



# ESG Performance Report for Listed Companies in 2025

**SAHA-UNION PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : SAHA-UNION PUBLIC COMPANY LIMITED      Symbol : SUC

Market : SET      Industry Group : Consumer Products      Sector : Fashion

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

**Policy of Environment Objective: To minimize environmental impacts and implement annual initiatives to reduce greenhouse gas (GHG) emissions, aiming toward Net Zero.**

- Promote awareness and understanding of both positive and negative environmental impacts arising from the Company's activities.
- Foster a corporate culture that encourages employee participation in environmental protection and innovation in energy and resource efficiency to reduce waste and greenhouse gas emissions.
- Manage waste, hazardous waste, and pollution with a focus on waste reduction through a circular economy approach.
- Manage both direct and indirect greenhouse gas emissions.
- Promote sustainable development throughout the supply chain by selecting suppliers and partners with strong environmental management capabilities aligned with the Company's policies.
- Emphasize eco-design and the adoption of technology and innovation to minimize environmental impacts.

Reference link for environmental policy and guidelines : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

Page number of the reference link : 2

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

**Target:** The Company has established an energy conservation target to reduce total energy consumption by not less than 0.30 percent compared with the year 2024.

**Action Plan:** The Company has formulated energy conservation plans through various initiatives, including the application of relevant technologies and communication campaigns to promote awareness among employees and

management regarding the prudent use of resources. Such initiatives include internal communication materials and awareness signage, among others.

**Implementation:** The Company has installed and maintained control devices for electrical systems, replaced conventional switches with motion sensor switches for automatic lighting control in stairways within the buildings, and replaced fluorescent lamps with energy-saving LED lighting to reduce electricity consumption. Since 2024, certain air-conditioning systems within the buildings have been upgraded to inverter systems, which help reduce electricity usage and improve indoor air quality.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

### Compliance with energy management principles and standards

Energy management principles and standards : Other : The Company has implemented measures to ensure efficient fuel consumption, including requiring engines to be turned off when vehicles are parked, arranging shared transportation for off-site assignments along the same route, and planning travel routes in advance. Vehicles are regularly maintained in good condition, with engine inspections conducted twice a year.

### Compliance with water management principles and standards

Water management principles and standards : Other : The Company conducts regular maintenance and inspections of the buildings internal water supply system to ensure efficient operation. Water-saving sanitary ware is selected and installed, and wastewater is managed effectively. In 2025, the Company partially renovated the restrooms within its office building and adopted water-efficient sanitary fixtures as part of its efforts to enhance water conservation.

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

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

## Information on other environmental management

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

#### Water Management

As the Company serves as an office supporting the operations of the Group, water usage is limited to the office building and office premises only, as detailed below:

**Objective:** Set water usage reduction goals, aiming to decrease water consumption by 5.00% from the year 2024.

**Plan:** Establish plans for water conservation in various formats by adopting modern technologies and communicating through various channels to promote awareness among employees and management about the importance of resource utilization, such as through informational posters, etc.

**Implementation:** Regular maintenance and inspection of the internal water distribution systems within the building. Selection of environmentally friendly products, along with efficient management of wastewater. In 2025, the company renovated some of the restrooms, implementing water-saving sanitary ware to reduce water consumption.

**Performance:** In 2025, the Company's total water consumption was 6,811 cubic meters, a reduction of 445 cubic meters or 6.13% compared to the previous year, achieving the set target.

#### Paper management

The Company has implemented management processes to reduce paper consumption, aiming to mitigate deforestation and global warming, as detailed below:

**Objective:** Set paper usage reduction goals, aiming to decrease paper consumption by 1.00% from the year 2025.

**Plan:** Establish plans to reduce paper usage through communication and campaigns promoting paper reduction in workplace in various formats.

**Implementation:** The company has been promoting awareness among executives and employees through campaigns and activities aimed at reducing paper usage. Employees are encouraged to adopt various technologies, such as Google Forms, and transition from paper-based data transmission to electronic formats or email. Additionally, the company continues to advocate for the full utilization of both sides of paper to minimize waste.

**Performance:** The Company's paper consumption has decreased continuously from 2020 to 2024. However, In 2025, the Company used a total of 204,000 sheets of paper, an increase of 27,000 sheets or 15.25% compared to the previous year, due to the increase in workload and internal organizational activities. As a result, the Company was unable to achieve the established target.

## 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

**Plan:** The Company establishes energy conservation plans in various forms by applying relevant technologies, along with communication through multiple channels to promote awareness among employees and management on the importance of efficient and responsible resource utilization, such as through informational signage and internal campaigns.

Reference link for company's energy management plan : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

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### Information on setting goals for managing energy

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

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

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

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024 : purchased electricity for consumption 1,018,000.00 Kilowatt-Hours	2025 : Reduced by 11.7% or 899,000.00 Kilowatt-Hours
Reduction of fuel consumption	2024 : fuel consumption 7,613.80 Litres	2025 : Reduced by 13.96% or 6,550.60 Litres

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

**Performance:** In 2025, the Company's electricity consumption decreased by 11.7% compared with 2024, exceeding the target.

## Information on electricity management

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

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	1,020,000.00	1,018,000.00	899,000.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,020,000.00	1,018,000.00	899,000.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	14,166.67	13,220.78	11,379.75

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

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	271.71017581	271.17741076	239.47789025

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

	2023	2024	2025
Total electricity expense (Baht)	4,965,018.72	4,441,069.96	3,783,953.62
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.06	0.05	0.05
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.05	0.04	0.04

	2023	2024	2025
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	68,958.59	57,676.23	47,898.15

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

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

## Information on fuel management

### Companys fuel consumption

	2023	2024	2025
Gasoline (Litres)	6,295.90	7,613.80	6,550.60

Additional explanation : Not include external fuel consumption

### Companys fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	276,390.30	355,306.10	302,193.10
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.00	0.00	0.00
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.00	0.00	0.00

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

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

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

### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	1,020.00	1,018.00	899.00

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00011148	0.00010101	0.00010517
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.27171018	0.27117741	0.23947789

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

## Water management

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

Boundary type : Company  
Total number of disclosure boundaries : 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

**Plan:** The Company establishes water conservation plans in various forms by adopting modern technologies, along with communication through multiple channels to promote awareness among employees and management on the importance of efficient and responsible resource utilization, such as through informational signage and internal campaigns.

Reference link for company's water management plan : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>  
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### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 7,256.00 Cubic meters	2025 : Reduced by 6.13% or 6,811.00 Cubic meters

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

**Performance:** In 2025, the Company's total water consumption amounted to 6,811 cubic meters, representing a decrease of 445 cubic meters, or 6.13%, compared with the previous year, achieving the set target.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	12,687.00	7,256.00	6,811.00
Water withdrawal by third-party water (cubic meters)	12,687.00	7,256.00	6,811.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	176.21	94.23	86.22
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.00	0.00

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

### Water discharge by destinations

	2023	2024	2025
<b>Total wastewater discharge (cubic meters)</b>	0.00	0.00	0.00

### Water consumption

	2023	2024	2025
<b>Total water consumption (Cubic meters)</b>	12,687.00	7,256.00	6,811.00

### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00138656	0.00071996	0.00079675

	2023	2024	2025
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.96000000	0.55000000	0.52000000

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

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	203,113.32	118,236.75	106,187.79
Total water withdrawal expense from third-party water (Baht)	203,113.32	118,236.75	106,187.79
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	2,821.02	1,535.54	1,344.15

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 products of the major Company within the plastics, rubber, and metals business group are manufactured from natural and synthetic rubber. In the production process, waste is generated. The Company engages certified service providers for industrial waste disposal, who are duly licensed by the Department of Industrial Works to handle and dispose of waste and industrial residues arising from the production process. In addition, the Company has implemented an environmental management system in accordance with ISO 14001:2015 to control activities that may have environmental impacts. This includes a waste management system for the disposal of refuse and unused materials, with segregation into hazardous and non-hazardous waste categories, and disposal carried out by service providers licensed by the Ministry of Industry. The Company also maintains a wastewater control and treatment system in compliance with applicable standards and regulations.

**Operations:** Production Process Waste generated from the production process is classified as industrial waste and must be disposed of in accordance with applicable legal requirements. The Company designates specific collection points for production waste and other types of waste separately, ensuring that responsible personnel can arrange for proper disposal without contamination. At present, the Company endeavors to manage waste through methods that maximize value recovery and minimize landfill disposal. Such methods include utilizing waste as a supplementary or alternative fuel, or selling it to other operators for further processing into other products, in line with the principles of the circular economy.

Office and Other Factory Areas Waste segregation within office and factory areas is an important practice that all employees must understand. The Company promotes proper waste separation by providing three categories of waste bins: red bins for hazardous waste, green bins for general waste, and yellow bins for recyclable waste. All departments are required to raise awareness and ensure that employees take responsibility for sorting their waste before disposal into the appropriate bins.

In addition, the Company implements a paper reduction initiative by encouraging employees to adopt technology in their daily operations, such as exchanging documents via email or the intranet system, and utilizing electronic forms instead of paper-based documents (e.g., Google Forms and PDF-based document approvals), with the aim of ultimately achieving a paperless environment.

In 2025, the Company further enhanced employee awareness regarding proper waste segregation and disposal practices to reduce overall waste generation within the organization. As a result, the volume of waste generated each month has decreased, leading to cost savings in waste treatment and disposal.

Furthermore, the Company has promoted campaigns to encourage all employees to reduce plastic bag usage.

Recognizing that a significant number of employees purchase food for consumption within the factory premises often resulting in excessive plastic bag usage the Company has introduced initiatives to mitigate environmental impact. These include encouraging employees to consolidate purchases into a single bag or reuse bags, promoting the use of cloth

bags in place of plastic bags, and advocating for the complete avoidance of plastic packaging by switching to reusable containers such as lunch boxes and vacuum flasks. Additionally, employees are continuously encouraged to properly segregate waste in order to further reduce the volume of waste requiring disposal.

Reference link for company's waste management plan : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

Page number of the reference link : 11-12

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	-	2025 : Reduced by 10%	<ul style="list-style-type: none"> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> <li>• Other : disposal</li> </ul>

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

In 2025, 7% of non-hazardous waste was disposed of through landfill, which was in line with the established target.

### Information on waste management

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

	2023	2024	2025
Total waste generated (Kilograms)	463,000.00	614,090.00	747,690.00

	2023	2024	2025
<b>Total non-hazardous waste (kilograms)</b>	458,110.00	603,160.00	740,050.00
<b>Total hazardous waste (kilograms)</b>	4,890.00	10,930.00	7,640.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.05	0.06	0.09
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.05	0.06	0.09
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

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

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

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	20,420.00	54,300.00	72,420.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	20,420.00	54,300.00	72,420.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	20,420.00	54,300.00	72,420.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	4.41	8.84	9.69

	2023	2024	2025
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	4.46	9.00	9.79
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

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

## Greenhouse gas management

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

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The major Company within the plastics, rubber, and metals business group has established quality and environmental policies, as well as energy conservation policies, to serve as standardized guidelines and ensure consistent practices across the organization. The Company also committed to developing their production processes toward becoming environmentally friendly green industries, continuously improving operations to reduce waste generation, controlling wastewater treatment systems, and monitoring effluent quality prior to discharge into public water sources. In addition, efforts are made to reduce pollution and greenhouse gas emissions from various activities within the Company.

