiaries and associated companies, to control management in accordance with the company's policies, and to ensure that various transactions comply with laws, the rules of the Securities and Exchange Commission, and announcements of the Stock Exchange of Thailand.
14. Appoint a company secretary with appropriate knowledge, experience, and qualifications to assist the Board of Directors in various operations in accordance with relevant laws, announcements, and regulations.
15. Review and revise the Board of Directors' Charter annually.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- Review of Connected Transactions or Transactions with Potential Conflicts of Interest
- Review of Legal Compliance
- The consideration for the selection of the auditor and the determination of the audit fee

Scope of authorities, role, and duties

1. Review to ensure that the company's financial reports are accurate and adequately disclosed by coordinating with the auditors and executives responsible for preparing financial reports, both quarterly and annually. The Audit Committee may recommend that the auditors review or examine any items deemed necessary and important during the company's audit. 2. Review to ensure that the company has appropriate and effective internal control and audit systems, and consider the appointment, removal, and performance evaluation of the Head of Internal Audit. 3. Consider the selection and nomination of the company's auditors, including considering the proposed remuneration for the auditors, taking into account the credibility, sufficiency of resources, and audit workload of the audit firm. 4. Consider the company's disclosure of information in cases of connected transactions or transactions that may have conflicts of interest, to ensure accuracy and completeness. 5. Review financial management policies, risk management, and the compliance with the business ethics of executives, and review, in conjunction with the company's executives, significant reports required by law to be submitted to the public. 6. Prepare a report on the activities of the Audit Committee for disclosure in the company's annual report, which report shall be signed by the Chairman of the Audit Committee and should include the following information: - Opinion on the process of preparing and disclosing information in the company's financial reports regarding accuracy, completeness, and reliability. - Opinion on the adequacy of the company's internal control system. - Reasons for believing that the company's auditors are suitable for re-appointment for another term. - Opinion on compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, or laws related to the company's business. - Any other reports deemed necessary for shareholders and general investors to know, within the scope of duties and responsibilities assigned by the Board of Directors. 7. The Audit Committee should hold meetings to consider various matters as assigned, including the following: - Consideration of financial statements and related financial reports, accounting principles and practices, compliance with accounting standards, going concern assumption, significant policy changes, including management's reasons for determining accounting policies, before submission to the Board of Directors for dissemination to shareholders and general investors. - Review of the internal control system and compliance with anti-corruption policies, as well as practices related to corruption. - Consideration and review of the company's annual internal audit plan, coordination procedures for various related audit plans, and evaluation of audit results in conjunction with internal auditors and external auditors. The Audit Committee should inquire about the scope of the planned audit to ensure that such audit plan will help detect corruption or deficiencies in the internal control system. - Consideration, in conjunction with internal auditors, of problems or

limitations encountered during the audit and review of internal auditors' performance. - Consideration, in conjunction with external auditors, of problems or limitations arising from the audit of financial statements. - Consideration, in conjunction with internal and external auditors, of whether plans have been made to review methods and controls for electronic data processing, and inquire about specific security projects to prevent corruption or misuse of computers by company employees or third parties. - Compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, or laws related to the company's business. - Any other operations as assigned by the Board of Directors. - Consideration of self-assessment regarding the performance of duties and responsibilities as assigned. 8. Review to ensure that the company's financial reports are accurate and adequate. 9. In conjunction with management, evaluate performance and consider merits and disciplinary actions for the Head of Internal Audit. 10. Review with management the policies and adequacy of the company's significant risk management. 11. Review the company's financial management policies. 12. Report the missions of the Audit Committee to the Board of Directors. 13. Perform any other operations as assigned by the Board of Directors and with the approval of the Audit Committee. 14. Review the Audit Committee Charter annually.

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Consider and review that the company has an appropriate and effective risk management system, including defining the company's risk management policy, guidelines, and framework, before submitting them to the Board of Directors for approval.
2. Consider and approve the acceptable risk appetite, overall risk management approach, and review the adequacy of the risk management policy before submitting them to the Board of Directors for acknowledgment. 3. Assess the adequacy and appropriateness of integrating risk into strategic management by continuously overseeing overall risk to ensure compliance with the risk management policy and framework, as well as ensuring appropriate risk reporting and control.
4. Review risk management reports to monitor significant risks and take action to ensure that the company has adequate and appropriate risk management.
5. Coordinate with the Audit Committee regarding significant risks, and have the internal audit unit review to ensure that the company has an appropriate internal control system for risk management, including the proper implementation and adherence to the risk management system throughout the organization.
6. Report to the Board of Directors regularly on significant risks and risk management.
7. Provide advice and consultation to the Risk Management Steering Committee and/or relevant departments and/or working groups involved in risk management, including considering appropriate approaches to rectify various data related to the development of the risk management system.
8. Consider appointing additional or replacement sub-committee members and/or personnel to the Risk Management Sub-Committee and/or relevant departments and/or working groups as appropriate, including defining roles and responsibilities for the benefit of achieving objectives.
9. Perform any other risk management duties assigned by the Board of Directors.

Reference link for the charter

-

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Recruitment Aspects:

1. Determine appropriate methods for recruiting individuals to serve as directors, suitable for the nature and operations of the business, by defining the qualifications and expertise required in each area to align with the current and future business direction.
2. Recruit directors when it is time to propose names to the Board of Directors for consideration. Recruitment may involve considering existing directors for re-appointment, accepting nominations from shareholders, utilizing external recruitment firms, reviewing the director database of the Thai Institute of Directors Association, or having individual directors propose suitable candidates, among other methods.
3. Consider the list of nominated individuals and select those whose qualifications align with the established criteria. A Board Skill Matrix will be prepared to define the desired recruitment criteria for directors annually.
4. Verify that the nominated individuals meet the legal requirements and regulations of relevant authorities.
5. Approach individuals whose qualifications align with the established criteria to ensure their willingness to accept a directorship with the company if appointed by shareholders.
6. Propose names to the Board of Directors for consideration and include them in the notice of the shareholders' meeting for appointment by the shareholders' meeting.
7. Consider the recruitment of senior executives* or other important positions, such as the Company Secretary, as assigned by the Board of Directors.
8. Consider the appropriateness of the company's headcount plan for each fiscal year, including the addition or elimination of departmental-level units within the company.

Compensation Review:

9. Consider the principles for director and senior executive* compensation to ensure appropriateness. This involves reviewing the suitability of current criteria, comparing them with compensation data from other companies in the same industry, and establishing appropriate criteria to achieve expected performance, ensure fairness, and reward individuals who contribute to the company's success.
10. Review all types of compensation structures, such as fixed compensation, performance-based compensation, the Employment Joint Investment Program (EJIP) for directors, executives, and employees, and meeting allowances. This review considers industry practices, the company's performance and business size, and the responsibilities, knowledge, abilities, and experience required of directors and senior executives.
11. Consider the performance evaluation criteria for the Chief Executive Officer, line of business executive directors, and senior executives* as assigned by the Board of Directors.
12. Determine the annual compensation for directors, the Chief Executive Officer, line of business executive directors, and senior executives* based on the established compensation principles. This is then submitted to the Board of Directors for approval of the compensation for the Managing Director, line of business executive directors, and senior executives. For the compensation of company directors, the Board of Directors shall propose it to the shareholders' meeting for approval.
13. Consider the appropriateness and provide approval in cases where new securities are offered to directors and employees. This is based on the principle of fairness to shareholders and creating incentives for directors and employees to perform their duties to generate long-term shareholder value and genuinely retain quality personnel.
14. Consider the appropriate framework for annual bonuses and meeting allowances.

Corporate Governance and Sustainability Development Committee

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Corporate Governance

1. Establish the Corporate Governance Policy, Anti-Corruption Policy, as well as the company's ethical policies and business conduct guidelines, ensuring compliance with laws, regulations, rules, and company bylaws, including those of regulatory bodies such as the Stock Exchange of Thailand and the Securities and Exchange Commission. These policies shall be submitted to the Board of Directors for approval and used as guidelines for good corporate practices.
2. Oversee, propose policies, and promote guidelines for directors, executives, and employees to perform their duties and responsibilities in accordance with the framework of the Corporate Governance Policy and Anti-Corruption Policy, as well as to adhere to good practices based on the ethical and business conduct requirements for directors, executives, employees, and staff of the company, in order to develop and elevate the company's corporate governance system to international standards.
3. Regularly review and revise the Corporate Governance Policy and Anti-Corruption Policy to ensure that these policies, as well as the ethical and business conduct requirements for directors, executives, employees, and staff of the company, are consistent with legal practices, principles, regulations, various rules, and shareholders' proposals regarding good corporate governance.
4. Mandate the monitoring and evaluation of the performance of directors and the company's management in accordance with good corporate governance policies, and conduct an annual assessment of good corporate governance to be presented to the Board of Directors, along with necessary opinions and recommendations.
5. Study and draft policies, as well as various manuals related to good corporate governance that are clear, concrete, and consistent with the company's operations under the framework of current laws, principles, regulations, and rules of regulatory bodies, as well as international standards for good corporate governance.
6. Consult with advisors or experts in good corporate governance when necessary, to ensure operations align with the objectives of this charter.
7. Perform any other duties related to good corporate governance as assigned by the Board of Directors.

Anti-Corruption

8. Assess corruption risks in collaboration with the Risk Management Committee to regularly summarize potential corruption risks in each process, and propose appropriate preventive and corrective measures.
9. Receive complaints or tips related to corruption directly through the company's whistleblowing channels, and proceed to transparently, fairly, and promptly consider, verify facts, investigate, and resolve such complaints, while informing the complainant of the outcome as appropriate.
10. Supervise and oversee the company's anti-corruption unit.

Sustainable Development

11. Establish a sustainable development policy and operational goals covering all three dimensions of ESG: Environmental, Social, and Governance, and continuously monitor, supervise, and evaluate performance in accordance with the established policy.

12. Consider key issues that may impact the organization in terms of sustainable development, and review performance against sustainability policies and strategies to ensure operations align with defined goals and support the organization's sustainable growth. 13. Establish policies and operational plans for environmental management and climate change management, considering the reduction of environmental impacts, the conservation and preservation of biodiversity and ecosystems, and the enhancement of adaptability to the impacts of climate change, aiming towards the development of a low-carbon society, while continuously monitoring and evaluating performance to effectively achieve the company's goals.

Reference link for the charter

-

Information on each subcommittee

List of audit committee⁽²⁾

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Ms. PATTANANT PETCHCHEDCHOO ^(*) Gender: Female Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	27 Feb 2017	Accounting, Finance, Internal Control, Risk Management, IT Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. PORNPAT KIJAREON Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	31 Dec 2016	Internal Control, Risk Management, IT Management, Governance/ Compliance, Sustainability
3. Mrs. WILAWAN SONGJAROEN Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director	28 Apr 2025	Petrochemicals & Chemicals, Governance/ Compliance, Sustainability, Transportation & Logistics, Engineering

Additional explanation :

(*) Directors with expertise in accounting information review

Remark: ⁽²⁾ The Audit Committee currently consists of one member who has knowledge in accounting and financial auditing, namely Assistant Professor Dr. Pattanant Petchchedchoo, graduated with a Ph.D. in Accounting from the University of Manchester, England, UK.

List of audit committee members who resigned / vacated their position during the year⁽³⁾

List of directors	Position	Date of resignation / termination	Replacement committee member
-------------------	----------	-----------------------------------	------------------------------

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. ANOTAI ADULBHAN Gender: Male Age : 52 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 Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	28 Apr 2025	-

Additional explanation :

(*) Directors with expertise in accounting information review

Remark: ⁽³⁾ Mr. Anothai Adulphan ceased to hold the position of Audit Committee member upon the expiration of his term.