In 2025, the Company conducted an organizational carbon footprint assessment (Carbon Footprint for Organization: CFO), which was certified by the Thailand Greenhouse Gas Management Organization (Public Organization). This assessment serves as the baseline year for setting targets to reduce greenhouse gas emissions, with the objective of achieving carbon neutrality by 2030, in line with the Company's commitment.

Furthermore, the Company has implemented energy conservation measures in accordance with its 2025 plan, as follows:

1. Reduction of electricity consumption in the wastewater treatment system (aeration system)
2. Improvement of the 100 HP bag filter dust collector through the installation of an inverter (energy-saving measure)
3. Enhancement of factory ventilation fans using solar cell systems to reduce electricity consumption
4. Maintenance and repair of heat (steam) leakage points in the production process
5. Replacement of damaged conventional lighting with LED lighting, including in expanded operational areas
6. Replacement of air conditioning units with inverter-type systems using refrigerants R32 and R410A

Reference link for company's greenhouse gas management plan : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

Page number of the reference link : 11-12

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting carbon neutrality targets

## Setting carbon neutrality targets

### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2022 : Greenhouse gas emissions 5,599.00 tCO <sub>2</sub> e	2025 : Reduced by 20.81% or 4,434.00 tCO <sub>2</sub> e	• Thailand Greenhouse Gas Management Organization (TGO)

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Energy conservation measures Implemented in 2025 are as follows:

1. Reduction of electricity consumption in the wastewater treatment system (aeration system)
2. Improvement of the 100 HP bag filter dust collector through the installation of an inverter (energy-saving measure)
3. Enhancement of factory ventilation fans using solar cell systems to reduce electricity consumption
4. Maintenance and repair of heat (steam) leakage points in the production process
5. Replacement of damaged conventional lighting with LED lighting, including in expanded operational areas
6. Replacement of air conditioning units with inverter-type systems using refrigerants R32 and R410A

In 2025, greenhouse gas emissions (Scope 1 and Scope 2) amounted to 4,434 tons of carbon dioxide equivalent (tonCO<sub>2</sub>e), representing a reduction of 20.81% from the base year of 2022 (5,599 tonCO<sub>2</sub>e), in line with the established target.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	10,556.00	10,557.00	10,963.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,588.00	2,432.00	2,256.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	2,801.00	2,438.00	2,178.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	5,167.00	5,687.00	6,529.00

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.001154	0.001047	0.001282
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	146.61	137.10	138.77
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	10,556.00000000	10,557.00000000	10,963.00000000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : Thailand Greenhouse Gas Management Organization (Public Organization)

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	10,556.00	10,557.00	10,963.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	10,556.00	10,557.00	10,963.00

#### Absorption and removal of Greenhouse Gas

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

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## ESG Performance

Company Name : SAHA-UNION PUBLIC COMPANY LIMITED      Symbol : SUC

Market : SET      Industry Group : Consumer Products      Sector : Fashion

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### Human rights

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

##### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

The Company has established measures to prevent human rights violations and has adopted human rights policies and procedures governing its treatment of stakeholders, including respect for the rights of consumers/customers, business partners, and communities.

The Company's human rights framework is guided by three core principles: 1.) respect for and non-violation of human rights (Respect); 2.) protection against human rights abuses by third parties (Protect); and 3.) remediation, restoration, and compensation in the event of impacts or violations arising from business operations (Remedy).

The Company adheres to the principles set forth in the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, and aligns its practices with the achievement of the Sustainable Development Goals (SDGs) at both the national and global levels.

Reference link for social and human rights policy and guidelines : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

Page number of the reference link : 13-14

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The company has set a zero human rights violation target for 2025.

#### Information on compliance with human rights principles and standards

##### Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, Others : Labour Protection Act B.E. 2541

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The main company in the plastics, rubber and metals business recognizes and prioritizes ethical business operations throughout the supply chain, adhering to corporate governance principles and its code of conduct regarding human rights. It is committed to social responsibility and safeguarding the interests of all stakeholders by preventing and mitigating risks while fostering stakeholder trust.

The main company in the plastics, rubber and metals business follows the UN Guiding Principles on Business and Human Rights (UNGP) to ensure responsible business practices. If The main company in the plastics, rubber and metals business supply chain fails to adapt or comply with human rights principles, stakeholder confidence may be adversely affected.

To address this, The main company in the plastics, rubber and metals business has implemented a comprehensive Human Rights Due Diligence (HRDD) process, consisting of 5 steps:

- 1.Declaration of Policy and Principles Establishing and announcing the companys policy on respecting human rights.
- 2.Impact Assessment Evaluating actual and potential human rights impacts arising from the companys activities.
- 3.Integration and Implementation Incorporating human rights policies into business operations, including internal and external control mechanisms.
- 4.Monitoring and Reporting Tracking progress and transparently reporting on human rights performance.
- 5.Remediation and Corrective Actions Addressing and resolving human rights issues through appropriate remediation measures.

### HRDD process diagram



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

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

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

## Fair labor practice

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

Boundary type	:	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, Child labor, Safety and occupational health at work

The company has established policies and plans for employee and labor management with a strong commitment to human rights. These include fair employment, termination, and compensation; employee training and development; and enhancing employee engagement and satisfaction, as well as occupational health, safety, and workplace environment management. These initiatives aim to maintain competitiveness, attract high-potential talent, and strengthen employee commitment to the organization.

Reference link for employee and labor management plan	:	<a href="https://www.sahaunion.co.th/en/codeofconduct">https://www.sahaunion.co.th/en/codeofconduct</a>
Page number of the reference link	:	11-12

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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#### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Fair employee compensation</li> <li>• Employee training and development</li> <li>• Promoting employee relations and participation</li> <li>• Child labor</li> <li>• Safety and occupational health at work</li> <li>• Non-discrimination</li> </ul>	Occupational Health and Safety	2024: Achieve zero occupational illnesses, injuries, and fatalities resulting from work-related activities.	2025: Achieve zero occupational illnesses, injuries, and fatalities resulting from work-related activities.

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

**Performance and outcomes for employee and labor management**

Performance and outcomes for employee and labor management : Yes

In 2025, the Company implemented an employee engagement development plan, as detailed below:

**Objective:** To maintain a voluntary turnover rate of less than 4.00 percent.

**Plan:** The Company focused on fostering positive employee relationships, creating a suitable work environment, enhancing employees' knowledge and skills, and establishing individualized career paths that align with their competencies and abilities.

**Implementation:** The Company organized annual employee engagement activities, such as the traditional New Year merit-making event and regular yoga exercise sessions. Additionally, efforts were made to improve the workplace environment and continuously support employee skill development through both on-site and off-site training programs.

**Performance:** In 2025, the voluntary turnover rate was 5.06%, representing an increase of 1.16% from the previous year (2024: 3.90%), which was higher than the set target.

The employee turnover rate in 2025 increased compared with the previous year, partly due to changes in labor market conditions and adjustments to the Company's operational structure. In response, the Company has reviewed its human resource management processes and developed initiatives to enhance employee engagement, including conducting employee satisfaction surveys, strengthening career development pathways, and fostering a strong and sustainable organizational culture.

**Information on employment**

**Employment**

	2023	2024	2025
<b>Total Employment (Person)</b>	72	77	79
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
<b>Total employees (persons)</b>	72	77	79
Male employees (persons)	20	23	28
Percentage of male employees (%)	27.78	29.87	35.44
Female employees (persons)	52	54	51
Percentage of female employees (%)	72.22	70.13	64.56
<b>Total of workers who are not employees (Person)</b>	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)	7	10	7
Percentage of employees under 30 years old (%)	9.72	12.99	8.86
Total number of employees 30-50 years old (Persons)	35	37	48
Percentage of employees 30-50 years old (%)	48.61	48.05	60.76
Total number of employees over 50 years old (Persons)	30	30	24

	2023	2024	2025
Percentage of employees over 50 years old (%)	41.67	38.96	30.38

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	2	2	2
Percentage of male employees under 30 years old (%)	10.00	8.70	7.14
Total number of male employees 30-50 years old (Persons)	9	11	15
Percentage of male employees 30-50 years old (%)	45.00	47.83	53.57
Total number of male employees over 50 years old (Persons)	9	10	11
Percentage of male employees over 50 years old (%)	45.00	43.48	39.29

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	5	8	5
Percentage of female employees under 30 years old (%)	9.62	14.81	9.80
Total number of female employees 30-50 years old (Persons)	26	26	33
Percentage of female employees 30-50 years old (%)	50.00	48.15	64.71
Total number of female employees over 50 years old (Persons)	21	20	13
Percentage of female employees over 50 years old (%)	40.38	37.04	25.49

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	57	63	64
Percentage of employees in operational level (%)	79.17	81.82	81.01
Total number of employees in management level (Persons)	11	11	13
Percentage of employees in management level (%)	15.28	14.29	16.46
Total number of employees in executive level (Persons)	4	3	2
Percentage of employees in executive level (%)	5.56	3.90	2.53

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	15	17	21
Percentage of male employees in operational level (%)	75.00	73.91	75.00
Total number of male employees in management level (Persons)	4	5	6
Percentage of male employees in management level (%)	20.00	21.74	21.43
Total number of male employees in executive level (Persons)	1	1	1
Percentage of male employees in executive level (%)	5.00	4.35	3.57

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	42	46	43

	2023	2024	2025
Percentage of female employees in operational level (%)	80.77	85.19	84.31
Total number of female employees in management level (Persons)	7	6	7
Percentage of female employees in management level (%)	13.46	11.11	13.73
Total number of female employees in executive level (Persons)	3	2	1
Percentage of female employees in executive level (%)	5.77	3.70	1.96

#### 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)	20	23	27
Bangkok Metropolitan (Person)	20	23	27
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	50	52	49
Bangkok Metropolitan (Person)	50	52	49
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	2	2	3
Total male employees working abroad (Person)	0	0	1
Total female employees working abroad (Person)	2	2	2

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	0	0	0
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00
<b>Total number of employees with disabilities (Persons)</b>	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0

	2023	2024	2025
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	37,101,909.00	39,107,867.00	46,429,450.00
Total male employee remuneration (baht)	11,386,576.00	12,389,372.00	16,363,567.75
Percentage of remuneration for male employees (%)	30.69	31.68	35.24
Total female employee remuneration (baht)	25,715,333.00	26,718,495.00	30,065,882.25
Percentage of remuneration for female employees (%)	69.31	68.32	64.76
Average of remuneration of employees (Baht/persons)	515,304.29	507,894.38	587,714.56
Average of remuneration for male employees (Baht/persons)	569,328.80	538,668.35	584,413.11
Average of remuneration for female employees (Baht/persons)	494,525.63	494,786.94	589,527.10
Rate of average of remuneration between female employees and male employees	0.87	0.92	1.01

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has established a Provident Fund as part of its employee benefits program. This fund promotes ESG (Environmental, Social, and Governance) investing in collaboration with an asset management company.

The company has set investment policies and assigned fund managers to invest in organisations that demonstrate comprehensive stakeholder responsibility, including shareholders, employees, customers, business partners, society, and the environment. Additionally, corporate governance criteria are applied in selecting securities for investment, ensuring that the fund supports businesses that operate with integrity, transparency, and strong governance principles.

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

The Company and the Group have established a provident fund for employees to support their long-term welfare. The Company contributes to the fund at a rate of 3% of employees salaries.

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)	62	66	67
Number of employees joining in PVD (persons)	62	66	67
Number of PVD members / Total employees (%)	86.11	85.71	84.81
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	775,730.00	816,255.00	958,972.00

	2023	2024	2025
Total amount of provident fund contributed by employee (baht)	2,256,636.00	1,973,294.00	2,220,217.25

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SAHA-UNION PUBLIC COMPANY LIMITED	Yes	79	67	67	84.81	100.00

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

Policy and guidelines on promoting savings : Other promotional measures through the provident fund for non-participating employees (PVD)

#### Other promotional measures

Saving and credit Cooperative

The Company and the Group have established Saha-Union Saving and credit Cooperative, Limited to promote the economic and social well-being of its members through self-help and mutual assistance in accordance with cooperative principles. Cooperative encourages savings, provides financial and credit services to support members livelihoods, and cooperates with other cooperatives, private sector organizations, communities, and government agencies to enhance cooperative operations and improve the quality of life of members and the community.

#### Information on employee development

##### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	24.47	16.10	25.00
Total amount spent on employee training and development (Baht)	87,972.88	187,847.69	190,184.02
Percentage of training and development expenses (*) to total expenses (%)	0.000011	0.000021	0.000025
Percentage of training and development expenses (*) to total revenue (%)	0.000010	0.000019	0.000022

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)	139,277.00	151,266.00	162,362.30
Total number of hours worked by employees (Hours)	139,277.00	151,266.00	162,362.30

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00

	2023	2024	2025
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) <sup>(*)</sup>	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) <sup>(**)</sup>	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	3	3	4
Total number of male employee turnover leaving the company voluntarily (persons)	2	2	2
Total number of female employee turnover leaving the company voluntarily (persons)	1	1	2
Proportion of voluntary resignations (%)	4.17	3.90	5.06
Percentage of male employee turnover leaving the Company voluntarily (%)	66.67	66.67	50.00
Percentage of female employee turnover leaving the Company voluntarily (%)	33.33	33.33	50.00

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

**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

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels, Others : Major companies in the plastics, rubber, and metal industries prioritise ensuring that consumers receive high-quality products along with accurate information and proper usage instructions. This approach aims to help customers recognise the value of the products and maximize their benefits. The company complies with labeling standards which these details adhere to international standards and relevant legal requirements.
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.sahaunion.co.th/en/codeofconduct>
- Page number of the reference link : 14

### Information on customer management plan

## Customer management plan

Company's customer management plan : Yes

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

The core company in the plastics, rubber, and metal business group has developed a plan to enhance customer satisfaction by ensuring meticulous attention to every step of the manufacturing process through effective quality management.

This includes sourcing high-quality raw materials, implementing key performance indicators to control production processes and achieve operational excellence, ensuring consistent product quality and user safety in every production batch and continuously improving processes with a focus on quality development, aiming to reduce customer complaints and increase customer satisfaction.

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Communication of product and service impacts to customers/consumers</li> <li>• Development of customer satisfaction and customer relationship</li> <li>• Protection of customer personal information</li> </ul>	There is no customer's complain for the PDPA issue.	2024: PDPA issue is zero	2025: PDPA issue is zero

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Saha-Union Group carefully selects high-quality, health-safe products, such as stainless steel (rust-free metal), which is environmentally friendly and recyclable. The vacuum flasks produced using this material must meet exceptionally high-quality standards and ensuring durability. Combined with the groups advanced manufacturing

processes, these vacuum flasks are designed to be highly safe for consumer use. Additionally, the paints used in production meet food-grade standards, reinforcing consumer confidence in the company's high-quality and safe products. The group manufactures and distributes these products, while also exporting high-quality adhesive tapes under the UNITAPE, PANFIX, FUJI, and NICHIBAN brands to international markets. Beyond maintaining product quality, the company is also committed to customer satisfaction, ensuring that products meet agreed standards, pricing, and delivery timelines fairly and consistently.

The Saha-Union Group also includes a company that manufactures elastic bands used for fabric and surgical masks, which is ISO 13485-certified a quality management system standard for medical devices. This certification covers the design, development, production, and sale of medical equipment, ensuring safety and reliability for users and healthcare providers. Furthermore, the company has received certifications from the Thai FDA and the U.S. FDA, along with the OEKO-Tex Standard 100 certification from the Swiss textile testing institute, a globally trusted authority. This guarantees that the products are free from harmful residues, making them completely safe for consumers.

During the year 2025, the main company within the plastic, rubber, and metal business group achieved a customer satisfaction rating of 91.40%, which is above the target set at no less than 90%. Plans were made to further enhance customer satisfaction by focusing on every aspect of the product manufacturing process. This involves meticulous quality management, starting from the selection of high-quality raw materials to setting performance indicators for production control to ensure excellence. Every batch of produced goods is consistently of high quality and safe for consumers. Moreover, the aim is to continually improve various processes with quality development goals in mind, aiming to reduce complaints and increase customer satisfaction.

#### 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 : 02-3115111-9

Fax : -

Email : [contact@sahaunion.co.th](mailto:contact@sahaunion.co.th)

Company's website : [www.sahaunion.co.th](http://www.sahaunion.co.th)

Address : 1828 Sukhumvit Road, Phrakonongtai, Phrakonong, Bangkok  
10260

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://www.sahaunion.co.th/en/codeofconduct>

Page number of the reference link : 19

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Forests and natural resources, Disadvantaged and vulnerable groups

The company and its invested businesses actively contribute to community development by primarily employing local residents from surrounding areas. This initiative helps strengthen the local community's livelihood. For example, in areas such as Bang Pakong, Bang Chan, and Hua Hin, the majority of employees in the group companies are from these local populations. This creates an important labor market and provides continuous job opportunities, helping the local communities to increase their income. As a result, both the community and society benefit from sustainable development.

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

#### Setting of community and social management goals

Does the company set community and social management goals : Yes

#### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"><li>• Religion and culture</li><li>• Forests and natural resources</li><li>• Occupational health, safety, health, and quality of life</li><li>• Disadvantaged and vulnerable groups</li></ul>	The number of complaints received from external parties was zero.	2024: The number of complaints received from external parties was zero.	2025: The number of complaints received from external parties was 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

In 2025, the major company in the hotel business participated in ESG initiatives as part of its commitment to sustainable business practices. The key activities undertaken are summarized as follows:

- Organized the Passport to Success Program for students of Hua Hin Wittayakhom School, providing knowledge on food and beverage operations, mocktail preparation, international dining etiquette, and the proper use of Western dining utensils to enhance students skills and future career opportunities in the hospitality industry.
- Participated in Hua Hin Grand Inter Pride 2025 to celebrate the enactment of marriage equality legislation.
- Conducted volunteer clean-up activities at Wat Hua Hin, Hua Hin Beach, and Chao Mae Tubtim Shrine.
- Organized blue swimming crab release and crab bank clean-up activities at Khao Takiab.
- Held workshops on crafting artificial flowers from recycled government lottery tickets.
- Participated in blood donation activities with the Thai Red Cross Society.
- Organized a charitable event providing meals and snacks and donated two computers to 50 visually impaired students at the Cha-am School for the Blind.
- Participated in volunteer activities to produce pillow cushions for patients in collaboration with the Power For Sustainable Future Foundation.
- Joined the Seed Bomb reforestation activity at Khao Nang Phanthurat Forest Park.
- Donated financial support for the construction of an animal crematorium at Wat Khao Chong Pradu, Hua Hin.
- Participated in Thai Elephant Day activities by donating Baht 60,000 to support the Wild Elephant Monitoring and Driving Center in Pa Deng, Kaeng Krachan, Phetchaburi, and providing meals for park officials and local residents.
- Organized Earth Week activities, including community meal programs, a food waste workshop, and environmental clean-up and crab release activities.
- Donated surplus food to Scholars of Sustenance Foundation Thailand to reduce food waste and redistribute excess food to those in need.

### Benefit from implementing social development project

#### Financial benefits

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

#### Non-financial benefits

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

	2023	2024	2025
Complaints from surrounding communities (Number of complaints from Surrounding Communities)	0.00	0.00	0.00

#### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	60,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.000000	0.000000	0.000781
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.000000	0.000000	0.000702

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

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

## ESG Performance

Company Name : SAHA-UNION PUBLIC COMPANY LIMITED      Symbol : SUC

Market : SET      Industry Group : Consumer Products      Sector : Fashion

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The company's Board of Directors has approved a corporate governance policy manual in writing and has provided it to directors, executives, and all employees for acknowledgment and adherence. The Board will review the corporate governance policy manual annually, assigning the company secretary to include it as an agenda item for consideration every October or when significant changes occur. This is to ensure adaptability under various changing factors in line with the evolving business landscape, regulations, and relevant legal requirements.<sup>2</sup>

Additionally, the Board has assigned the company secretary to inform directors through internal communication systems. Directors are required to acknowledge and adhere to the policy each year, and compliance with the corporate governance policy which regularly monitored and audited by the internal audit department. The findings are reported to the Audit Committee for review and feedback, and the results are subsequently reported to the Board of Directors. The company's corporate governance policy aligns with the Corporate Governance Code (CG Code) for listed companies, 2017, issued by the Securities and Exchange Commission (SEC), to ensure efficient business operations with transparency, accountability, and reliability for investors, shareholders, and stakeholders. The company aims to operate responsibly towards society, minimize negative environmental impacts, and adapt to various changing factors to remain competitive and achieve long-term performance, thereby creating sustainable value.

The Board also has a process in place to review the application of the SEC's CG Code annually, adjusting it to the business context as necessary.

The company publishes and communicates its corporate governance policy to the public and stakeholders via the company website.

The company's corporate governance policy defines 8 key principles as follows:

Acknowledge the role and responsibility of the Board as leaders who create long-term value for the business.

Define the objectives and main goals of the business to ensure sustainability.

Strengthen the effectiveness of the Board.

Recruit and develop executives and manage personnel.

Promote innovation and responsible business practices.

Ensure appropriate risk management and internal control systems.

Maintain financial credibility and transparency in information disclosure.

Support shareholder participation and communication.

(The details of these 8 principles are provided in the company's corporate governance manual, which is published on the company website.)