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mrs. ANGELI SUWATTHANAPHIM Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Insurance and Risk Management Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	25 Feb 2023
2. Mr. Ken Suwatthanaphim Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	14 May 2021

List of committee members	Position	Appointment date of executive committee member
3. Mr. EK SUWATTHANAPHIM Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Feb 2024

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. Ms. Anyamanee Thanpongprud Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	1 Jan 2025	-

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. PORNPAT KIJAREON	The chairman of the subcommittee (Independent director)
	Ms. PATTANANT PETCHCHEDCHOO	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mom Luang THIRACHET SONAKUL	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mom Luang THIRACHET SONAKUL	The chairman of the subcommittee (Independent director)
	Mr. PORNPAT KIJAREON	Member of the subcommittee (Independent director)
	Mr. EK SUWATTHANAPHIM	Member of the subcommittee
Corporate Governance and Sustainability Development Committee	Mrs. WILAWAN SONGJAROEN	The chairman of the subcommittee (Independent director)
	Mom Luang THIRACHET SONAKUL	Member of the subcommittee (Independent director)
	Mr. EK SUWATTHANAPHIM	Member of the subcommittee
	Mr. PORNPAT KIJAREON	Member of the subcommittee (Independent director)

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
--------------------	----------	------------------------	----------------------

List of executives	Position	First appointment date	Skills and expertise
1. Mr. NARONG SUWATTHANAPHIM Gender: Male Age : 76 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Acting Chief Executive Officer (The highest-ranking executive)	7 Feb 2024	Petrochemicals & Chemicals, Accounting, Corporate Management, Industrial Materials & Machinery, Marketing
2. Ms. Rewadee Amornsamanlak^(*) Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Director of Accounting and Finance	1 Jun 2024	Accounting, Finance, Budgeting, Business Administration, Procurement

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Ken Suwatthanaphim Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Operations	1 Mar 2023	Marketing, Petrochemicals & Chemicals, Corporate Management, Business Administration, Sustainability

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

Remuneration policy for executive directors and executives

The Nomination and Remuneration Committee considers and proposes necessary and appropriate remuneration, both monetary and non-monetary, for the Company's Directors, Sub-committee members, Chief Executive Officer (CEO), and senior executives reporting directly to the CEO.

Executive Remuneration Principles.

The Company has established Key Performance Indicators (KPIs) as criteria for evaluating the performance of the Chief Executive Officer (CEO) and senior executives reporting directly to the CEO, covering various aspects, including:

- Financial performance, such as sales revenue, net profit.
- Product quality, such as customer complaints.
- Research and development to ensure products meet customer needs, such as right-first-time product creation.
- Environmental performance, such as supporting environmental protection.
- Operational safety, such as accident rate control.

The achievement of these indicators reflects the short-term and long-term remuneration of the CEO and senior executives. The Company maintains transparency and appropriate processes in remuneration consideration.

Does the board of directors or the remuneration committee have : Have

an opinion on the remuneration policy for executive directors and executives

The Nomination and Remuneration Committee considers the remuneration of directors and senior executives, taking into account the alignment with individual responsibilities and performance, as well as benchmarking against companies in the same industry and companies of similar size. The Committee also establishes appropriate criteria to achieve expected results. The Committee believes that the remuneration level is appropriate and sufficient to attract and retain qualified directors and executives within the company.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	22,087,295.00	12,795,363.30	8,341,716.35
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	22,087,295.00	12,795,363.30	8,341,716.35

Compensation structure for CEO and Executives

Short-term compensation, comprising salary and other benefits such as provident fund contributions, social security contributions, etc.

Long-term compensation, such as long-term performance-based bonuses, employer-employee co-investment project contributions, etc.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,339,703.25	359,301.96	347,605.70
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

The Company has implemented an Employer-Employee Joint Investment Program (EJIP) as an incentive for performance and long-term collaboration with the Company. Each program has a duration of 7 years

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Arisa Seangwichit	arisa.s@seliccorp.com	0-2807-3347-9

List of the company secretary

General information	Email	Telephone number
1. Ms. Natnapin Wongratpanya	natnapin.w@seliccorp.com	0-2807-3347-9

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Jomsurang Sujeeraphan	center@dir.co.th	02-596-0500

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Natnapin Wongratpanya	natnapin.w@seliccorp.com	0-2807-3347-9

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. Kanokkan Phiansamer	InvestorRelation@seliccorp.com	0-2807-3347-9

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	1,870,000.00	-	1. Ms. DUSSANEE YIMSUWAN Email: dussanee@kpmg.co. th Telephone number: 026772000 License number: 10235 2. Mr. NATTHAPHONG TANTICHATTANON Email: natthaphong@kpmg. co.th Telephone number: 026772000 License number: 8829 3. Ms. SOPHIT PROMPOL Email: sophit@kpmg.co.th Telephone number: 026772000 License number: 10042

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
-------------	------------------	--------------------	---

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	4,340,000.00	-	1. Ms. DUSSANEE YIMSUWAN Email: dussanee@kpmg.co. th License number: 10235 2. Mr. NATTHAPHONG TANTICHATTANON Email: natthaphong@kpmg. co.th License number: 8829 3. Ms. SOPHIT PROMPOL Email: sophit@kpmg.co.th License number: 10042

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

The Board of Directors has considered key issues encompassing legal compliance in corporate governance, risk management and internal audit, organizational strategies, and significant transactions, with details as follows:

1. Compliance with Relevant Laws and Regulations

The Board of Directors has considered and approved important matters in accordance with its roles and responsibilities, such as financial statements, dividend payments, shareholder meetings, related party transactions, appointment of directors and sub-committees, and the execution of significant company contracts, all to comply with laws and regulatory requirements.

2. Oversight of Management in Accordance with Good Corporate Governance Principles

The Board of Directors plays a crucial role in monitoring and considering various matters to ensure operations adhere to good corporate governance principles and international standards, such as ethics reports, securities trading reports of directors and executives, reports from sub-committees, revisions of sub-committee charters, and quarterly monitoring of corporate governance performance in other areas.

3. Key Strategies and Policies;

The Board of Directors emphasizes the formulation and implementation of organizational strategies, monitoring and ensuring the execution of defined strategies at quarterly board meetings. This includes reviewing key policies such as the vision, mission, organizational strategies, and Company KPIs to align with changing environments, updating the Anti-Corruption Policy, overseeing subsidiaries and associated companies, and considering various investments and business expansions.

In 2025, the Board of Directors, in collaboration with the Executive Committee and management, annually established the company's vision, mission, values, organizational strategies, operational plans, and budget, which contributes to sustainably enhancing the company's competitive capabilities. Furthermore, the Board of Directors oversees and assesses the adequacy of internal control systems, organizational risk management approaches, and reviews corporate governance and sustainability development policies to elevate corporate governance standards to be more robust and sustainable.

The Board of Directors continuously monitors the performance of the management, requiring reports on operating results, financial targets, and the progress of key projects to ensure operations align with established plans and objectives.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. ATHAVUDHI HIRUNBURANA	Chairman of the board of directors	9 Jun 2016	Petrochemicals & Chemicals, Marketing, Engineering, Strategic Management, Governance/ Compliance
Mr. ANOTAI ADULBHAN	Director	9 Jun 2016	Business Administration, Engineering, Information & Communication Technology, Human Resource Management, Strategic Management
Ms. NATTHAKAN THANAWADEE	Director	27 Apr 2022	Finance, Accounting, Business Administration, Economics, Strategic Management
Mrs. WILAWAN SONGJAROEN	Director	14 Nov 2023	Petrochemicals & Chemicals, Governance/ Compliance, Sustainability, Transportation & Logistics, Engineering

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

The Nomination and Remuneration Committee is responsible for nominating and selecting individuals who do not possess prohibited characteristics under the law and company regulations, and who do not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company, as prescribed by the Securities and Exchange Commission. This process considers knowledge, ability, expertise, vision, and ethics, ensuring they can express

opinions independently and meet the company's definition of an independent director before being proposed to the Board of Directors for consideration and then presented to shareholders for election.

Independent Director refers to a person who meets all qualifications and is independent from the management and major shareholders. The Company's definition of "Independent Director" is in accordance with the announcement of the Capital Market Supervisory Board, as follows:

Qualifications of Independent Directors

1. Holds no more than 1 percent of the total voting shares of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, including shares held by related parties of that independent director.
2. Not be or have been an executive director, employee, staff, salaried advisor, or controlling person of the company, its parent company, subsidiaries, associated companies, same-tier subsidiaries, major shareholders, or controlling persons of the company, unless such characteristics have ceased for at least 2 years prior to the date of submitting the application for approval to the Office of the Securities and Exchange Commission. However, the aforementioned prohibited characteristics do not include cases where an independent director was previously a government official or an advisor to a government agency that is a major shareholder or controlling person of the company.
3. Not be a person related by blood or legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or a person to be nominated as an executive or controlling person of the company or its subsidiary.
4. Not have or have had a business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company in a manner that may impede their independent judgment, and not be or have been a significant shareholder or controlling person of any party having a business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, unless such characteristics have ceased for at least 2 years prior to the date of submitting the application for approval to the Office of the Securities and Exchange Commission (SEC).
5. Not be or have been an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and not be a significant shareholder, controlling person, or partner of an audit firm where an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company is affiliated, unless such characteristics have ceased for at least 2 years prior to the date of submitting the application for approval to the SEC Office.
6. Not be or have been any professional service provider, including legal or financial advisors, who received service fees exceeding 2 million baht per year from the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and not be a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least 2 years prior to the date of submitting the application for approval to the SEC Office.
7. Not be a director appointed as a representative of the company's directors, major shareholders, or shareholders related to major shareholders.
8. Not engage in a business that is of the same nature and significantly competes with the business of the company or its subsidiaries, or not be a significant partner in a partnership, or an executive director, employee, staff, salaried advisor, or hold more than 1 percent of the total voting shares of another company that engages in a business of the same nature and significantly competes with the business of the company or its subsidiaries.
9. Possess no other characteristics that would prevent them from providing independent opinions on the company's operations.

In the event that the Capital Market Supervisory Board announces changes to the qualifications of independent directors, the company's independent directors must meet all such revised qualifications.

The Company has 6 independent directors who are independent from major shareholders and management, and who meet all qualifications as prescribed by the Capital Market Supervisory Board. This complies with the criteria regarding the proportion of independent directors, which requires listed companies to have at least one-third of the total number of directors as independent directors, but not less than 3 persons. The Chairman of the Board is an independent director, and there are 2 female independent directors.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major : 4
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

Criteria and Procedures for Director Election at the Shareholders' Meeting

Minority shareholders have the right to appoint company directors by exercising their voting rights at the shareholders' meeting, in proportion to the number of shares held. The company provides opportunities for all shareholders, whether major or minority, to nominate and vote for directors equally, transparently, and fairly. Each shareholder has votes equivalent to the number of shares held, meaning one share equals one vote.

The Company stipulates that the election of directors shall comply with relevant laws and the Company's articles of association. Voting for director election shall be by majority vote, with each shareholder having one vote per one share. Voting for director election shall be conducted on an individual basis. Furthermore, the company discloses sufficient information regarding the background, qualifications, experience, and expertise of nominated directors in advance, allowing minority shareholders to use the information for careful decision-making and to appropriately participate in shaping the Company's business direction.

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

Qualifications, knowledge, or experience	Skill and expertise
The Company has a diversity of skills, knowledge, capabilities, experience, professional skills, and appropriate specialized expertise, aligned with the Company's business strategy and covering the professional fields necessary for policy formulation and effective corporate management.	Petrochemicals & Chemicals, Sustainability, Engineering, Strategic Management, Governance/ Compliance

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. ATHAVUDHI HIRUNBURANA (Chairman of the board of directors, Independent director)	Participating	Other • 2025: Corporate Governance and ESG
2. Mr. NARONG SUWATTHANAPHIM (Vice-chairman of the board of directors)	Participating	Other • 2025: Corporate Governance and ESG

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. EK SUWATTANAPHIM (Director)	Participating	Other • 2025: Corporate Governance and ESG
4. Mr. PORNPAT KIJAREON (Director, Independent director)	Participating	Other • 2025: Corporate Governance and ESG
5. Mom Luang THIRACHET SONAKUL (Director, Independent director)	Participating	Other • 2025: Corporate Governance and ESG
6. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)	Participating	Other • 2025: Corporate Governance and ESG
7. Mr. ANOTAI ADULBHAN (Director, Independent director)	Participating	Other • 2025: Corporate Governance and ESG
8. Ms. NATTHAKAN THANAWADEE (Director)	Participating	Other • 2025: Corporate Governance and ESG
9. Mrs. ANGELI SUWATTANAPHIM (Director)	Participating	Other • 2025: Corporate Governance and ESG
10. Mrs. WILAWAN SONGJAROEN (Director, Independent director)	Participating	Other • 2025: Corporate Governance and ESG

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company's Board of Directors arranges for the performance evaluation of the Board and its sub-committees at least once a year. The evaluation of the Board is conducted both as a collective body and individually. Each evaluation form consists of two parts: a closed-ended question section and an open-ended question section, with each director required to complete both parts.