Reference link for the full version of corporate governance policy and guidelines : <https://www.sahaunion.co.th/CorporateGovernance>

Page number of the reference link : 2

#### 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

## **Nomination of directors**

### **Policy on selection of directors and executives**

- The Board has established a policy for the selection of directors and executives and has assigned the Nomination and Remuneration Committee to oversee the process of identifying, screening, and selecting individuals with suitable qualifications based on established criteria and procedures. The selection considers individuals with relevant knowledge, expertise beneficial to the company, and skills and experience in the core business or industry in which the company operates. It also considers any additional skills required. The selected candidates are then proposed to the Board for consideration.

- A Board Skills Matrix is developed to define the criteria for selecting directors in alignment with the company's business strategy. Additionally, the company has a Board Diversity policy, focusing on diversity in terms of professional background, specialized expertise, knowledge, education, age, and gender.

- A Management Skills Matrix is developed, along with plans for the development of senior executives and a Succession Plan.

- The process of selecting suitable candidates is based on the director database, or it may involve the use of executive search firms to assist in the recruitment of directors and executives.

### **Selection of Directors**

- In the event of a director vacancy for reasons other than the expiration of their term, it is within the Boards authority to appoint a replacement. The individual appointed will serve only for the remaining term of the director they are replacing.

- In the event of a director vacancy due to the expiration of their term, the Board will propose the election of a new director to the shareholders at the Annual General Meeting (AGM), in accordance with the criteria and procedures outlined in the company's Articles of Association.

### **Selection of Executives**

- The selection of executives will consider qualifications, knowledge, skills, and work experience that are aligned with the companys needs and essential for the growth in both the short-term and long-term, in accordance with the companys mission, goals, and strategies

Reference link for Nomination of directors : <https://www.sahaunion.co.th/ManualofNominationAndRemunerationCommittee>

Page number of the reference link : 4

## **Determination of director remuneration**

### **Compensation for the Board of Directors and Sub-committees**

The Board of Directors has established policies, criteria, structure, and compensation rates that align with the company's strategies and main objectives. These are reviewed and refined by the Nomination and Remuneration Committee, considering the appropriateness based on the scope of responsibilities, performance results, and the company's overall performance. This includes success in achieving business growth, both in terms of assets and net profit, and providing incentives to guide the company toward its main goals. Additionally, the compensation is compared with that of other publicly listed companies within the same industry and of similar size before being proposed to the shareholders for approval on an annual basis.

Reference link for Determination of director : <https://www.sahaunion.co>

Page number of the reference link : 5

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

The Board's Independence from Management for Proper Power Balance

- The roles, duties, and responsibilities of the Board of Directors and management are clearly defined and separated.

The Board is responsible for setting policies and overseeing the management's operations, while the management is responsible for executing the tasks in line with the established policies.

- The roles, duties, and responsibilities of the Chairman of the Board and the President are clearly defined and separated.

- The Chairman of the Board is an independent director and not the same individual as the President.

(For detailed roles, duties, and responsibilities of the Board, management, Chairman, and President, please refer to the corporate governance manual, which is available on the company's website.)

Reference link for Independence of the board : <https://www.sahaunion.co>

of directors from the management th/ManualofNominationAndRemunerationCommittee

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### **Director development**

#### **Policy on enhancing directors' knowledge and understanding for effective performance of duties**

- The company supports and facilitates the Board of Directors and individual directors in continuously enhancing their necessary skills and knowledge for the effective performance of their duties. This includes both in-house training and external professional development programs. Directors are encouraged to attend relevant courses, such as those offered by the Thai Institute of Directors (IOD), including the Director Accreditation Program (DAP) and Director Certification Program (DCP) for board members, and the Audit Committee Program (ACP) for audit committee members.

- The Board regularly receives comprehensive and up-to-date information regarding the company's business operations, relevant business environment, external and internal changes, financial performance, risks, laws, regulations, and any other necessary data. This ensures that directors maintain a clear understanding of the business and can perform their duties effectively.

- The Board of Directors and its Sub-Committees conduct self-assessments at both the collective and individual levels at least once a year. The evaluation results, including any operational challenges, are reviewed and discussed collectively to establish improvement measures and enhance the effectiveness of the board's performance.

Reference link for Director development : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)

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### **Board performance evaluation**

#### **Annual performance evaluation of the Board of Directors and Sub-Committees**

- The performance of the Board of Directors and sub-committees is evaluated annually, both at the committee level and individual director level. The company secretary and the secretary of the sub-committees are responsible for collecting and summarizing the evaluation results and reporting them to the Board of Directors. The Board then reviews the performance or any issues together to make necessary improvements and further develop their duties. This evaluation also informs the consideration of the suitability of the Board's composition.

The evaluation process involves reviewing and understanding the various aspects of the performance evaluation criteria for the Board, sub-committees, and individual directors as appropriate

Reference link for Board performance : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)

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

### **Policy on the governance of subsidiaries and other significant investments**

- The Board of Directors has established written policies and business management structures for subsidiaries and other significant investments. These policies are communicated to the directors or executives working in the subsidiaries, ensuring they are aware of and comply with the policies. The Board also monitors the performance to ensure alignment with the defined policies through monthly subsidiary board meetings.
- The Board approves the selection of individuals to hold positions such as directors, managing directors, or executives of subsidiaries and significant investments.
- The scope of authority, duties, and responsibilities of representatives of the company, managing directors in subsidiaries, and finance and accounting managers are clearly defined, ensuring they carry out their duties according to company policies and have the authority to approve within set limits, in alignment with the parent company's policies.
- The Board ensures that subsidiaries have an adequate and effective internal control system. All operations must comply with applicable laws and regulations from relevant regulatory authorities. Subsidiaries are required to submit annual self-assessments of their internal control systems to the parent company, which will conduct occasional audits through the parent company's internal audit department.
- The Board closely monitors the performance of significant investments by requiring subsidiaries and other investments to regularly disclose their financial status, operational performance, related-party transactions (intercompany transactions), acquisitions or disposals of assets, and any significant transactions such as capital increases, capital reductions, or liquidation to the parent company on a quarterly basis. Financial statements must be submitted to the parent company monthly.
- For significant investments in other businesses, the company establishes written agreements or shareholder agreements to clarify management authority, participation in decision-making on key matters, performance monitoring, and the guidelines for voting at board meetings or shareholder meetings, ensuring compliance with relevant legal requirements.

Reference link for Corporate governance of subsidiaries and associated companies : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)  
Page number of the reference link : 11

### **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**

#### **Shareholder rights policy and practices**

- The company respects the rights of shareholders and treats all shareholders equally and fairly, without engaging in any actions that violate or deprive shareholders of their rights.
- The company prioritizes the basic rights of shareholders, including the registration of share ownership, transfer of shares, or assignment of share rights, equal participation in profit-sharing through dividends, access to sufficient company information, attendance at shareholder meetings to exercise voting rights, proxy voting, election of directors, approval of compensation, appointment of auditors and approval of their compensation, as well as decisions on matters affecting the company, such as dividend allocation, amendments to the articles of association, capital reductions or increases, and approval of significant transactions, etc.

- The company has established communication channels primarily through the Stock Exchanges information systems. Additional communication is provided through the company's website and the relevant departments, including the company secretary and investor relations.
- The company prepares disclosure documents in both Thai and English through the Stock Exchanges information systems and the company's website, ensuring equal access to information for both Thai and international shareholders.
- Shareholders are given the opportunity to propose agenda items for consideration at meetings and submit questions for the company to address before the shareholders meeting, based on criteria set by the company, between October 1 and December 31 of each year.
- The company organizes annual shareholders meetings to allow both retail and institutional investors to participate in decision-making on important matters and to be informed and review the company's operations. The board of directors schedules the annual general meeting within four months after the end of the company's fiscal year. In urgent cases where shareholder approval is required, the board will call for an extraordinary meeting.
- The company ensures the timely delivery of the notice of the shareholders' meeting along with related documents and publishes the meeting notice on its website. This includes the date, time, venue, agenda items, rules and procedures for participation, and other information necessary for consideration, in compliance with legal requirements, allowing shareholders adequate time to study the information before the meeting.
- The company facilitates shareholders in exercising their rights and ensures smooth, transparent operations on the day of the meeting. It also oversees the disclosure of meeting resolutions and the preparation of meeting minutes in full and accurately, in accordance with legal timelines.
- The company prepares Proxy Forms A and B, as required by the Department of Business Development, Ministry of Commerce, and provides them to shareholders along with the invitation to the meeting, enabling shareholders who cannot attend in person to exercise their rights by proxy. Shareholders can also appoint independent directors as proxies to attend meetings on their behalf.
- The company will not add agenda items to the meeting without prior notice to shareholders.
- During the shareholders' meeting, voting cards are used to ensure transparency and accountability.
- The company encourages shareholders to share their opinions or ask questions to the directors, executives, and chairpersons of various committees at the shareholders' meeting. Important issues, questions and answers, shareholder suggestions or comments, resolutions, and vote counts are accurately recorded and submitted to the Stock Exchange of Thailand and the relevant authorities within the required timeframe. A good record-keeping system is maintained for review and future reference.

Reference link for Shareholder : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)

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## **Employee**

### **Employee policies and practices**

1. Employment decisions, including hiring and termination, are made with fairness and equality.
2. All employees are treated equally, with respect for their fundamental human rights, and in strict adherence to relevant laws, standards, and regulations concerning employees.
3. A safety, occupational health, and work environment policy is in place. The company encourages both management and employees to participate in maintaining a safe and healthy work environment, ensuring a workplace that is safe for life and property.
4. An annual safety, occupational health, and work environment plan is developed, including maintenance plans for lifts, building management, and safety-promoting activities, such as fire drill training. The company aims for zero accidents in the workplace. Last year, there were no accidents or work-related illnesses.
5. Employee compensation and benefits are managed fairly, aligned with their roles, skills, responsibilities, and individual performance. A separate employee handbook covers these policies:

- The company and its group companies have established a provident fund for employees to support their long-term welfare. The company contributes 3% of employees' salaries to the fund.
  - The company and its group have an employee savings cooperative (Union Savings Cooperative), which deducts employees' salaries and deposits them into the cooperative. Employees receive these funds when they leave the company, along with dividends. The cooperative also offers loans in accordance with the guidelines set by the Department of Cooperative Promotion.
  - A welfare committee is established to address employee welfare suggestions.
  - An employee engagement plan is in place, which includes annual activities such as a New Years event. The company also conducts employee satisfaction surveys with a target voluntary turnover rate not exceeding 4.00%.
6. Emphasis is placed on the development and transfer of knowledge and skills to employees at all levels. The company facilitates training programs to enhance skills and increase overall potential. Training is provided both internally and through external institutions. Opportunities for career advancement are ensured based on the competency system, selecting employees with potential to assume higher responsibilities. Promotions, transfers, rewards, and disciplinary actions are carried out with integrity and fairness, based on knowledge, capabilities, responsibilities, and suitability, as well as employee performance

Reference link for Employee : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Customer**

The company is committed to building long-term relationships and collaboration with customers based on principles of honesty, integrity, trust, and confidence, in order to achieve the highest customer satisfaction with responsibility. The company values the problems and needs of customers, developing products and services that add value. It also focuses on creating environmentally friendly products that use fewer resources, can be recycled, and have a long lifespan.

Reference link for Customer : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

Page number of the reference link : 14

### **Business competitor**

The company promotes free and fair competition in business, refrains from any actions that violate competitors' intellectual property rights, and conducts business with transparency, free from fraud and corruption.

Reference link for Business competitor : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Business partner**

The selection of business partners and procurement processes are carried out systematically, fairly, and transparently, in accordance with established regulations and procedures. All partners are treated with fairness and equality, without exploitation, and based on mutual benefit. The company strictly adheres to commercial terms and/or contractual agreements to foster business relationships that benefit both parties while collaborating to enhance and add value to products and services.

Reference link for Business partner : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Creditor**

The company ensures that contracts with creditors are legally compliant, fair, and transparent. It strictly adheres to the terms and conditions agreed upon in the contracts and repays loans along with interest in full and on time as agreed with the creditors.

Reference link for Creditor : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

Page number of the reference link : 18

### **Government agencies**

The company values government agencies as key stakeholders and has established guidelines to ensure employees act appropriately and in compliance with regulations. It also actively cooperates with government agencies and supports various activities.

Reference link for Government agencies : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

Page number of the reference link : 20

### **Community and society**

The company strictly complies with environmental laws and regulations, ensuring that its group companies in industrial businesses consider environmental and community impacts throughout the production process. It implements waste and contamination management systems in accordance with relevant standards and supports the use of technology to minimize environmental impact. The company actively participates in community and social initiatives, refrains from any illegal activities, and applies its knowledge and business experience to develop projects that benefit communities and society.

Reference link for Community and society : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Guidelines for Joint Venture Partners**

The company respects the rights of its joint venture partners, strictly adheres to agreements and commitments, and fosters strong collaboration with partners to ensure the success of the joint venture in achieving its objectives.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Tax Guidelines**

#### **Tax compliance guidelines**

1. Take responsibility for stakeholders by complying with tax laws and regulations both domestically and in every country where the company operates.
2. Monitor changes in tax laws to ensure accurate and lawful tax operations.
3. Implement an effective tax control system to ensure accurate tax compliance, complete and timely tax payments, and avoid tax evasion.
4. Utilize tax benefits legally and efficiently to maximize value for stakeholders.

5. Manage tax risks by establishing internal control principles, regularly assessing and monitoring tax risks to ensure appropriate risk management.

6. Cooperate with tax authorities, both domestically and internationally, by responding to inquiries and providing complete and transparent information for tax audits in compliance with each country's regulations.

Maintain open, transparent, and constructive communication with the Customs Department, Revenue Department, and other relevant government tax authorities. Adhere to corporate governance policies, the business code of conduct, and anti-corruption guidelines to mitigate tax-related risks that could harm the company.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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## **Guidelines for Doing Business Abroad and International Trade**

### **Guidelines for international business operations and trade**

1. When conducting business abroad, whether establishing a company, factory, office, or engaging in trade transactions, the company must strictly comply with all applicable laws in the countries where it invests. Additionally, it must act as a responsible corporate citizen by respecting local customs, traditions, and cultural norms.

2. In international trade, including import/export activities or any cross-border transactions, the company must strictly adhere to all relevant laws, such as import and export regulations, customs laws, product safety laws, and consumer protection laws.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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## **Human Rights Policy and Guidelines**

### **Human rights policy**

1. Adhere to fundamental human rights principles and strictly avoid any form of human rights violations.

2. Conduct business and activities in strict compliance with international human rights principles. Provide employees with knowledge and understanding of human rights to integrate these principles into business operations. Refrain from supporting any business that violates international human rights standards and ensure compliance with legal regulations.

3. Treat all stakeholders fairly, upholding rights, freedoms, and equality without discrimination based on race, religion, gender, skin color, social status, or economic background.

4. Respect and uphold the fundamental human rights of employees, promote gender equality in the workplace, and actively participate in improving the quality of life of surrounding communities. Additionally, encourage business partners to treat their employees and communities in accordance with international human rights principles.

### **Data Privacy Policy**

To ensure that the company's personal data protection practices comply with the Personal Data Protection Act B.E. 2562 (2019), the company has established and announced its Personal Data Protection Policy through internal communication channels and the company's website.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91ac\\_SUC\\_PersonalDataProtectionPolicy\\_EN.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91ac_SUC_PersonalDataProtectionPolicy_EN.pdf)

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## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

In the business operations of the company and the Saha-Union Group, the Board of Directors acknowledges its responsibilities, upholding ethics, morality, and integrity. The company operates under the principles of good corporate governance and business ethics, aligned with the core values of Saha-Union Group: "Integrity, Quality, Service", which have been practiced as the organizational culture since the company's inception.

The Board of Directors has approved a Business Code of Conduct, which outlines the guidelines for the duties of directors, executives, employees, and stakeholders. This serves as a standard for performing their roles. The principles within the Business Code of Conduct are part of the "Employee Regulations" and cover key aspects that significantly impact stakeholders throughout the company's value chain, essential factors for promoting the sustainable success of the business.

Additionally, the company has established anti-corruption policies and a whistleblower policy, which include strict adherence to the Business Code of Conduct. The code demonstrates the company's commitment to accuracy, fairness, and transparency in its operations. It also outlines how the company engages with stakeholders in an equal, fair, and trustworthy manner, with continuous development and adaptation to changes in the economy and society. This builds confidence and provides a foundation for the business's stable and sustainable growth. The company also regularly conducts training on the Business Code of Conduct for employees every year, along with tests to assess their understanding of the content.

Reference link for the full version of business code of conduct : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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

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

### Prevention of Conflicts of Interest

#### Conflict of interest prevention policy

The company has established a policy and procedures for preventing conflicts of interest, which are documented in the Business Code of Conduct, regulations, and relevant company announcements. These have been communicated to the directors, executives, and employees, who are required to acknowledge and comply with the policy. The policy is also shared and communicated through internal communication systems and the company's website. Key aspects of the policy are summarized as follows:

- Directors, Executives, and Employees must perform their duties to the best of their ability and make decisions based on the best interests of the company, in accordance with laws and ethics. They must not misuse their power or allow others to misuse their authority for personal gain or the benefit of others in ways that conflict with the company's interests. They must act with caution, ensuring that their actions are correct, transparent, and verifiable.
  - Directors and Executives are required to submit a report of their interests and those of their related parties upon starting their position, whenever there are changes, and annually. The company secretary is responsible for collecting, compiling, and forwarding copies of these reports to the Chairman of the Board and the Chairman of the Audit Committee. This includes a report on the holding of the company's securities by themselves and their related parties, according to legal requirements.
  - Directors and Executives must carefully consider transactions that may create conflicts of interest or related-party transactions involving the company and its subsidiaries. These transactions must be conducted with honesty, integrity, and within ethical boundaries. The evaluation of such transactions must be reasonable and focused on the best interests of the company and its shareholders as a whole. If any director or individual has an interest in a matter, they must leave the meeting room and not participate in the consideration of the transaction. The director with an interest in a matter will also have no right to vote on the matter. This must be documented in the board meeting minutes, and all relevant information must be disclosed in accordance with the requirements of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).
  - Internal Audit is responsible for monitoring compliance with the policy.
  - The Audit Committee is responsible for reviewing and evaluating related-party transactions or those that could result in conflicts of interest that may impact the company's operations.
- In cases where related-party transactions need to be disclosed or require approval from the Board of Directors or shareholders, all procedures must comply with the laws, regulations of the SET, SEC, and any other relevant requirements in full.

Reference link for Prevention of Conflicts of Interest : [https://cdn.prod.website-files.com/66f12967a6dde7c698effd1e/6762a8077dc02004de97b949\\_AntiCorruptionComplaintsPolicy\\_22Nov2018.pdf](https://cdn.prod.website-files.com/66f12967a6dde7c698effd1e/6762a8077dc02004de97b949_AntiCorruptionComplaintsPolicy_22Nov2018.pdf)

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## **Anti-corruption**

### **Anti-corruption and whistleblower policy**

The Board of Directors has established an anti-corruption policy with a clear commitment to avoid any involvement in bribery or corruption in all its forms, whether in dealings with private sector entities or government authorities.

The company's anti-corruption policy covers all business activities and includes the following guidelines:

- Policy on Conflict of Interest
- Policy and Guidelines for Securities Trading and Insider Information
- Policy and Guidelines for Procurement/Purchasing
- Policy and Guidelines on Receiving or Offering Assets or Benefits that May Influence Decision-Making
- Policy and Guidelines on Charitable Donations and Financial Support
- Policy and Guidelines on Political Activities
- Policy and Guidelines on Relations with Government Agencies
- Policy and Guidelines on Tax Compliance

### **Anti-Corruption Risk Management Process:**

- The company ensures the existence of internal control systems, internal auditing systems, and risk management systems that are adequate and effective.
- The company has established mechanisms to support the effectiveness of the anti-corruption policy. This includes creating a risk management plan for anti-corruption for both the company and its subsidiaries, assessing corruption risks, and developing operational plans to reduce the likelihood of corruption.

Internal audit units are tasked with evaluating the internal control systems related to anti-corruption measures. This is considered part of the internal audit plan to prevent corruption in all business activities of the company. It also ensures that decisions and business operations with potential corruption risks are carefully considered and conducted with the oversight of the Board of Directors, the Audit Committee, and the management team. The company emphasizes transparency and accountability in every business decision and operation, continuously monitoring and addressing corruption risks.

Reference link for Anti-corruption : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105\\_AntiCorruptionComplaintsPolicy\\_22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105_AntiCorruptionComplaintsPolicy_22Nov2018.pdf)

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## **Whistleblowing and Protection of Whistleblowers**

### **Measures for dealing with violations of policies and procedures**

The Board of Directors has established a whistleblowing and complaint policy to provide a tool for the company to receive complaints regarding corruption, illegal activities, violations of work regulations, business ethics, and other company policies. The policy for reporting whistleblowing and complaints includes the following guidelines:

- Guidelines for Reporting Whistleblowing or Complaints
- Channels for Reporting Whistleblowing
- Confidentiality and Protection Measures for Whistleblowers or Complainants
- Review Process and Reporting of Results
- Disciplinary Action Process for Violations of Anti-Corruption Policies and Work Regulations
- Remediation for Affected Parties

### **Whistleblowing**

The Board of Directors has set a whistleblowing policy, ensuring the implementation of a mechanism to receive complaints or whistleblowing reports. The company has secure channels, confidentiality measures, and protection for whistleblowers. These processes are convenient and accessible through more than one channel, and the reporting channels are made available on the company's website or in the annual report:

(1) By Mail: Letters can be sent to the Chairman of the Audit Committee and/or the CEO of Saha Union Public Company Limited, 1828 Sukhumvit Road, Phra Khanong Tai, Phra Khanong District, Bangkok 10260.