The Company's Board of Directors arranges for the performance evaluation of the Board and its sub-committees. The evaluation of the Board is conducted both as a collective body and individually, with the evaluation documents divided into 3 sets as follows:

Document Set 1: Self-Assessment Form for the Board of Directors (Collective).

Document Set 2: Self-Assessment Form for Directors (Individual).

Document Set 3: Self-Assessment Form for Sub-Committees (Collective).

The evaluation content covers the structure and qualifications of directors, roles, duties, and responsibilities, meeting attendance, performance of duties, self-development, and relationships with management. The objective is to review past performance, issues, and obstacles over the past year to enhance the effectiveness of the Board's work, foster awareness of their responsibilities, and develop good relationships with management.

Evaluation Process and Criteria.

1. Each evaluation form consists of two parts: a closed-ended question section and an open-ended question section, with each director required to complete both parts.
2. The scoring levels are as follows:
0 = Strongly disagree or no implementation of the matter.
1 = Disagree or minor implementation of the matter.
2 = Agree or reasonable implementation of the matter.
3 = Strongly agree or good implementation of the matter.
4 = Strongly agree or excellent implementation of the matter.

After receiving the evaluation results from each director, the scores will be averaged and a report will be prepared for the Board of Directors' meeting for acknowledgment of the evaluation results.

Evaluation Criteria.

- Score greater than 85% = Excellent criterion
Score greater than 75% = Very Good criterion
Score greater than 65% = Good criterion
Score greater than 50% = Fair criterion
Score less than 50% = Needs Improvement criterion

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

Performance evaluation results of the Board of Directors and the Company's sub-committees in 2025

Summary of Directors' Self-Assessment Results	Score / Criteria		Score / Criteria	
	Year 2024		Year 2025	
Board Self-Assessment (by Committee)	98%	Excellent	97%	Excellent
Board Self-Assessment (Individual)	99%	Excellent	98%	Excellent
Overall Sub-Committee Performance Evaluation	99%	Excellent	99%	Excellent

Board Self-Assessment (by Committee)

The overall evaluation results of the Board of Directors indicate excellent performance, with an average score of percentage 97. Details are as follows:

Evaluation topics	Average score percentage
1. Board Structure and Qualifications	97
2. Roles, Duties, and Responsibilities of the Board	95
3. Board Meetings	94
4. Dynamics in Directors' Performance	97
5. Relationship with Management	98
6. Director Development	98
Average score	97

Board Self-Assessment (Individual)

The overall individual Board member evaluation results indicate excellent performance, with an average score of 98%. Details are as follows:

Evaluation topics	Average score percentage
1. Individual Qualifications	99
2. Readiness to Perform Duties	97
3. Participation in Meetings	96
4. Roles, Duties, and Responsibilities	98
5. Relationship with the Board and Management	100
Average score	98

Sub-Committee Self-Assessment (by Committee) comprising the Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance and Sustainable Development Committee, and Executive Committee. Each sub-committee member evaluates the performance of the sub-committee they serve on, on a committee-by-committee basis.

The summary of the sub-committee performance evaluation results (by committee) is as follows:

Sub-Committees	Average score percentage
1. Audit Committee	99
2. Nomination and Remuneration Committee	99
3. Risk Management Committee	99
4. Corporate Governance and Sustainable Development Committee	99
5. Executive Committee	98
Average score	99

Annual Performance Evaluation of the Chief Executive Officer

The Board of Directors has assigned the Nomination and Remuneration Committee to conduct an annual performance evaluation of the Chief Executive Officer for remuneration purposes. by establishing a framework of Key Performance

Indicators (Key Performance Indicators: KPIs) for the Chief Executive Officer, to align with sustainable growth strategies, create returns for stakeholders, and enhance long-term competitiveness. These are divided into 5 main categories as follows:

1. Financial Aspects (Financial KPIs)

The Company focuses on revenue growth and profitability, coupled with efficient investment and cost management. Key indicators include revenue growth (Revenue Growth) and EBITDA margin, return on investment, and reduction of operating costs

2. Operational Aspects (Operational KPIs)

The Company prioritizes operational efficiency, supply chain continuity, and quality control. Key objectives include enhancing supply chain efficiency, maintaining quality standards, and complying with regulations.

3. Strategy and Innovation Aspects (Strategic & Innovation KPIs)

To support future growth, the Company has established key performance indicators focused on expanding business opportunities and investing in innovation, including new market expansion and investment in research and development (R&D)

4. Sustainability Aspects (ESG KPIs)

The Company integrates key ESG into business operations concretely to create sustainability in all dimensions. Key objectives include reducing greenhouse gas emissions, increasing recycling rates and reducing waste, enhancing workplace safety, and complying with ESG requirements and relevant laws.

5. Leadership and Organizational Culture (Leadership & Culture KPIs)

The Company believes that personnel are the key to success, and thus has established indicators to strengthen a robust organizational culture, including employee engagement scores (Employee Engagement Score) and internal leadership development

In 2025, the performance evaluation results of the Chief Executive Officer **with an average score of 80.10%**

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	Excellent Criteria / 97 Percent	Excellent criteria / Over 85%
	Self-assessment	Excellent Criteria / 98 Percent	Excellent / 100%
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	Excellent Criteria / 99 Percent	Excellent / 100%

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	Excellent Criteria / 99 Percent	Excellent / 100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	Excellent Criteria / 99 Percent	Excellent / 100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Development Committee	Group assessment	Excellent Criteria / 99 Percent	Excellent / 100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	Excellent Criteria / 98 Percent	Excellent / 100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors has the responsibility to arrange for the assessment of the Chief Executive Officer (CEO)s performance. The NRC has been assigned to assess the performance of the CEO. It is purposely to monitor and review the CEOs management to ensure that it is in line with the main corporate objectives and goals, and in accordance with the long-term benefits of the business. The Company assesses the performance of the

1. Progress of the Plan: to assess the performance according to the target, and the status of success
2. Performance Measurement by specifying the topics in the assessment
3. Development: to assess the key strengths that the CEO and senior executives and the issues that should further develop in the following year

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⁽⁴⁾

Number of the board of directors meeting over the : 7
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. ATHAVUDHI HIRUNBURANA (Chairman of the board of directors, Independent director)	7	/	7	1	/	1		/	
2. Mr. NARONG SUWATTHANAPHIM (Vice-chairman of the board of directors)	6	/	7	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. EK SUWATTTHANAPHIM (Director)	7	/	7	1	/	1		/	
4. Mr. PORNPAT KIJAREON (Director, Independent director)	7	/	7	1	/	1		/	
5. Mom Luang THIRACHET SONAKUL (Director, Independent director)	7	/	7	1	/	1		/	
6. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)	7	/	7	1	/	1		/	
7. Mr. ANOTAI ADULBHAN (Director, Independent director)	7	/	7	1	/	1		/	
8. Ms. NATTHAKAN THANAWADEE (Director)	7	/	7	1	/	1		/	
9. Mrs. ANGELI SUWATTTHANAPHIM (Director)	7	/	7	1	/	1		/	
10. Mrs. WILAWAN SONGJAROEN (Director, Independent director)	7	/	7	1	/	1		/	

Remark: ⁽⁴⁾ 1. The strategic planning meeting for the year 2026 between the directors and senior executives of the company was held on December 12, 2025 (Board of Directors Meeting No. 7/2025). 2. The Non-Executive Directors Meeting No. 1/2025 was held on December 12, 2025. 3. The Independent Directors Meeting No. 1/2025 was held on December 12, 2025.

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. ATHAVUDHI HIRUNBURANA (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
2. Mr. NARONG SUWATTHANAPHIM (Vice-chairman of the board of directors)	6/7 (85.71%)	1/1 (100.00%)	N/A
3. Mr. EK SUWATTHANAPHIM (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PORNPAT KIJAREON (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mom Luang THIRACHET SONAKUL (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
6. Ms. PATTANANT PETCHCHEDCHOO (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
7. Mr. ANOTAI ADULBHAN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
8. Ms. NATTHAKAN THANAWADEE (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
9. Mrs. ANGELI SUWATTHANAPHIM (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
10. Mrs. WILAWAN SONGJAROEN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	98.57%	100.00%	N/A

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

Company directors who are unable to attend the Board of Directors meeting due to illness, urgent business, or travel abroad.

Remuneration of the board of directors

Types of remuneration of the board of directors⁽⁵⁾

Policy and Structure for Director Remuneration for the Year 2025

The Annual General Meeting of Shareholders for 2025, held on April 28, 2025, resolved to approve the remuneration for the Board of Directors and sub-committees. The remuneration budget for the Board of Directors and sub-committees, comprising monthly remuneration, meeting allowances, bonuses, and shares from the Employment Joint Investment Program (EJIP), and bonuses, is set at a maximum of 8,000,000 Baht. Details are as follows:

Position	Year 2025	
	Monthly Remuneration (Baht per month)	Meeting Allowance (Baht per meeting)
Chairman of the Board	22,000	10,000 (Limited to not more than 6 times per year)
Vice Chairman	18,000	10,000 (Limited to not more than 6 times per year)
Director	10,000	15,000 (Limited to not more than 6 times per year)
Chairman of the Audit Committee	-	18,000 ⁽¹⁾
Audit Committee Member	-	15,000 ⁽¹⁾
Chairman of the Risk Management Committee	-	15,000 ⁽¹⁾
Risk Management Committee Member	-	13,000 ⁽¹⁾
Chairman of the Nomination and Remuneration Committee	-	15,000 ⁽¹⁾
Nomination and Remuneration Committee Member	-	10,000 ⁽¹⁾
Chairman of the Corporate Governance and Sustainable Development Committee	-	15,000 ⁽¹⁾
Corporate Governance and Sustainable Development Committee Member	-	10,000 ⁽¹⁾

Remark: ⁽⁵⁾ (1) Meeting allowances for sub-committee directors will be paid based on actual attendance. (2) Executive directors of the company will also receive meeting allowances as per the details above.

Remuneration of the board of directors⁽⁶⁾

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. ATHAVUDHI HIRUNBURANA (Chairman of the board of directors, Independent director)			863,000.00		397,000.00
Board of Directors (Chairman of the board of directors)	85,000.00	778,000.00	863,000.00	No	
2. Mr. NARONG SUWATTHANAPHIM (Vice-chairman of the board of directors)			891,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	85,000.00	806,000.00	891,000.00	No	
3. Mr. EK SUWATTHANAPHIM (Director)			695,000.00		250,000.00
Board of Directors (Director)	85,000.00	550,000.00	635,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration 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	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
4. Mr. PORNPAT KJAREON (Director, Independent director)			935,000.00		0.00
Board of Directors (Director)	85,000.00	670,000.00	755,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
5. Mom Luang THIRACHET SONAKUL (Director, Independent director)			517,000.00		322,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	85,000.00	310,000.00	395,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
Risk Management Committee (Member of the subcommittee)	52,000.00	0.00	52,000.00	No	
6. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)			879,000.00		0.00
Board of Directors (Director)	85,000.00	670,000.00	755,000.00	No	
Audit Committee (Chairman of the audit committee)	72,000.00	0.00	72,000.00	No	
Risk Management Committee (Member of the subcommittee)	52,000.00	0.00	52,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
7. Mr. ANOTAI ADULBHAN (Director, Independent director)			530,000.00		0.00
Board of Directors (Director)	85,000.00	430,000.00	515,000.00	No	
Audit Committee (Member of the audit committee)	15,000.00	0.00	15,000.00	No	
8. Ms. NATTHAKAN THANAWADEE (Director)			395,000.00		0.00
Board of Directors (Director)	85,000.00	310,000.00	395,000.00	No	
9. Mrs. ANGELI SUWATTHANAPHIM (Director)			395,000.00		227,000.00
Board of Directors (Director)	85,000.00	310,000.00	395,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
10. Mrs. WILAWAN SONGJAROEN (Director, Independent director)			620,000.00		0.00
Board of Directors (Director)	85,000.00	430,000.00	515,000.00	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)	45,000.00	0.00	45,000.00	No	
Corporate Governance and Sustainability Development Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
11. Mr. Ken Suwatthanaphim (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
12. Ms. Anyamanee Thanpongprud (Member of the executive committee)			0.00		0.00
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	850,000.00	5,264,000.00	6,114,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	192,000.00	0.00	192,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	164,000.00	0.00	164,000.00
5. Nomination and Remuneration Committee	70,000.00	0.00	70,000.00
6. Corporate Governance and Sustainability Development Committee	180,000.00	0.00	180,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,211,000.00	1,156,000.00	1,456,000.00
Other monetary remuneration (Baht)	2,326,250.00	4,294,000.00	5,264,000.00
Total (Baht)	3,537,250.00	5,450,000.00	6,720,000.00

Remark: ⁽⁶⁾ Ms. Anyamanee Thanyapongphrut resigned from the position of Executive Director, effective January 1, 2025.

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

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

representatives in establishing important policies,
Disclosure of financial condition and operating results,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating
the core business is appropriate and sufficient in the
subsidiary operating the core business

The Company has established a policy for supervising the management of its subsidiaries and associated companies to enable the company to effectively supervise and manage their operations, in accordance with the prescribed measures and mechanisms, including ensuring that management adheres to the company's policies and complies with relevant laws, regulations, and criteria, in order to protect investment interests and oversee the subsidiaries and associated companies. The details are as follows:

1. The Company shall appoint representatives to serve as directors or executives in its subsidiaries and associated companies. The number of representatives serving as directors of subsidiaries and associated companies shall be in proportion to the company's shareholding in such subsidiaries and associated companies and/or in accordance with agreements made between the company and its subsidiaries and associated companies.
2. Directors or executives of subsidiaries and associated companies appointed by the company shall be responsible for supervising various prescribed matters.
3. If any subsidiary or associated company enters into any transaction that obligates the company to disclose information to the Stock Exchange of Thailand according to specified criteria, the subsidiary and associated company must immediately notify the company's management upon becoming aware of a plan to enter into such a transaction or the occurrence of such an event.
4. Directors and executives who are representatives of the Company in its subsidiaries and associated companies must ensure that no person with an interest in any matter or a conflict of interest with the subsidiaries and associated companies, whether direct or indirect, participates in the approval of such matter.
5. The Company shall supervise and monitor its subsidiaries and associated companies to ensure compliance with relevant laws, regulations, rules, and procedures, maintain good management practices, adhere to principles of good corporate governance, business ethics, and the company's anti-corruption policy, as well as other company policies or those consistent with the company's policies.
6. The Company shall regularly review performance reports from its subsidiaries and associated companies to formulate future operational plans and objectives.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest : Yes

interest over the past year

The Company has established a policy requiring directors, executives, and employees to perform their duties for the company's best interests. In cases where any individual has an interest or is involved in a transaction under consideration, such individual must inform the relevant oversight unit and refrain from participating in the consideration of that transaction.

In 2025, the Company investigated cases that might lead to conflicts of interest and found no transactions involving the Company's Directors, Executives, and employees, aiming to enhance internal corporate governance.

The Company has measures to oversee the interests of its directors and executives, by requiring directors, executives, and related persons to report their interests that are related to the management of the Company's business, as follows:

1. Report upon first assuming the position of director or executive.
2. Report upon any change in interest information.
3. Directors and executives submit the interest disclosure form to the company secretary, who will then forward a copy of the interest report to the Chairman of the Board and the Chairman of the Audit Committee for their acknowledgment within 7 business days from the date of receiving the report.

In 2025, the Company's Directors and Executives complied with the established 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 has measures to oversee the trading of its securities, as stipulated in the Business Ethics and the Code of Conduct for Directors, Executives, and Employees, which prohibits directors and executives from trading the Company's securities during the one-month period prior to the public disclosure of financial statements each quarter. The company secretary provides notifications to acknowledge the prohibited trading period for the Company's securities until 24 hours after the information has been publicly disclosed. Furthermore, the policy requires directors and senior executives to inform the Company Secretary about any trading of the Company's shares at least one day in advance of the transaction. Additionally, directors and executives (including their spouses and minor children) are required to report their securities holdings if there is any trading of the Company's securities. They must notify the Securities and Exchange Commission (SEC) and submit a copy to the Company Secretary for reporting to the Board of Directors at the next Board meeting. At every quarterly Board meeting, there will be an agenda item for reporting the Company's securities holdings by directors and executives. Should there be any announcement of changes regarding this matter,

the Company Secretary will send a letter to inform the directors and executives, along with a copy of the letter and the announcement from the Securities and Exchange Commission concerning the matter.

In 2025, the Company's Directors and Executives have complied with the policy, and no trading was observed during the prohibited period.

Changes in the Company's securities holdings by the Company's directors and executives as of December 31, 2025.

List of Directors and Executives	Number of shares (shares)					
	As of 1 January 2025		As of 31 December 2025		Increase / (Decrease) in 2025	% Shareholding
	Directors / Executives	Spouse / Minor Children	Directors / Executives	Spouse / Minor Children		
1. Mr. Athavudhi Hirunburana	1,376,150	43,199	1,493,996	43,199	117,846	0.25%
2. Mr. Narong Suwatthanaphim	144,967,882	-	145,167,588	-	199,706	23.76%
3. Asst. Prof. Dr. Pattanant Petchchedchoo	327,710	-	373,902	-	46,192	0.06%
4. M.L. Thirachet Sonakul	-	-	-	-	-	-
5. Mr. Pornpat Kijareon	2,266,763	-	2,427,455	-	160,692	0.40%
6. Mr. Anotai Adulbhan	1,508,006	-	1,561,571	-	53,565	0.26%
7. Mrs. Wilawan Songjaroen	60,323	-	113,382	-	53,059	0.02%
8. Mr. Ek Suwatthanaphim	107,529,670	-	108,109,200	-	579,530	17.69%
9. Mrs. Angeli Suwatthanaphim	3,321,649	-	3,516,220	-	194,571	0.58%
10. Ms. Natthakan Thanawadee	-	-	-	-	-	-
11. Ms. Rewadee Amornsamanlak	136,955	-	234,555	-	97,600	0.04%
12. Mr. Ken Suwatthanaphim	13,611,774	-	13,740,904	-	129,130	2.25%

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 Company remains committed to conducting business with integrity, transparency, accountability, and in accordance with good corporate governance principles and business ethics. It recognizes that integrity is crucial for ethical performance and has always been a guiding principle in the company's operations. Key practices include:

Anti-Corruption

The company participated in the declaration of intent to become a member of the Thai Private Sector Collective Action Against Corruption (CAC) and received its second re-certification on September 30, 2024, reaffirming its commitment to promoting transparency and combating corruption. Additionally, the company joined the "Call for Action...We Report" project to raise awareness among executives and employees about the importance of reporting corruption.

Gift Policy

The Company refrains from accepting gifts during the New Year and all other festive seasons from business partners and stakeholders to support transparent operations and avoid conflicts of interest.

Employee Communication and Training

The Company provides communication and training to employees on anti-corruption policies and practices and business ethics to raise awareness and ensure compliance by all employees, as well as to inform business stakeholders.

Practical Training and Knowledge Testing

The Company conducts ethics and anti-corruption training for executives and employees, including new hires. Knowledge tests are administered after training to ensure employees understand corruption risk assessment, risk mitigation measures, and can effectively apply this knowledge in their work.

Complaint Management

The Company listens to and manages complaints regarding ethical violations fairly and transparently, proceeding according to established procedures.

Corruption Risk Assessment and Identification, and Review of the Appropriateness of Anti-Corruption Measures

In the past year, the Company held a meeting of the Corporate Governance and Sustainable Development Committee to review governance and promote compliance with internal ethical standards. Key points are summarized as follows:

- Policy and Practice Formulation The Company has developed, reviewed, and updated its anti-corruption policies and practices to comply with relevant laws and international standards, and has established clear guidelines for employees at all levels.
- Promoting Knowledge and Policy Compliance The Company continuously promotes training and knowledge sharing on ethics and anti-corruption for employees, including strict monitoring, verification of policy compliance, and performance evaluation.
- Complaint Reception and Management The Company provides fair, transparent, and verifiable channels for receiving complaints regarding ethical violations, operating according to clearly defined procedures.
- Reporting and Disclosure Performance regarding ethics and anti-corruption is regularly reported to the Board of Directors and shareholders, with transparent disclosure of relevant information.

Review of Completeness and Sufficiency

The Audit Committee reviews the completeness, sufficiency, and appropriateness of the internal control system, as well as the results of compliance with the anti-corruption policy and practices related to the prevention and suppression of corruption.

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 has provided channels for stakeholders to submit comments or suggestions, as well as to report any illegal acts or violations of the company's business ethics, or in cases where stakeholders believe they have not received fair treatment in matters related to the company, through designated channels. The Corporate Governance and Sustainable Development Committee is responsible for overseeing and establishing guidelines for managing complaints, tip-offs, or such grievances.

Protection for Whistle blowers or Complainants

1. Stakeholders who report information or complaints are not required to disclose their names.
2. The Company will protect employees who refuse corruption from demotion, punishment, or negative consequences, including employees who cooperate in reporting issues, providing facts, and reporting corruption, even if such actions result in the company losing business opportunities. Supervisors at all levels are required to communicate and ensure employees understand this policy for use in business activities under their responsibility and to oversee effective compliance.
3. The recipient of a complaint and those involved in the fact-finding process must keep related information confidential and disclose it only as necessary, taking into account the safety and potential harm to the complainant, those cooperating in the investigation, the source of information, or any involved individuals, whether employees or external parties.
4. If any whistleblowing, complaint, statement, or information provided is proven to be an act of bad faith, an employee of the company will be subject to disciplinary action. However, if an external party causes damage to the company, the company will consider legal action against such individuals.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	1

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Sep 2025	Case or issue Unfair performance evaluation from supervisor Topics or issues about Others :Employee Performance Appraisal Investigation results Anonymous reporting may prevent the company from fully verifying or confirming the information. Corrective actions The Company has established guidelines to prevent and address instances of potentially unfair performance evaluations by supervisors. The evaluation results will be reviewed by senior management to ensure that the evaluations are fair, transparent, and consistent with company policies.	Incident no longer subject to action

The monitoring of compliance with other corporate governance policy and guidelines

The Company prioritizes good corporate governance by establishing relevant policies and guidelines in its Corporate Governance Policy and Business Ethics, and promoting their genuine implementation to build confidence among all stakeholders.

Over the past year, the Company has monitored the implementation of good corporate governance covering topics such as:

- 1) Employee care and non-discrimination.
- 2) Stakeholder responsibility.
- 3) Environmental care, hygiene, and safety within the organization.

The monitoring results indicate that the Company has fully implemented the guidelines for each issue.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PATTANANT PETCHCHEDCHOO (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PORNPAT KJAREON (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mrs. WILAWAN SONGJAROEN (Member of the audit committee)	3	/	3	3/3 (100.00%)
4 Mr. ANOTAI ADULBHAN (Member of the audit committee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

1. Reviewed and provided opinions on the Company's annual and quarterly financial statements, to be presented to the Board of Directors' meeting for consideration and approval of the financial statements.

The Audit Committee reviewed significant information in the quarterly financial statements and the annual financial statements for 2025 of the Company and its subsidiaries to ensure that the financial reports of the Company and its subsidiaries were prepared correctly according to applicable accounting standards, with complete, sufficient, and reliable disclosure of information.

Furthermore, the Audit Committee met with the auditor without management present to discuss material issues in financial reporting, internal control systems, accounting and finance, as well as the independence of audit and review operations.

In 2568, the Company engaged KPMG Phoomchai Audit Ltd. to serve as the auditor for the Company's financial statements. The Audit Committee emphasized the auditor's role in maintaining independence in performing the audit of the entity's financial statements.

The Audit Committee considered and approved the engagement of the auditor without delegating authority to management to act independently. In the past year, no other services beyond those approved by the Audit Committee were found. The Audit Committee set the audit fee for the fiscal year 2025 (including quarterly financial statement reviews) at no more than 1,870,000 Baht, to be presented to the Board of Directors for approval and then to the Shareholders' Meeting for final approval.

2. Review of internal control systems and internal audit.

The Audit Committee reviewed the results of the internal control system assessment reported quarterly by the internal auditor. It was found to be adequate and appropriate for the company's current business operations, and consistent

with the auditor's opinion, which reported that no material deficiencies affecting the Company's financial statements were found during the review. From the internal control assessment, it was found that the company can manage risks to reduce them to an acceptable level.