(2) Internal Complaint Box: Available within the company.

(3) Through the Company's Website: [www.sahaunion.com](http://www.sahaunion.com)

- The company has a process for verifying and investigating complaints, with results reported to the Board of Directors.
- The company maintains confidentiality and implements protective measures for whistleblowers or complainants, and the review process follows the company policy with feedback on the results of the investigation. Detailed information on this matter can be found in the "Whistleblowing and Complaint Reporting Policy" section on the company website, as mentioned above.

Reference link for Whistleblowing and Protection of Whistleblowers : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105\\_AntiCorruptionComplaintsPolicy\\_22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105_AntiCorruptionComplaintsPolicy_22Nov2018.pdf)

Page number of the reference link : 15-17

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

### **Prevention of insider information misuse for personal gain**

The company has established a written policy, guidelines, and measures to prevent the misuse of insider information for personal or third-party gain in an improper manner. These policies are documented in the company's Code of Business Conduct, regulations, and relevant announcements. Directors, executives, and employees are required to acknowledge and comply with these policies by signing an acknowledgment form. The company provides regular

training and communication on this matter through internal communication channels and/or training sessions. Additionally, the company publishes and disseminates key policies, guidelines, and preventive measures regarding insider information misuse on its corporate website.

The key policies are summarized as follows:

- It is strictly prohibited to disclose or use confidential business information of the company, including material non-public information, to external parties.
- Employees, executives, and directors must not use insider information obtained from their roles to inform others or to seek personal benefits or benefits for others in an improper manner. They must not take any actions that could diminish the company's interests or cause harm to the company.
- Directors, executives, and relevant persons must avoid trading the company's securities within 14 days before the public disclosure of annual or quarterly financial reports until 24 hours after the information has been disclosed to the public. The company secretary prepares and provides an annual restricted trading schedule for reference.
- Directors and executives must report their holdings of the company's or its subsidiaries securities, as well as those of related persons, at the beginning of their tenure, upon any changes, and annually at the end of each year. The company secretary is responsible for collecting and reporting this information to the board of directors.

Reference link for Prevention of Misuse of Inside Information : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105\\_AntiCorruptionComplaintsPolicy\\_22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105_AntiCorruptionComplaintsPolicy_22Nov2018.pdf)

Page number of the reference link : 8-9

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

##### **Guidelines for receiving or giving assets or other benefits that may influence decision-making**

- The company discourages the receipt or offering of entertainment, gifts, souvenirs, or any other expenses that are excessive or inappropriate when dealing with government officials or business partners. However, customary and traditional exchanges that are reasonable, appropriate, and aligned with the company's policies, regulations, and cultural norms for each occasion are acceptable. Proper records of such expenditures must be maintained for future verification.
- Employees must not solicit, receive, or offer money, assets, items, or any other benefits to business-related parties in a manner that could unfairly influence decision-making. Such actions must not be intended to induce or deter any improper actions or to gain undue privileges.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105\\_AntiCorruptionComplaintsPolicy\\_22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9105_AntiCorruptionComplaintsPolicy_22Nov2018.pdf)

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

##### **Awareness of the Board of Directors role and responsibilities as leaders in creating sustainable value for the business**

- Ensures that the company conducts its activities in full compliance with applicable laws, objectives, company regulations, board resolutions, shareholder meeting resolutions, and established policies or guidelines. The company must also implement an approval process for significant operations that aligns with legal and regulatory requirements.
- Monitors the subsidiaries to ensure accurate financial reporting, proper disclosure of operating results, and approval of significant transactions in compliance with relevant laws and regulations. Additionally, the board ensures that appropriate and robust internal control and risk management systems are in place.

Reference link for Compliance with laws, regulations, and rules : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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

- Establishing robust control and security systems to ensure that the implementation of an internal control system, internal audit system, and data security system. This includes maintaining confidentiality, data integrity, and availability, as well as managing information that may impact stock prices. These measures help mitigate risks related to fraud, conflicts of interest, misuse of authority, and improper exploitation of company assets, data, and opportunities. Additionally, they prevent violations of laws, regulations, policies, and operational procedures. Regular monitoring, auditing, evaluation, and review of these systems are conducted to ensure their adequacy.
- Safeguarding company interests and assets, protecting its interests and assets by ensuring optimal use of resources while preventing deterioration, loss, or misuse. Company assets and internal information must not be used for personal gain or for the benefit of others.
- Prohibition of insider information misuse. Employees, executives, and directors must not disclose or use confidential business information obtained through their roles for personal gain or to benefit others in an improper manner. The misuse of such information that could diminish the company's interests or cause harm to the organization is strictly prohibited.

## **Anti-unfair competitiveness**

### **Guidelines for conducting business with competitors**

1. Conduct business freely within the framework of relevant and fair trade competition regulations. Refrain from any actions that may obstruct market mechanisms or create unfair trade barriers.
2. Do not seek or obtain confidential information about competitors through dishonest or illegal means.
3. Avoid any actions that infringe upon the intellectual property rights of competitors.
4. Do not damage the reputation of competitors by making false accusations or engaging in any misleading actions without factual basis.

Reference link for Anti-unfair competitiveness : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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## **Information and IT system security**

Employees are required to cooperate with and adhere to the company's information technology policies to enhance business benefits and efficiency. The IT systems must be used effectively and responsibly, without being exploited for personal gain or in violation of ethical and moral standards. Employees are responsible for ensuring that information shared through IT systems meets adequate security standards, complies with relevant laws and regulations, and does not infringe upon the rights of third parties.

In response to cybersecurity threats, the company has established an information security policy. The company has prioritized and continuously improved its cybersecurity systems, including implementing Firewall Protection to prevent external attacks and monitoring external emails. The company also ensures virus protection between computers and restricts access to harmful websites. Additionally, the company has set up data backup protocols for emergencies to protect against potential data theft that could impact critical company systems. Furthermore, the company provides employees with appropriate IT resources, such as tools and computing equipment, to ensure effective operations.

## **Environmental management**

### **Guidelines for social, community, and environmental responsibility**

Comply with all laws, regulations, and requirements related to environmental protection strictly.

Conduct business with consideration for the impact on the environment and the community. Before investing in any business, assess the potential environmental and community impacts. Avoid any actions that could harm natural resources, the environment, or the community.

Ensure that companies within the industrial sector under the group consider environmental and community impacts throughout the production process. Promote the use of appropriate technologies to reduce environmental impacts,

establish waste management systems, and implement pollution control measures in compliance with relevant standards. Furthermore, continuously improve these systems in line with technological developments, laws, and evolving environmental circumstances to ensure the safety and sustainability of both the industry and the community. Foster awareness and encourage employees and stakeholders to act as responsible citizens, contributing to the welfare of the community and society.

Support or participate in activities related to environmental protection, community development, education, healthcare, cultural conservation, religious promotion, and disaster relief, benefiting society, the community, and the environment as a whole. Contributions to credible foundations and charitable organizations, as approved by the board, are encouraged.

### **Environmental impact reduction initiatives**

The company's factory is located in the Bangchan Industrial Estate, which is governed by the Industrial Estate Authority of Thailand (IEAT) regulations. The company adheres to the terms outlined in its land use contract for industrial purposes, the land usage permit, and relevant regulations under the Factory Act.

Additionally, the company's products are made from natural rubber and synthetic rubber. During the manufacturing process, waste is generated. The company contracts a certified waste disposal firm, licensed by the Department of Industrial Works, to handle industrial waste disposal. The company has implemented the ISO14001:2015 environmental management system to control activities that may impact the environment. This includes waste disposal systems, separating hazardous and non-hazardous waste, and ensuring proper disposal by authorized companies. The company also maintains wastewater treatment systems in compliance with relevant standards and regulations.

The company regularly monitors and controls environmental quality through external certified laboratories that are registered with the Department of Industrial Works. Environmental tests, including noise levels, air quality, and wastewater quality, are conducted, and the results comply with legal standards. The laboratory provides detailed reports, which the company submits to relevant government agencies, including the Department of Industrial Works and the Department of Labour Protection and Welfare.

The company has always prioritized minimizing environmental impacts and has complied strictly with related environmental regulations. In the past year, there have been no disputes or complaints related to environmental issues.

Reference link for Environmental management : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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### **Human rights**

The company promotes the respect for fundamental human rights, including freedom, equality in expression, as well as economic, social, and cultural rights, which all stakeholders are entitled to according to the highest possible standards. The company strives to adhere to six core human rights principles: Non-Discrimination, Justice, Equity, Freedom, Human Dignity, and Non-Violence.

The company has measures in place to prevent human rights violations and has established a human rights policy based on three key principles:

**Respect:** To respect and refrain from violating human rights.

**Protect:** To prevent others or third parties from violating human rights.

**Remedy:** To address, restore, and compensate when human rights violations occur due to business operations.

The company adheres to the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs). It emphasizes fair and equal treatment in labor practices and the respect for human rights, ensuring no discrimination in employment, compensation, promotion, training, or employee development, regardless of gender, age, educational background, race, or religion. The company also supports the employment of marginalized groups, such as the elderly, to create opportunities, job security, and contribute to achieving the Sustainable Development Goals (SDGs) of both the country and the world.

## **Human rights policy**

Comply with fundamental human rights principles, ensuring no violation of human rights.

Conduct business and activities with strict adherence to international human rights standards, providing education and awareness to employees to ensure human rights are integrated into business operations. The company does not support businesses that violate international human rights and respects all laws.

Treat all stakeholders fairly, ensuring rights, freedom, and equality, without discrimination based on race, religion, gender, skin color, social status, or economic standing.

Treat employees with respect and dignity, promoting gender equality in the workplace and supporting community engagement in improving the quality of life of surrounding communities where the company's operations are located. Additionally, the company encourages business partners to treat their employees and communities in accordance with international human rights standards.

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

The company has a policy on safety, occupational health, and the working environment, and encourages both management and employees to actively participate in maintaining a safe and healthy working environment. The goal is to ensure a work environment that promotes good health and safety for life and property.

The company develops an annual safety, occupational health, and working environment plan, such as maintenance plans for lifts, building maintenance plans, and organizes annual safety promotion activities like fire evacuation training. The company has set a goal to achieve zero accidents in the workplace.

In the past year, there were no accidents, work stoppages, or illnesses related to work.

## **Guidelines for Doing Business Abroad and International Trade**

Business operations abroad, whether establishing companies, factories, offices, or engaging in trade transactions, must comply with the relevant laws of the countries where the company invests. The company must also conduct itself as a good citizen in each locality, considering the customs, traditions, and culture of each region.