3. Other duties performed within the scope of the Audit Committee.

The Audit Committee performed its duties within its scope. In 2025, the Audit Committee reported the results of its meetings to the Board of Directors on every occasion. The key outcomes of the Audit Committee's performance are summarized as follows:

1. Reviewed related party transactions between the company and individuals who may have conflicts of interest.
2. Considered investment processes and summarized investment information reports of the Company, its subsidiaries, and associates.
3. Considered and acknowledged the operations in accordance with the anti-corruption policy and guidelines.
4. Considered the Audit Committee's report for the fiscal year 2025 for inclusion in the Company's annual information statement (Form 56-1 One Report) for the period ended December 31, 2025.
5. Reviewed the Audit Committee Charter.

The Audit Committee found that the Company's internal controls still had some areas requiring improvement.

Therefore, discussions were held with the internal auditor and management to rectify and improve them. All identified issues have been resolved.

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⁽⁷⁾

Meeting Executive Committee (times) : 2

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. ANGELI SUWATTHANAPHIM (The chairman of the executive committee)	2	/	2	2/2 (100.00%)
2 Mr. Ken Suwatthanaphim (Member of the executive committee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. EK SUWATTHANAPHIM (Member of the executive committee)	2	/	2	2/2 (100.00%)
4 Ms. Anyamanee Thanpongprud (Member of the executive committee)	0	/	0	N/A
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Executive Committee has performed its duties within the scope of authority, responsibilities, and accountability as defined in its charter. Key points are summarized as follows:

1. Determine the Company's strategic direction, including the annual business plan and budget, and establish related management structures, for submission to the Board of Directors for consideration.
2. Monitor the Company's performance, both financial and operational, and inform the Board of Directors.
3. Provide opinions on the Company's dividend policy to the Board of Directors.
4. Source and evaluate new business investment opportunities, then present them to the Board of Directors for consideration.
5. Consider and approve various company transactions, such as investment transactions, within the scope of authority delegated by the Board of Directors.
6. Provide opinions on various matters to be submitted to the Board of Directors for approval, except for items already considered by other sub-committees within their delegated authority.

Remark: ⁽⁷⁾ Ms. Anyamanee Thanyapongphrut resigned from the position of Executive Director, effective January 1, 2025.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PORNPAT KIJAREON (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Ms. PATTANANT PETCHCHEDCHOO (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mom Luang THIRACHET SONAKUL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee reported the results of its meetings to the Board of Directors on every occasion. The key outcomes of the Risk Management Committee's performance are summarized as follows:

1. Establish a systematic enterprise-wide risk management structure and oversee the management of various risks, both those arising from external factors and those from internal management and operations. This includes defining approaches for risk governance and management to maintain risks at an acceptable level, as well as communicating the importance of risk management to all departments.
2. Monitor and evaluate the Company's risk management plan in various areas such as strategic risk, financial risk, operational risk, ESG risk, and emerging risks, as well as consider approaches and establish control measures to keep risks at an acceptable level for the Company.
3. Review the organization's risk management policy and ensure compliance with the established risk management framework and guidelines to achieve the Company's strategies.
4. Overseeing overall risk management and monitoring risk factors that may impact the Company, including raw material cost fluctuations, foreign exchange rate volatility, economic recession, and inflation.
5. Promote and support risk management knowledge for the Board of Directors, Executives, and employees by organizing training sessions for directors and department heads, enabling all departments to develop risk management plans aligned with the Company's objectives.
6. Consider the Risk Management Committee's report for the year 2025 for inclusion in the Company's annual information statement (Form 56-1 One Report) for the period ending December 31, 2025.
7. Review the charter of the Risk Management Committee.

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 Mom Luang THIRACHET SONAKUL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. PORNPAT KIJAREON (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. EK SUWATTHANAPHIM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee consistently reported the meeting outcomes to the Board of Directors. The key performance highlights of the Nomination and Remuneration Committee are summarized as follows:

1. Consider the qualifications of nominated directors for appointment to replace directors whose terms expire in 2025. This will be proposed to the Board of Directors meeting for approval before being submitted to the Annual General Meeting of Shareholders for 2025 for approval.
2. Consider nominating qualified individuals for positions on the Board of Directors, following a transparent nomination process that includes an analysis of skills, experience, knowledge, and specialized expertise (Board Skill Matrix).
3. To consider the succession plan and the selection of qualified individuals to be developed as successors for the position of Chief Executive Officer (CEO).
4. Consider nominating qualified external individuals to represent the company for positions as directors or executives in subsidiaries and joint ventures.
5. Consider nominating qualified external individuals to represent the company for senior executive positions within the company.
6. Consider the criteria for payment and forms of remuneration, as well as the remuneration budget and allocation of remuneration to the Board of Directors and sub-committees for their duties. This will be proposed to the Board of Directors meeting for approval before being submitted to the Annual General Meeting of Shareholders for 2025 for approval, to ensure that the company's director remuneration is appropriately considered.
7. Consider reviewing the performance evaluation forms for the Board of Directors (individual and committee-level) and sub-committees for the year 2025.
8. Consider reviewing the performance evaluation form and evaluating the performance of the Chief Executive Officer for the year 2025, to be submitted to the Board of Directors meeting for approval.
9. Consider the report of the Nomination and Remuneration Committee for the year 2025, to be included in the company's Annual Information Statement (Form 56-1 One Report) as of December 31, 2025.
10. Consider reviewing the Charter of the Nomination and Remuneration Committee.

Meeting attendance of Corporate Governance and Sustainability Development

Committee

Meeting Corporate Governance and : 4
Sustainability Development Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. WILAWAN SONGJAROEN (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mom Luang THIRACHET SONAKUL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. EK SUWATTHANAPHIM (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. PORNPAT KIJAREON (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability

Development Committee

In 2025, the Corporate Governance and Sustainable Development Committee reported the results of its meetings to the Board of Directors on every occasion. The key outcomes of the Corporate Governance and Sustainable Development Committee's performance are summarized as follows:

1. Establish sustainable development policies and operational targets covering all three dimensions of ESG: environmental, social, and governance, as well as continuously monitor, supervise, and evaluate performance in accordance with established policies.
2. Consider key issues that may impact the organization in terms of sustainable development, and review performance against sustainability policies and strategies to ensure operational guidelines align with set targets and support the organization's sustainable growth.
3. Consider setting targets for achieving Net Zero Emissions, including the climate change management framework and environmental management operational plans.
4. Consideration of the ESG risk management plan covers risk identification, risk assessment, and the determination of appropriate control measures.
5. Monitor the progress of corporate governance and sustainable development operations, such as the SET ESG Rating assessment, including the CGR Checklist corporate governance assessment.
6. Review and revise the Good Corporate Governance Policy, Business Code of Conduct, and Code of Conduct for Directors, Executives, and Employees.
7. Consider the 2025 comprehensive human rights due diligence report.

8. Review the Company's sustainability policy and sustainability management structure.
9. Consider the framework for preparing the Company's 2025 Sustainability Report.
10. Acknowledge and monitor whistleblowing reports and complaints regarding adherence to the business code of conduct and anti-corruption efforts.
11. Consider the report of the Corporate Governance and Sustainable Development Committee for the year 2025, for inclusion in the Company's Annual Information Statement (Form 56-1 One Report) for the period ending December 31, 2025.
12. Review the Charter of the Corporate Governance and Sustainable Development Committee.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

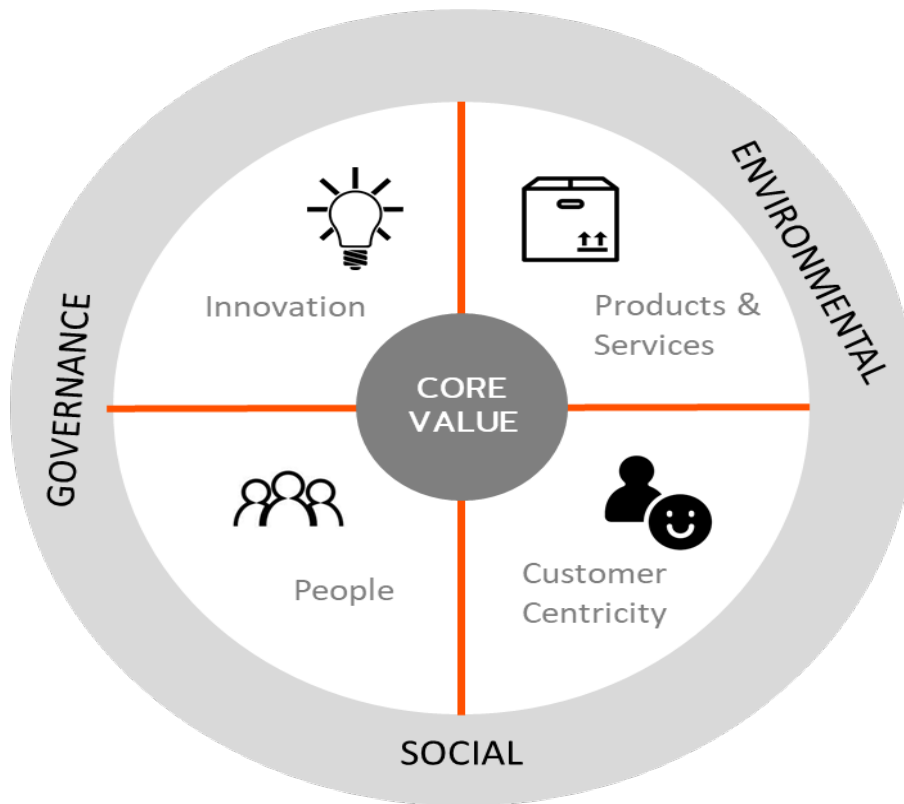
Sustainability Policy

Sustainability Policy : Yes

The Company is committed to conducting business based on good corporate governance, with the goal of organizational sustainability, which creates shared value in economic, social, and environmental dimensions throughout the business chain. Therefore, the Company has established an organizational sustainable development policy to serve as a business guideline as follows:

1. Conduct business with honesty and fairness, adhere to laws and trade regulations, promote clarity and transparency in organizational management in accordance with international principles, including supporting anti-corruption efforts, preventing exploitation, and misuse of power, to create maximum and equitable benefits for stakeholders.
2. Promote adherence to human rights principles, considering human dignity, rights, freedoms, and equality of individuals protected by the Constitution of the Kingdom of Thailand and relevant international laws.
3. Focus on improving and developing work processes and service utilization throughout the value chain, in accordance with total quality management principles across the organization, to foster a quality mindset among personnel, leading to increased value for customers and long-term growth.
4. Promote efficient resource utilization, including reducing and controlling impacts on society and the environment, resulting from the company's business operations and related partners.
5. Prioritize occupational safety, health, and working environment for employees, partners, and visitors to prevent loss of life and property, as well as injuries or illnesses resulting from work.
6. Manage personnel fairly, prioritize the development of labor capabilities, and promote job satisfaction, which will lead to efficient organizational drive.
7. Promote innovation with social and environmental responsibility to enhance efficiency and effectiveness, as well as create value for the organization and stakeholders.
8. Create sustainable benefits for communities and society, while providing support and participating in activities for public benefit, and encouraging employees to have a good conscience towards the common good and social contribution.
9. Committed to comprehensive risk management to maximize opportunities for success and minimize the chances of failure or loss.

The Company has established a comprehensive sustainability policy and framework, with operational foundations that promote economic, environmental, and social dimensions as core principles. It focuses on four main strategies: personnel development, innovation, offering quality products and services, and providing excellent customer experiences, driven by corporate values within the three dimensions of the sustainability framework.



Sustainability management goals

Does the company set sustainability management : Yes
goals

The Company aims to conduct business according to good governance principles for sustainable growth. It adopts international standards and the United Nations Sustainable Development Goals (SDGs) as a development framework for establishing its sustainable development policy. This policy is formulated by analyzing relevant internal and external sustainability contexts, covering three dimensions: economic governance, social, and environmental. These have been defined as sustainable development strategies to deliver a good quality of life to all stakeholders.

Economic Dimension Strategy

Focus on strengthening the business by developing and improving operational efficiency and governance, as well as inviting customers and partners to understand and prioritize sustainability for collaboration and participation in sustainable development and growth.

Social Dimension Strategy

Deliver products with social, environmental, quality, safety, and occupational health responsibility, and assess policies and management guidelines to align with comprehensive Human Rights Due Diligence.

Environmental Dimension Strategy

Utilize resources sufficiently, reduce environmental impact, and decrease greenhouse gas emissions from business operations both internally (within the organization and products) and externally (e.g., partners, surrounding communities).

Sustainable Development Goals and Performance in 2025

Topic	Target	Indicators	Target Year	Performance Year 2025
Supply chain management to enhance customer satisfaction	Percentage of key partners who have signed to comply with the business's partner code of conduct	100%	2025	100%
	Percentage of the company's new partners screened for sustainability issues	100%	2025	100%
	Satisfaction assessment results: Product quality and standards, delivery services, and sales and technical services	More than 85%	2025	93.68%
Innovation and Product Development	Number of new environmentally friendly products or products that reduce greenhouse gas emissions	1 product	2025	3 products
Occupational Health and Safety of Employees	Number of lost-time work injuries or incidents	0 cases	2025	2 cases
	Lost-time work injury rate (Lost Time Injury Frequency Rate: LTIFR)	0	2025	1.43
Management of Environment - Energy	Reduce electricity consumption rate	5% compared to the 2021 baseline	2026	-12.02%
	Reduce water consumption rate	10% compared to the 2021 baseline	2026	-15.79%
	Reduce greenhouse gas emission rate	Reduce total greenhouse gas emission rate (Scope 1 and 2) 10% from 2020 baseline	2026	-15.44%
Management of Environment - Waste Management	Reduce the volume of waste sent to landfills	3% compared to the 2021 baseline	2026	-21.60%
	Reduce hazardous waste volume	3% compared to the 2024 baseline	2026	+76.88%
	Reduce air pollution (VOCs)	Within standard limits According to as stipulated by the government	2025	Within standard limits

United Nations SDGs that align with the organization's sustainability management goals	: Goal 3 Good Health and Well-being, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, 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 : Yes

The Company reviews its sustainability management policies and goals annually to align with significant changing factors such as business growth, sustainability trends, and relevant laws and standards.

The Company prioritizes reducing greenhouse gas emissions from its business operations in all dimensions, both direct and indirect. Therefore, a concrete plan for greenhouse gas emission reduction has been developed, with implementation commencing in 2025.

For the short-term plan, the Company aims to reduce greenhouse gas emissions by at least 50% from the baseline level by 2037, while achieving Carbon Neutrality. Concurrently, in the long-term plan, the Company targets Net Zero Emissions from all business activities by 2065.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company is committed to conducting business to drive its vision of delivering "Bonding Innovation for Better Living" alongside its mission to "Improve quality of life and enrich well-being of stakeholders through being responsive, innovative and collaborative, with responsibility for the social and environment."

The Company recognizes that the procurement and partner management process is a crucial mechanism for supporting business operations, especially in sustainable supply chain management. To ensure that these processes are tangible, the company prioritizes transparent, fair, and auditable procurement and partner management, which helps build trust among all stakeholder groups.

The Company places importance on managing the entire business value chain, from upstream to downstream, to create value for products and services and meet stakeholder expectations. This includes procurement from raw material suppliers, environmentally friendly production that considers community impact, marketing, sales, and the timely and accurate delivery of standard products that meet customer needs.

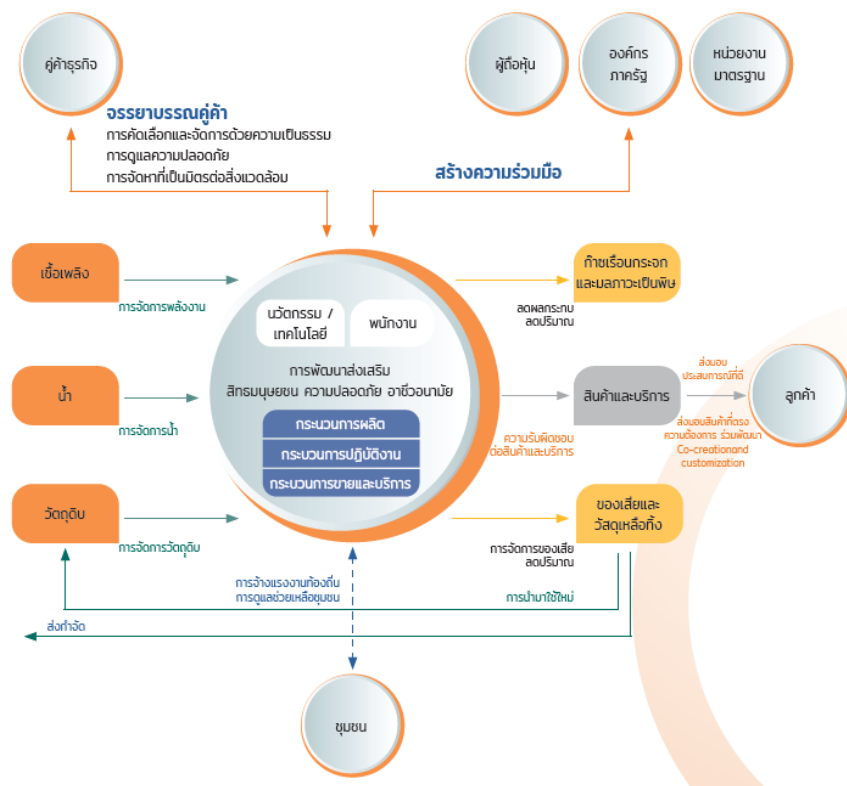
Selic's Value Chain begins with key inputs, namely raw materials from various suppliers and service providers, coordinated through the Company's procurement department to support efficient production processes and operations, resulting in products that meet specified requirements. These products undergo quality inspection processes before delivery to customers.

The processes that are part of the Company's internal supply chain include sourcing and procurement, production, and delivery. The Company reviews the impacts on stakeholders in all processes and establishes guidelines to create value and generate positive impacts for all stakeholder groups sustainably.

Sustainability goals through supply chain management.			
● 100% of key partners have signed to acknowledge and comply with Seelic's Partner Code of Conduct, including both new and existing partners. ● New partners screened for sustainability issues 100%	● Reduce electricity consumption rate by 5% by 2026, from 2021. ● Reduce water consumption rate by 10% by 2026, from 2021. ● Reduce greenhouse gas emissions (scope 1 & 2) by 10% by 2026, from the base year 2020. ● Number of new environmentally friendly products: 1 product per year.	● Lost Time Injury Frequency Rate (LTIFR) equals zero. ● Reduce the amount of waste sent to landfills by 3% by 2026, from the base year 2021. ● Sort waste correctly according to the 3R principles by 2025. ● Reduce hazardous waste by 3% by 2026, from the base year 2024. ● Reduce air pollution emissions, not exceeding government-mandated standards.	● Customer satisfaction survey results exceed 85%. ● Number of customer complaints equals zero.



Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Employees	-Equal and fair treatment - Promotion of career advancement and growth - Assignment of appropriate workload - Appropriate compensation and welfare system - - Safe, hygienic, and convenient working environment	- Clear guidelines and codes of conduct - Management of wages and benefits comparable to market and industry standards - - Establishment of career paths to develop employee potential - Fostering a safe and hygienic work environment conducive to work, in accordance with occupational health standards - Promotion of communication between supervisors and at the organizational level	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others • Town Hall Activity
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	- Products that meet requirements - Products consistently meet quality and functional specifications. - Environmentally friendly products that help reduce greenhouse gas emissions. - Prompt service and professional customer support. - Delivery of goods and services on time and in full. - Clear communication in operations or problem-solving within a reasonable timeframe. - Providing consultation or advice that adds value to products and services.	- Inventing and developing products that meet customer needs and applications - Offering products that enhance efficiency, ease of use, and reduce energy consumption - Managing customer relationships through service and sales teams - A customer care team structure comprising specialized experts - Internal systems and coordination to verify product items and quantities against customer orders - Providing knowledge and understanding of the importance of sustainability and environmentally friendly products	• Visit • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others • Customer visits and after-sales service by the technical team

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Suppliers	- Transparent and fair procurement practices - Fair treatment and management of business partners - Greater collaboration in product development, with clear communication toward sustainability (ESG) initiatives - Accurate forecasting to enable efficient and timely sourcing/procurement of raw materials - Income stability and timely payments - Collaborative development and continuous improvement of product quality - Provision of a suitable and safe working environment, including adequate parking and waiting areas, as well as personal protective equipment (PPE)	- Transparent, fair, and auditable procurement processes - Development of a supplier code of conduct and guidelines aligned with ESG sustainability principles - Arrange for communication and updates on environmentally friendly raw materials in order to improve existing materials or identify alternative materials that can be used according to the intended objectives. - Preparation of contracts clearly defining scope of work and compensation, with a structured and timely payment system - Strengthening collaboration with business partners to enhance product quality and implement sustainability (ESG)	- Online Communication - External Meeting - Complaint Reception - Training / Seminar - Others - Partner Assessment and Verification

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		initiatives - Establishment of clear delivery schedules and systematic management of parking/waiting areas, including the provision of appropriate personal protective equipment (PPE)	
• Community	- No adverse impact from operations on the community - Development of nearby communities in environmental, economic, and social aspects - Strengthening community relations with the organization - Community and social assistance	- Plan and organize community relations activities - Community employment - Implement operational processes that do not cause pollution impacts on the community and society - Implement projects in collaboration with neighboring communities	• Visit • Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Shareholders	- Good and consistent return on investment - Accurate and sufficient disclosure of information - Transparency in corporate governance - Business plan with sustainable growth - Uninterrupted business operations - Measures to cope with epidemic situations and crisis management	- Has a good corporate governance policy - Has short-term and long-term business and strategic plans - Ensures continuous and equitable disclosure of information to all stakeholders - The company manages according to its business continuity plan	• Press Release • Online Communication • Annual General Meeting (AGM) • Complaint Reception • Others • Company's website
Government agencies and Regulators	Strict compliance with various rules and regulations related to business operations in accordance with legal provisions.	- Comply with laws and regulations, or exceed specified requirements - Monitor changes in relevant laws, regulations, and requirements	• External Meeting • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Standard organization	Provide prompt cooperation in information disclosure and support the agency's projects. Comply with prescribed standards.	- Operations and compliance with criteria established by various standard systems - Communicate and foster understanding within the organization regarding participation in compliance with criteria	- External Meeting - Complaint Reception - Others - Standard System Certification Audit

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

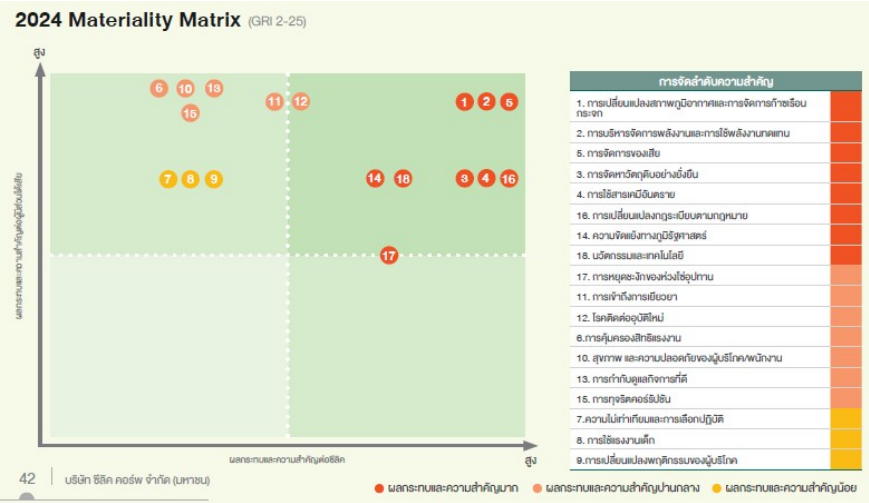
Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Climate change and GHG	- Greenhouse Gas Management - Sustainability Risk Management - Sustainable Supply Chain Management - Innovation Development

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Energy Management	• Energy Management • Greenhouse Gas Management • Sustainable Supply Chain Management
Sustainable Sourcing	• Human Rights • Sustainability Risk Management • Sustainable Supply Chain Management
Use of chemical	• Environmental Management Standards Policy and Compliance • Waste and Waste Management • Human Rights • Sustainability Risk Management
Waste Management	• Environmental Management Standards Policy and Compliance • Water Management • Waste and Waste Management • Human Rights • Community / Social Responsibility • Sustainability Risk Management • Sustainable Supply Chain Management
Compliance with laws and regulations	• Environmental Management Standards Policy and Compliance • Fair Labor Practices • Good Governance • Sustainability Risk Management

Diagram of organizations material sustainability topics



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

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

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes and emphasizes the importance of risk management to prevent and mitigate potential risks, ensuring that the company's business operations achieve their set objectives, respond to rapid changes in the current world, reduce the likelihood of risks occurring, minimize negative impacts, and create business opportunities.