International trade, including the import/export of goods or any transactions involving foreign countries, must strictly adhere to the applicable laws, such as import/export regulations, customs laws, product safety regulations, and consumer protection laws, among others.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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## **Tax Guidelines**

1. Take responsibility for stakeholders and comply with tax laws and regulations both domestically and in each country where the company operates.
2. Monitor changes in tax laws to ensure correct tax operations.
3. Maintain a proper tax compliance system, ensuring that taxes are paid in full and on time, without any tax evasion.
4. Utilize tax benefits correctly and efficiently according to the law to maximize benefits for stakeholders.
5. Manage tax risks and establish internal control principles to prevent tax risks. Regularly assess and monitor tax risks to ensure that risk management is appropriate.
6. Cooperate with tax authorities both domestically and internationally by responding to inquiries or providing information for tax audits in a complete, transparent manner, and in compliance with the regulations of each country.
7. Communicate with customs authorities, the tax department, and other government agencies overseeing taxes in an open, transparent, and constructive manner, adhering to the principles of good governance, business ethics, anti-corruption policies, and practices, in order to prevent tax risks that could harm the company.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

### **Guidelines for Joint Venture Partners**

1. Strictly comply with agreements and contracts.
2. Monitor and ensure that joint venture operations comply with the legal framework, while considering human rights standards, workplace safety and environmental conditions, social responsibility, and ethical business practices. Conduct business with integrity, fairness, and transparency for all stakeholders.
3. Cooperate with joint venture partners to jointly develop business plans to ensure the success of the joint venture in achieving its objectives.
4. Collaborate with joint venture partners to fairly and transparently allocate the benefits derived from joint venture operations.

Reference link for the other policy and guidelines : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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

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

The Board of Directors has approved the Corporate Governance Policy Manual, Business Ethics, Anti-Corruption Policy, and Whistleblower and Complaint Policy in writing to serve as guidelines. These documents must be provided to all directors, executives, and employees (100%) to acknowledge and comply with by signing.

- Provide knowledge to the directors by communicating through the internal communication system, ensuring that all directors (100%) acknowledge and comply with the policies every year.
- Organise training sessions for all executives and employees (100%) and evaluate their understanding regularly every year.
- Communicate knowledge to executives and employees through the internal communication system and ensure that all executives and employees (100%) conduct self-assessments regularly every year to ensure everyone is informed and understands.
- Supervise and monitor compliance with the corporate governance policies, business ethics, anti-corruption policies, and other company policies through the internal audit department regularly. The internal audit department will report to the Audit Committee for review and feedback, and the results will be reported to the Board of Directors.
- Publish and communicate the policies on the companys website to ensure that all stakeholders are informed.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

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

Participation or declaration of intent to join anti-corruption networks : No

## 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 : No

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

### Implementation of the CG Code for listed companies

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

### Key Changes and Developments in Policies, Practices, and Corporate Governance Systems Over the Past Year

The Board of Directors has implemented a process to review the adoption of good corporate governance principles according to the Corporate Governance Code (CG Code) for listed companies, as outlined by the Securities and Exchange Commission (SEC) in 2017. These principles have been adapted to suit the company's business context. The Board has concluded that the company's practices are appropriate and in line with good governance principles, except for a few areas where the company has adopted practices more suitable for its business context and limitations. The key points are summarized as follows:

- **Chairman of the Board as an Independent Director:** Although the Chairman of the Board is not an independent director, they are non-executive and distinct from the President, who is the highest-ranking executive. The Chairman is not part of the Nomination and Remuneration Committee. During meetings, the Chairman encourages open discussion and allows all directors to express their views freely before decisions are made, ensuring proper checks and balances. Therefore, the Chairman is able to perform their role independently.
- **Board Composition with Independent Directors More than 50%:** Currently, the company's Board complies with the SEC's requirement of having at least one-third of directors as independent directors, with a minimum of three independent directors, which is sufficient for the company's needs.
- **Independent Directors Tenure:** The company has not set a policy to limit the tenure of independent directors to no more than 9 years from their first appointment, as the Board believes that independent directors can perform their duties effectively, provide valuable advice, and gain deeper understanding of the company's business through experience. However, no independent director has served continuously for more than 9 years.
- **Policy on Directorship Limits in Other Listed Companies:** The company has not set a policy restricting independent directors from holding positions in no more than 5 listed companies, as the company has investments in many different businesses. Some directors are required to hold positions in other companies to monitor performance in line with strategic goals. These additional roles do not interfere with their duties at the company, and all directors are able to perform their duties effectively. Currently, no director holds positions in more than 5 listed companies.

Additionally, the company has continuously monitored and developed its corporate governance system to ensure effective implementation and tangible results, while fostering awareness and a culture of governance among the Board, management, and employees. Key developments over the past year include:

- The Board of Directors has established a process for reviewing the corporate governance manual and the company's Business Code of Conduct at least once a year.
- The company monitors and applies the SEC's CG Code and international standards to its business practices. Any practices not yet formalized as policies or implemented are regularly reported to the Board for review, ensuring the creation of long-term value and alignment with business goals, investors, the capital market, and society.
- The company provides training and education to the Board, management, and employees, requiring them to sign an acknowledgment of their understanding and commitment to corporate governance policies, the Business Code of Conduct, anti-corruption policies, and the whistleblowing policy each year. Annual self-assessment is also conducted to ensure everyone's awareness and understanding.
- Conduct the annual training for executives and employees in 2025 (online) on corporate governance policies, business ethics, anti-corruption policies, and whistleblowing and complaint policies. All executives and employees (100%) are required to attend the training and complete an assessment to evaluate their understanding of these policies and guidelines. Additionally, this training course is included as part of the orientation program for all new employees, who must complete the training before starting their roles.

## Other corporate governance performance and outcomes

### Adherence to Other Corporate Governance Principles

The company is committed to adhering to corporate governance principles and continuously improving practices to keep up with changes in relevant regulations. This has led to the company achieving excellent corporate governance rankings, including:

- **Excellent Rating in the 2025 Corporate Governance Report (CGR)** by the Thai Institute of Directors (IOD).
- **Excellent Rating in the 2025 AGM Checklist** by the Thai Investors Association.
- **Top 100 in ESG Performance:** In 2025 the company was selected by the Thai Phath Institute for the 9<sup>th</sup> consecutive year as one of the top 100 listed companies excelling in environmental, social, and governance (ESG) practices.

### Operations in the Past Year

- The company had no cases of violations or non-compliance with the guidelines regarding share buybacks, or actions that would hinder shareholders from communicating with each other or the failure to disclose shareholder agreements that could significantly impact the company or shareholders.
- The company had no instances of providing loans or credit guarantees to entities other than subsidiaries.
- There were no instances of being penalized, blamed, or subjected to civil actions by regulatory authorities regarding insider trading by the company's executives or directors.
- The company did not find any actions that violated its conflict of interest policy.
- There were no related party transactions requiring approval at the annual or extraordinary general meeting.
- The company had no instances of being penalized, blamed, or subjected to civil actions by regulatory authorities regarding related party transactions or securities trading.
- There were no disputes with competitors.
- There were no whistleblowing or complaints on various issues.
- The company did not face allegations of human rights violations in its business operations.
- The company had no instances of fraud or corruption violations.
- The company had no instances where it was flagged by regulatory authorities for delayed submission of quarterly or annual financial reports.
- The company had no cases where it was instructed by the SEC to correct its financial statements for quarterly or annual reports.
- The company had no violations related to corporate ethics or codes of conduct.

- The company had no actions that violated the rules or regulations of regulatory bodies (SET and SEC).
- The company's directors had no cases or news of being penalized, blamed, or subjected to civil actions by regulatory authorities related to misconduct in fraud or ethics.
- There were no instances of independent directors or non-executive directors resigning due to corporate governance issues, nor was there any case where the entire audit committee or independent board members resigned.
- The company had no instances of directors or executives committing violations related to ethics that were severe enough to be considered violations by regulatory authorities.

The company had no complaints or identified any incidents involving personal data breaches of directors, executives, shareholders, employees, business partners, or other parties related to the Company.

## Corporate Governance Structure

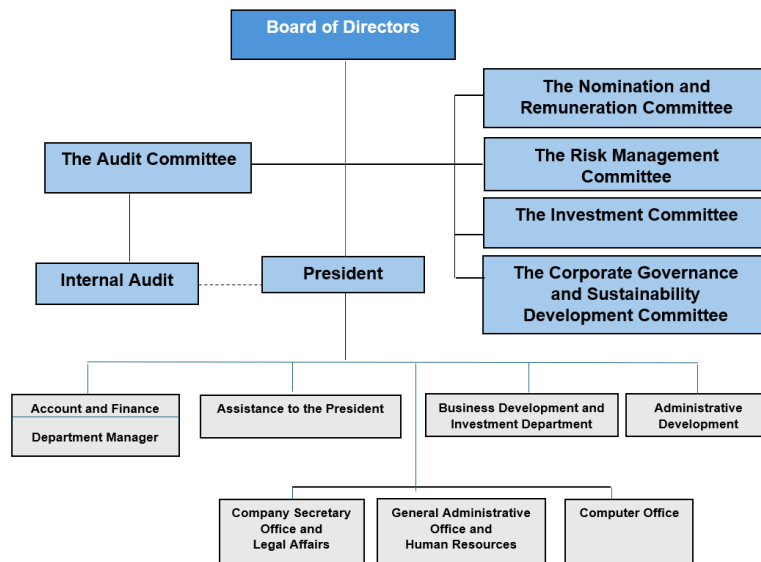
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate Governance Structure

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	15		15		15	
	11	4	11	4	10	5
Executive directors	4		3		3	
	3	1	2	1	2	1
Non-executive directors	11		12		12	
	8	3	9	3	8	4
Independent directors	5		5		5	
	5	0	5	0	4	1
Non-executive directors who have no position in independent directors	6		7		7	
	3	3	4	3	4	3

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	73.33	26.67	73.33	26.67	66.67	33.33
Executive directors	26.67		20.00		20.00	
	20.00	6.67	13.33	6.67	13.33	6.67
Non-executive directors	73.33		80.00		80.00	
	53.33	20.00	60.00	20.00	53.33	26.67
Independent directors	33.33		33.33		33.33	
	33.33	0.00	33.33	0.00	26.67	6.67
Non-executive directors who have no position in independent directors	40.00		46.67		46.67	
	20.00	20.00	26.67	20.00	26.67	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	60		61		62	
	60	61	61	62	61	64