The Board of Directors has assigned the Risk Management Committee, comprising three company directors with an independent director serving as the Chairman of the Risk Management Committee, the responsibility for establishing policies and guidelines for organizational risk management in accordance with the international standard COSO Enterprise Risk Management (COSO ERM). This is to enable the Board of Directors, executives, and personnel at all levels of the organization to manage risks systematically, clearly, and continuously, as well as to promote participation in risk management throughout the organization. The Risk Management Committee will report the results of risk management to the Board of Directors quarterly to ensure that the company's significant risks are managed to an acceptable level (Risk Appetite) and to use this information for setting organizational strategies and allocating resources appropriately.

The Company has appointed a Risk Management Subcommittee, comprising senior executives and managers from various departments, with the Director of Accounting and Finance serving as the Chairman of the Risk Management Subcommittee. This subcommittee is responsible for continuously supporting, promoting, and developing the organization's risk management system to be effective. The Risk Management Subcommittee plays a role in coordinating, monitoring, and overseeing various departments within the company to manage risks in accordance with the policies and guidelines established in a consistent direction, ensuring that risk management aligns with the company's objectives and strategies.

The Company has established policies and guidelines for enterprise risk management based on the international standard framework of COSO Enterprise Risk Management. This is to enable the Board of Directors, executives, and personnel at all levels within the organization to manage risks to an acceptable level (Risk Appetite), and to use it as a guideline for setting organizational strategies and allocating resources appropriately. The Company has also prepared a company risk management manual to serve as an operational guideline for all employees, which will help ensure that risk management is systematic, comprehensive across the entire organization, and supports the achievement of enterprise risk management objectives, covering the following key issues:

1. Risk Management Plan
2. Definition of Risk Management
3. Risk Management Structure
4. Roles and Responsibilities in Risk Management
5. Objectives and Scope of Risk Management
6. Components of Risk Management
7. Risk Management Process

The Company promotes shared responsibility among executives and employees at all levels in overseeing, preventing, mitigating, and managing the company's risks. The Risk Management Subcommittee is tasked with collaborating with executives to identify and assess risks, develop risk management plans, implement established control activities and risk indicators, communicate risk information, and regularly monitor and evaluate risk status, to ensure continuous and effective risk management for the company.

In 2025, the Company considered and reviewed risk factors to align with sustainability policies and operational frameworks, covering environmental, social, and governance (ESG) dimensions. The risks prioritized by the Company

include Strategic Risk, Operational Risk, Financial Risk, Compliance Risk, and Emerging Risk. Regarding such emerging risks, including risks related to environmental and social issues, such as carbon neutrality risk and climate change risks like flooding, which may impact the company's long-term business operations.

Furthermore, the Company has conducted a Human Rights Due Diligence (HRDD) assessment to comprehensively evaluate human rights risks throughout the value chain, covering employee and labor welfare, community and environment, as well as safety management, to prevent and mitigate potential human rights impacts arising from business operations.

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), Others : ISO 14001 and ISO 45001 Standards

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from economic uncertainty, high inflation, and stringent import measures using United States Dollars.

- Related risk factors : Strategic Risk
 - Policies or international agreements related to business operations
 - Economic risk
 - Financial Risk
 - Fluctuation in exchange rates, interest rates, or the inflation rate
- ESG risk factors : Yes

Risk characteristics

The Company has a significant proportion of revenue from selling products to foreign countries, accounting for more than 40 percent of total sales revenue. Therefore, when many countries experience high inflation rates and implement strict monetary policies, this results in an economic slowdown in partner countries, reduced purchasing power, and decreased demand for imported goods.

Such a situation may affect order volume, sales, and the ability to pay for goods, especially in cases where imported goods must be paid for in US dollars, which may increase the financial burden on customers and impact their decision to order goods.

Risk-related consequences

may affect export revenue, which constitutes a significant proportion of the company's total revenue, leading to a decrease in product demand, order volume, and international sales, and potentially impacting customers' ability to pay, cash flow, and the Company's operational performance.

Risk management measures

The Company has implemented such risk management measures to mitigate risks by focusing on increasing the number of new export customers in diverse countries to diversify markets and reduce reliance on revenue from any single customer. Achieving a balanced customer base will help mitigate the impact if the economies of some trading partner countries experience a slowdown.

Furthermore, the Company closely monitors the situation and strict import measures for goods paid in US dollars by trading partners to appropriately and promptly reallocate resources to countries that still have demand for goods and fewer import restrictions.

Risk 2 Risks from unforeseeable events, such as war and natural disasters, which may impact raw material supply and the supply chain.

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

ESG risk factors : No

Risk characteristics

The Company utilizes a variety of raw materials in the production of industrial adhesives, with sourcing from both domestic and international suppliers. Therefore, should unforeseen events occur, such as war or natural disasters in raw material producing countries, this could lead to a shortage of raw materials, as well as delays or disruptions in raw material transportation.

Risk-related consequences

War conditions and natural disasters may impact raw material procurement and supply chains, affecting production processes, the ability to deliver products in time to meet customer demand, and the Company's operational performance.

Risk management measures

The Company continuously manages these risks to mitigate their impact and ensure a continuous supply of raw materials and uninterrupted production, with key measures as follows:

- Procure key raw materials from diverse partners and production sources to avoid reliance on a single country's production source.
- Maintain key raw material reserves at an appropriate level to accommodate unforeseen events, considering supply chain management efficiency and the company's competitiveness.
- Source and prepare for the use of alternative raw materials from sources different from the primary raw material producing countries to reduce the risk of supply disruption.

Risk 3 Risk from the volatility of oil prices affecting raw material prices in production.

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

ESG risk factors : No

Risk characteristics

The main raw materials for industrial adhesive production are predominantly products of oil refining, accounting for over 50% of the total raw material cost. Consequently, raw material costs are susceptible to fluctuations in oil prices driven by supply and demand conditions.

Risk-related consequences

Oil prices, which impact the cost of raw materials for production, may lead to volatility in raw material and production costs, thereby affecting gross profit, pricing power, and the Company's operational performance.

Risk management measures

The Company closely monitors oil prices and raw material situations, plans procurement in line with market conditions, and diversifies raw material sources to limit the impact of oil price fluctuations on the company's performance. The risk management measures are as follows:

- Continuously monitor information, news, and price trends of key raw materials, and manage raw material inventory to be sufficient and timely for production needs.
- Prepare production formulas to support the use of substitute raw materials in cases where the prices of key raw materials increase.
- Implement a process to consider adjusting selling prices and managing costs in line with cost changes due to oil prices, in order to maintain an appropriate gross profit margin.

Risk 4 Risk from exchange rate fluctuations

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

ESG risk factors : No

Risk characteristics

The Company imports raw materials and exports goods to foreign countries, utilizing the United States Dollar as the primary currency for transactions. Consequently, the company is exposed to risks arising from fluctuations in foreign exchange rates, which may adversely affect its costs, revenues, and operational performance.

Risk-related consequences

Foreign exchange losses resulting from fluctuations in foreign exchange rates, which may lead to volatility in the company's costs and revenues, impacting profit margins, cash flow, and the company's operating performance.

Risk management measures

The Company manages foreign exchange rate risk by closely monitoring exchange rate situations, planning cash flows to align with foreign currency obligations, and considering the use of appropriate financial hedging instruments to mitigate the impact of exchange rate fluctuations on the Company's performance. The risk management measures are as follows:

- Manage export revenues and import expenses for raw materials in US dollars by partially implementing natural hedging to reduce the risk of exchange rate uncertainty, including opening foreign currency bank accounts to directly pay for raw materials in foreign currency.

- Utilize financial instruments to hedge against foreign exchange rate risk by entering into forward foreign exchange contracts (Forward Contract) to consistently limit the impact of exchange rate fluctuations beyond what is covered by natural hedging.

Risk 5 Risk from the demand for environmentally friendly products

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk
- ESG risk

ESG risk factors : Yes

Risk characteristics

The significance of environmental concerns has increased substantially at all levels, resulting in a rapid growth in demand for environmentally friendly products. Should companies fail to promptly develop or enhance their products and production processes to align with environmental and sustainability trends, they risk losing competitiveness and market share. Nevertheless, these factors also present an opportunity to expand and increase market share by developing environmentally friendly products that address long-term market demands.

Risk-related consequences

may cause the Company to lose its competitiveness and market share if it fails to develop products that meet environmental demands in a timely manner, thereby affecting sales, revenue, its sustainability image, and the long-term trust of customers and stakeholders. Conversely, if the company can adapt and develop environmentally friendly products appropriately, it will present an opportunity to expand and increase market share sustainably.

Risk management measures

The Company therefore manages risks at a low level while simultaneously increasing business opportunities by implementing the following measures:

- Plan and develop environmentally friendly industrial adhesive products, focusing on production processes, technology, and the selection of raw materials that help reduce environmental impact and greenhouse gas emissions, while continuously focusing on developing Green Products to meet market demands and long-term sustainability.
- Promote the application for Carbon Footprint of Product (CFP) certification and USDA Biobased Product certification for the company's environmentally friendly products.
- Improve production processes to be efficient, utilize resources cost-effectively, and reduce environmental impact.
- Closely monitor environmental trends, regulations, and customer demands to adapt strategies and product development in line with market direction.
- Promote and communicate to raise sustainability awareness among customers, partners, and stakeholders, support the selection of environmentally friendly products, and enhance the company's image and trust in the long term.

Risk 6 Risk from procurement from suppliers who do not conduct business sustainably in environmental, social, and governance aspects.

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Loss or damage from non-compliance of partners
or

counterparties

ESG risk factors : Yes

Risk characteristics

The Company's sustainable business operations may be affected if the entire supply chain lacks responsible business practices. Such risks arise from procurement from partners who do not adhere to environmental, social, and governance (ESG) principles, which may involve non-compliance with laws, labor standards, human rights, or proper environmental management. Consequently, the Company may suffer indirect impacts on its reputation, credibility, legal risks, and business continuity throughout the supply chain.

Risk-related consequences

may affect the Company's image and credibility, reduce the confidence of customers, investors, and stakeholders, increase legal and non-compliance risks, and impact the Company's operational continuity, costs, and long-term competitiveness.

Risk management measures

The Company recognizes that sustainable business operations cannot be achieved if the entire supply chain lacks sustainable business practices. Therefore, the company has established criteria for selecting partners through the procurement process, considering environmental, social, and governance (ESG) issues to assure stakeholders that the company prioritizes sustainable business operations throughout the supply chain. The Company has implemented the aforementioned risk management measures appropriately and continuously as follows:

- Establish criteria for selecting new partners by considering environmental, social, and governance issues to ensure that the partner selection process is appropriate, transparent, and consistent with the company's established guidelines.
- Conduct partner evaluations based on the Supplier Code of Conduct, which covers business ethics, labor practices and human rights, as well as environmental and safety management, with regular evaluations of both new and existing partners.
- Prioritize partners based on procurement value, strategic importance, substitutability, and procurement type, and categorize important partners into Critical Tier 1 and Critical Non-Tier 1 to ensure efficient and appropriate supply chain risk management.

Risk 7 Risks from changes in government policies, laws, regulations, and other provisions.

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

Changes in government policies, laws, regulations, and rules related to business operations, which may affect the company's operations and compliance with requirements, to ensure compliance with changing laws and regulations.

Risk-related consequences

may result in the Company having to adjust its operational processes and procedures to comply with changing laws and regulations, increasing the risk of non-compliance with laws and incurring legal penalties, as well as affecting business continuity, reputation, stakeholder confidence, and the Company's operational performance.

Risk management measures

The Company regularly monitors and evaluates changes in government policies, laws, regulations, and rules related to business operations, encompassing environmental requirements, social responsibility, management systems in accordance with Thai labor standards, and quality management systems (ISO 9001:2015). This is to ensure that operational processes can be promptly adjusted to comply with evolving requirements, while also overseeing that

business activities are conducted in accordance with legal provisions and fostering legal compliance awareness among directors, executives, and employees through continuous communication, education, and guidance.

Risk 8 Personal Data Security Risks

Related risk factors :

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations
- Legal risk

ESG risk factors : Yes

Risk characteristics

Risks associated with the collection, use, disclosure, or transfer of personal data that does not comply with the Personal Data Protection Act B.E. 2562 (2019) (PDPA), as well as risks stemming from unauthorized access, use, or disclosure of data, which may originate from operational processes, information systems, or internal and external personnel within the organization.

Risk-related consequences

Personal data insecurity may lead to civil, criminal, and administrative penalties, reputational damage, erosion of customer and stakeholder trust, and adversely affect the Company's operations and performance.

Risk management measures

The Company establishes a personal data protection policy as an internal management framework, appoints a Data Protection Officer (DPO) to provide consultation, monitor legal compliance, coordinate with the Personal Data Protection Committee Office (PDPC) and data subjects, and continuously promote knowledge and awareness of personal data protection among executives and employees.

Additionally, the Company provides annual training and knowledge testing on personal data protection for employees, and incorporates it into the new employee training curriculum, to enhance knowledge, understanding, and awareness in requesting, using, storing, destroying, and protecting personal data in accordance with the law.

Risk 9 Corruption Risk

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Human error in business operations
- Corruption

Compliance Risk

- Legal risk

ESG risk factors : Yes

Risk characteristics

The Company recognizes that corruption is a significant obstacle to sustainable development and can manifest in various forms and degrees of severity. The Board of Directors and management therefore prioritize the prevention and suppression of corruption by establishing clear policies and guidelines to mitigate risks arising from corruption, the acceptance or offering of bribes, or violations of relevant policies and laws, which may involve the Company's executives, employees, or business partners.

Risk-related consequences

Corruption, which may involve executives, employees, or business partners of the Company, may cause damage to the reputation and confidence of stakeholders, increase legal risks and related penalties, and affect the Company's operational performance.

Risk management measures

The Company regularly assesses and monitors risks related to non-compliance with laws, regulations, and good corporate governance principles, and has established clear processes for receiving and tracking complaints, including continuous development and improvement of internal control measures. The results are reported to the Corporate Governance and Sustainable Development Committee for consideration and to determine risk prevention guidelines. Furthermore, the Company joined the Thai Private Sector Collective Action Against Corruption (CAC) program in 2017 and was first certified as a member (CAC Certified Company) in 2018. Currently, the Company continuously maintains its membership status in the program. In 2024, the Company received its second membership renewal certification on September 30, 2024.

Risk 10 Human Rights Risk

Related risk factors	:	<u>Strategic Risk</u>
		• Damage to company image and reputation • ESG risk
		<u>Operational Risk</u>
		• Safety, occupational health, and working environment • Impact on human rights
		<u>Compliance Risk</u>
		• Legal risk
ESG risk factors	:	Yes

Risk characteristics

The Company recognizes the importance of social responsibility and the protection of human rights for all stakeholder groups, which is a fundamental principle of sustainable business operations. Therefore, it has established a Human Rights Policy to prevent human rights violations in business activities throughout the supply chain, covering both direct and indirect stakeholders. However, human rights risks may arise from rights violations in business operations, employment, or the supply chain, potentially impacting employees, communities, and both direct and indirect stakeholders. These impacts are a direct result of such risks.

Risk-related consequences

Potential human rights violations in business activities or supply chains may affect employees, communities, and stakeholders, as well as cause damage to reputation, stakeholder confidence, legal and compliance risks, and the Company's business continuity.

Risk management measures

The Company regularly prepares and reviews its management manual in accordance with Thai Labor Standard (TLS 8001-2563) to align with an effective labor management system. This covers the company's employees, as well as workers of suppliers, subcontractors, and contractors operating within the company's premises. It addresses key labor issues such as the non-use of forced labor and child labor, non-discrimination, compensation, working hours, safety, occupational health, labor welfare, and freedom of association.

The Company has conducted comprehensive Human Rights Due Diligence (HRDD) for listed companies and focuses on applying this process throughout its value chain to prevent and mitigate the risk of human rights violations in business activities. Furthermore, the company continuously provides training to enhance human rights knowledge and understanding among executives and employees. It also provides a mechanism for reporting human rights violations and protecting whistle blowers through designated company channels to ensure that various issues can be reported appropriately.

In the past year, the Company has not found any cases of human rights violations arising from its operations. However, the Company recognizes potential future opportunities and risks. Therefore, it has prepared appropriate remedial measures and guidelines to mitigate the impact of human rights violations for each case, to ensure fair and sustainable protection of stakeholders' rights.

Risk 11 Operational risks that may impact the community and society

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

Operational and production risks that may impact communities, society, and the environment, such as noise, dust, odor, waste, and safety, as well as misunderstandings and conflicts with surrounding communities, which could affect relationships and the acceptance of business operations.

Risk-related consequences

may impact the safety, quality of life, and environment of surrounding communities, potentially leading to complaints or conflicts with the community. This could result in business disruptions, affect the reputation and trust of stakeholders, and expose the Company to the risk of scrutiny or legal penalties, thereby compromising its business continuity.

Risk management measures

For safety and to minimize impacts on communities, society, and the environment, the Company has implemented risk management to a low level, with the following key measures:

- Develop occupational health, safety, and environmental management systems in accordance with international standards, and systematically improve work processes. The Company has received ISO 14001 and ISO 45001 certifications.
- Prioritize investments in safety and environmental aspects, considering all stakeholder groups, including surrounding communities.
- Appoint a sustainability working group with clearly defined roles and responsibilities to continuously drive environmental, social, governance, and stakeholder engagement initiatives and projects.
- Improve and control production processes and constructions to comply with safety, environmental, and relevant legal standards.
- Regularly monitor and track impacts on communities and the environment.
- Be open to feedback and complaints from communities and use them to improve operations.
- Promote good relationships with communities through appropriate communication and activities to foster understanding and sustainable coexistence.

Risk 12 Potential future risks

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations
- Pandemic risk
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Emerging risks (Emerging Risk) are risks that may affect the company's operations in the short, medium, and long term. The company therefore prioritizes continuous analysis, monitoring, and assessment of the trends of such risks as an early warning and preparation for response.

The Board of Directors and management regularly monitor and review emerging risks, with an emphasis on external and internal factors that may impact business operations, such as trade wars and protectionist measures, international conflicts, cyber threats (Cyber Crime), risks from disasters caused by sudden climate change, as well as emerging infectious diseases.

Risk-related consequences

Future risks may impact business operations, including, but not limited to, trade wars and protectionist measures, international conflicts, cyber threats (Cyber Crime), risks arising from sudden climate change-induced disasters, and emerging infectious diseases. Moreover, potential impacts on stakeholder confidence may consequently affect business operations, stakeholder confidence, competitiveness, and long-term business continuity.

Risk management measures

The Board of Directors and management regularly monitor and review emerging risks, with an emphasis on both external and internal factors that may affect the Company's business operations.

The Company continuously assesses the situation, and reviews strategies, preventive measures, and approaches to mitigate and resolve the impacts of potential future risks, in order to proactively manage risks, appropriately adjust operational plans, maintain business continuity, and support the Company's long-term sustainable growth.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company recognizes the importance of crisis management and has therefore established a Business Continuity Plan (BCP) to ensure effective response and operations during emergencies or disasters. These may include natural disasters such as floods, fires, and earthquakes, as well as human-induced events such as protests, riots, or pandemics. Such incidents may disrupt the Company's operations or prevent it from delivering services continuously. Without proper measures in place to ensure operational continuity, these disruptions could significantly impact business performance.

Therefore, the Company's Business Continuity Plan is essential in enabling the organization to effectively respond to unexpected emergencies and ensure that critical business processes can be restored to normal operations or maintained at predefined service levels. This helps minimize the severity of potential impacts.

The objectives of the Business Continuity Plan are as follows:

1. To serve as a guideline for business continuity management
2. To ensure that all departments within the Company are prepared to handle crises or emergency situations
3. To reduce the impact of operational or service disruptions
4. To mitigate damages to an acceptable level
5. To build confidence among customers, shareholders, and stakeholders that the Company can continue its operations even in the face of severe disruptions

The Company has disclosed its Business Continuity Policy (BCP) on its website: www.seliccorp.com

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management : Yes
plan

Selics value chain begins with key inputs, primarily raw materials sourced from various suppliers and service providers. These inputs are coordinated through the Companys procurement function to support production and operations, ensuring that products meet the required specifications. The finished products then undergo inspection processes before being delivered to customers.

Key internal supply chain processessuch as procurement, production, and logisticsare regularly reviewed for their impacts on stakeholders. Appropriate practices are implemented to create value and generate positive outcomes for all stakeholder groups.

Reference link to sustainable supply chain : <https://sustainability.seliccorp.com/en/governance/supply-chain-management-plan>

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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 : Yes
acknowledge compliance with the supplier code of
conduct?

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

Reference link to company's research and development (R&D) policy : <https://sustainability.seliccorp.com/en/governance/supply-chain>

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	8.63	8.36	9.02

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

Innovation development in the production process of goods or services.

The Company prioritizes and continuously supports research through a development process based on innovative concepts that emphasize creating value with new products or services that add value and extend the Company's current business. The company delivers products and services that meet customer needs to create a superior experience and enable customers to fully and effectively utilize the company's products and services. Therefore, to ensure products are of the highest quality and precisely meet customer requirements, the company employs innovation and technology to control processes from initial product development or presentation, manufacturing, and quality control to delivery, thereby building confidence in its products, as well as pre- and post-sales services. Furthermore, it increases opportunities to meet with customers to exchange ideas, convey innovations to help customers understand the products, and foster learning to expand into new markets and build sustainability with partners and customers. This also includes collaboration with various organizations to exchange perspectives and knowledge in innovation and technology, and to establish relationships with other entities within the same value chain. Additionally, the company organizes activities that allow employees at all levels to participate in offering opinions on innovation development and supports employees in acquiring new knowledge to promote innovation development (Knowledge creation) from external organizations through partnerships for in-depth knowledge exchange on new technologies, thereby enabling the efficient creation of new products and technologies.

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 innovation culture : Yes

The Company places great importance on and continuously supports research and development through innovation-driven processes. These efforts focus on creating value through new products and services, as well as enhancing existing business operations by delivering added value.

In terms of product innovation, the Company emphasizes the development of new products and services that meet customer needs while creating additional value and extending current business capabilities. The Company is committed to delivering products and services that align with customer expectations, providing superior experiences and enabling customers to fully and effectively benefit from its offerings.

To ensure the highest quality and best alignment with customer requirements, the Company integrates innovation and technology across all stages from product development and presentation, production, quality control, and delivery thereby building confidence in its products. This also includes pre-sales and after-sales services. In addition, the Company actively engages with customers to exchange ideas, communicate innovations, and enhance understanding of its products. These interactions help expand into new markets and foster sustainable growth alongside partners and customers. The Company also collaborates with various organizations to exchange perspectives and knowledge on innovation and technology, as well as to build relationships within the same value chain.

Innovation Promotion Activities in 2025

In alignment with the Companys core value of Co-creating Innovation and to encourage employee participation in developing products, services, and work processes more efficiently, the Company has organized an internal initiative called Innovation Day since 2023. This initiative provides employees with opportunities to propose ideas aimed at reducing production costs, saving energy, and supporting environmental sustainability by reusing unused materials or components in ways that align with the Companys business. The program has consistently received strong participation and positive feedback from employees.

In 2025, the Company organized Innovation Day during March and April, inviting employees to submit innovation projects under themes related to safety, occupational health, or environmental and energy innovation.

Reference link to organizations innovation culture development and promotion process
:
<https://sustainability.seliccorp.com/en/governance/supply-chain>

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

Benefits of innovation development

Financial benefits

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

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	6,300,000.00	10,700,000.00	10,200,000.00

Non-financial benefits

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

	2023	2024	2025
Number of Green Product with certificate (Unit)	1.00	2.00	3.00

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.