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Ms. DALAD SAPHAVICHAIKUL  Gender: Female  Age : 69 years  Highest level of education : Master's degree  Study field of the highest level of education : Computer Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 13,052 Shares (0.004351 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Jan 2018</p>	<p>Economics, Strategic Management, Governance/ Compliance, Accounting, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. CHUTINDHON DARAKANANDA  Gender: Male  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 3,427,700 Shares (1.142567 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>22 Feb 2007</p>	<p>Engineering, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. BOVORN RAT DARAKANANDA  Gender: Male  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	28 Feb 1994	Engineering, Strategic Management, IT Management, Data Analysis, Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. PINIJPORN DARAKANANDA KASEMSAP  Gender: Female  Age : 63 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Pharmacy  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 22,300 Shares (0.007433 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 125,000 Shares (0.041667 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>23 Dec 2010</p>	<p>Sustainability, IT Management, Law, Business Administration, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. CHANTORNTREE DARAKANANDA  Gender: Female  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 17,500 Shares (0.005833 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 251,900 Shares (0.083967 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>24 Jan 2013</p>	<p>Data Analysis, Audit, Strategic Management, Risk Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. SUPAKIT PAUNGBUA  Gender: Male  Age : 65 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 2018	<p>Industrial Materials &amp; Machinery, Human Resource Management, Information &amp; Communication Technology, Risk Management, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PITTAWAT PRERTTITUMRONG  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 170,124 Shares (0.056708 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Jan 2020</p>	<p>Finance, Engineering, Marketing, Data Analysis, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. NITHIPHAN DARAKANANDA  Gender: Male  Age : 53 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,515,017 Shares (0.838339 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2021	Engineering, Business Administration, Strategic Management, Commerce, IT Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PRINYA SAINAMTHIP  Gender: Male  Age : 65 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Ceramics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Jan 2022	Sustainability, Corporate Social Responsibility, Governance/ Compliance, Industrial Materials & Machinery, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. KOLLATAT TANGCHITKUL  Gender: Male  Age : 42 years  Highest level of education : Master's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Jan 2023	Human Resource Management, Sustainability, Governance/ Compliance, Strategic Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. KURUJIT NAKORNTHAP  Gender: Male  Age : 70 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 May 2023	Law, Audit, Petrochemicals & Chemicals, Industrial Materials & Machinery, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Ms. PAWASUT SEEWIROT  Gender: Female  Age : 57 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 40,200 Shares (0.013400 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>1 Sep 2023</p>	<p>Strategic Management, IT Management, Marketing, Business Administration, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. THAVEE THAVEESANGSAKULTHAI  Gender: Male  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	23 Nov 2023	Data Analysis, Law, Accounting, Business Administration, Commerce

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Mr. PRICHA LEELANUKROM Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Feb 2024	Industrial Materials & Machinery, Human Resource Management, IT Management, Sustainability, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mrs. NUNTAWAN SAKUNTANAGA Gender: Female Age : 67 years Highest level of education : Master'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 <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	19 Jun 2025	Audit, Risk Management, Accounting, Marketing, Economics

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. CHAI JANGSIRIKUL  Gender: Male  Age : 68 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	2 Jun 2025	<p>Mrs. NUNTAWAN SAKUNTANAGA</p> <p>Appointment date of replacement director : 19 Jun 2025</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Ms. DALAD SAPTHAVICHAIKUL	Chairman of the board of directors		✓		✓	✓
2. Mr. CHUTINDHON DARAKANANDA	Vice-chairman of the board of directors	✓				✓
3. Mr. BOVORN RAT DARAKANANDA	Director	✓				✓
4. Mrs. PINIJPORN DARAKANANDA KASEMSAP	Director		✓		✓	✓
5. Mrs. CHANTORNTREE DARAKANANDA	Director		✓		✓	✓
6. Mr. SUPAKIT PAUNGBUA	Director		✓		✓	✓
7. Mr. PITTAWAT PRERTTITUMRONG	Director		✓	✓		
8. Mr. NITHIPHAN DARAKANANDA	Director		✓		✓	✓
9. Mr. PRINYA SAINAMTHIP	Director		✓	✓		
10. Mr. KOLLATAT TANGCHITKUL	Director		✓	✓		
11. Mr. KURUJIT NAKORNTHAP	Director		✓	✓		
<b>Total (persons)</b>		<b>3</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>10</b>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
12. Ms. PAWASUT SEEWIROT	Director	✓				✓
13. Mr. THAVEE THAVEESANGSAKULTHAI	Director		✓		✓	✓
14. Mr. PRICHA LEELANUKROM	Director		✓		✓	✓
15. Mrs. NUNTAWAN SAKUNTANAGA	Director		✓	✓		
<b>Total (persons)</b>		<b>3</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>10</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	20.00
2. Industrial Materials & Machinery	4	26.67
3. Petrochemicals & Chemicals	1	6.67
4. Commerce	2	13.33
5. Information & Communication Technology	1	6.67
6. Law	3	20.00
7. Marketing	4	26.67
8. Accounting	3	20.00
9. Finance	1	6.67

Skills and expertise	Number (persons)	Percent (%)
10. Corporate Social Responsibility	2	13.33
11. Human Resource Management	4	26.67
12. Sustainability	4	26.67
13. IT Management	5	33.33
14. Data Analysis	5	33.33
15. Engineering	4	26.67
16. Strategic Management	8	53.33
17. Risk Management	5	33.33
18. Audit	3	20.00
19. Governance/ Compliance	3	20.00
20. Business Administration	7	46.67

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

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
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 of the board of directors meeting	No	No	No

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : The board of directors is independent from the management to ensure a proper balance of power.

- Define the roles, duties, and responsibilities of the Board of Directors and management separately and clearly. The Board of Directors is responsible for setting policies and overseeing the operations of management, while management is responsible for executing tasks in accordance with the established policies.
- Clearly define the roles, duties, and responsibilities of the Chairman of the Board and the President, ensuring they are distinct from each other.
- The Chairman of the Board is an independent director and not the same person as the President.

Reference link for the measures for balancing the power between the board of directors and the management : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)

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

Board charter : Have

1. Awareness of the Board's leadership role and responsibilities for sustainable value creation
2. Define Objectives and Goals that Promote Sustainable Value Creation
3. Strengthen Board Effectiveness
4. Ensure Effective Directors, Executives and People Management
5. Nurture Innovation and Responsible Business
6. Ensure effectively strengthen the risk management and internal control
7. Maintaining of Financial Integrity and Disclosure
8. Ensure Engagement and Communication with Shareholders

Reference link for the board charter : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7\\_SUC\\_CG\\_20241219.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c91c7_SUC_CG_20241219.pdf)

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## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

## Role

- Audit of financial statements and internal controls

## Scope of authorities, role, and duties

### Roles and Responsibilities of the Audit Committee

The Audit Committees duties and responsibilities are specified in the Companys Audit Committee Charter (revised on 22 February 2024), as follows:

1. Review the Companys financial reporting to ensure accuracy, adequate disclosure, and compliance with Thailands financial reporting standards.
2. Review the internal control and internal audit systems to ensure appropriateness and effectiveness, including assessing the independence of the internal audit unit. The committee also approves the appointment, transfer, or dismissal of the Head of Internal Audit.
3. Review the Companys compliance with securities and exchange laws, the regulations of the Stock Exchange of Thailand (SET), and other laws relevant to the Companys business.
4. Consider, select, and propose the appointment of an independent external auditor and recommend their remuneration. The committee must hold at least one meeting annually with the external auditor without management present. This includes proposing the dismissal of the external auditor when necessary.
5. Review related party transactions or potential conflicts of interest to ensure compliance with relevant laws and SET regulations, ensuring such transactions are reasonable and in the best interest of the Company.
6. Review the accuracy of reference documents and self-assessment forms regarding the Companys anti-corruption measures under the Thai Private Sector Collective Action Against Corruption (CAC) program.
7. Prepare the Audit Committee Report for disclosure in the Companys annual report, signed by the Audit Committee Chairman. The report must include at least the following:
  - (a) Opinions on the accuracy, completeness, and reliability of the Companys financial statements.
  - (b) Opinions on the adequacy of internal control and risk management systems.
  - (c) Opinions on compliance with securities and exchange laws, SET regulations, and other applicable laws.
  - (d) Opinions on the appropriateness of the external auditor.
  - (e) Opinions on potential conflicts of interest.
  - (f) Number of Audit Committee meetings held and attendance of each committee member.
  - (g) Overall opinions or observations derived from performing duties as stated in the Audit Committee Charter.
  - (h) Other matters that shareholders and investors should be informed of under the committees scope of responsibilities.
8. Ensure management addresses identified deficiencies and expedite their resolution.
9. Monitor and evaluate important matters deemed significant by the Audit Committee.
10. Perform other duties as assigned by the Board of Directors.

Additionally, the Audit Committee has the following authorities and responsibilities:

- Access all necessary information to fulfill its duties and request management, department heads, or employees to attend meetings to provide explanations or submit relevant documents.
- Provide opinions to the Board of Directors regarding service fees and other consultancy fees provided by the external auditor.
- Investigate relevant parties and matters within the scope of the Audit Committees authority.
- Engage external experts for consultation and advice as deemed appropriate.

## Reference link for the charter

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## Role

- Director and executive nomination
- Remuneration

## Scope of authorities, role, and duties

1. Establish procedures and selection method for director nomination.
2. Identify and select qualified candidates without any prohibited characteristics under applicable laws. Candidates must meet the qualifications specified by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and align with good corporate governance practices regarding the Board structure. The Nomination and Remuneration Committee proposes nominated candidates to the Board of Directors for further submission to the shareholders meeting for election.
3. Set guidelines for determining directors remuneration, reviewing compensation annually to ensure appropriateness. The committee considers factors such as comparisons with similar-sized listed companies, scope of duties, responsibilities, experience, individual and Company performance, and prevailing economic conditions.
4. Determine the amount and model of Directors remuneration by submitting proposals to the Board of Directors for further propose to the Shareholder meetings approval.

## Reference link for the charter

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## Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

1. Establish risk management policies, plans, and frameworks.
2. Oversee, monitor, and evaluate the risk management of the group companies' operations to support the achievement of business objectives as planned.
3. Assess risk factors from both external and internal sources, considering the likelihood of occurrence and potential impact.
4. Define measures and processes for risk management.
5. Review risks, monitor, and evaluate enterprise-wide risk management.
6. Prepare risk reports and risk management reports for submission to the Audit Committee and the Board of Directors for consideration.
7. Have the authority to appoint sub-committees for specific risk management areas to appropriately carry out risk management tasks.
8. Promote a risk management culture within the organization by communicating risk management policies to ensure that employees understand and recognize the benefits of risk management.

## Reference link for the charter

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## Investment Committee

### Role

- Others
- Investment

### Scope of authorities, role, and duties

1. Seek the opportunity and feasibility study of new projects investment that will bring benefits and progress to Saha-Union Group and propose to the Board of Directors.
2. Have a structure and duties according to what stipulated in the business administration policy and structure guideline approved by the Board of Directors.
3. Perform other tasks assigned by the Board of Directors.

### Reference link for the charter

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## The Corporate Governance and Sustainable Development Committee

### Role

- Corporate governance
- Sustainability development

### Scope of authorities, role, and duties

1. Formulate policies: Develop corporate governance policies, business ethics, anti-corruption policies, whistleblowing and complaint policies, and work practices to comply with applicable laws, government regulations, and supervisory authorities. Present these policies to the Board of Directors for consideration and approval.
2. Review policies: Regularly review and update corporate governance policies, business ethics, anti-corruption policies, whistleblowing and complaint policies, and related guidelines to ensure their appropriateness with business conditions and alignment with international best practices, laws, and regulatory requirements. Submit revisions to the Board of Directors for approval.
3. Monitor compliance: Oversee, monitor, and assess the implementation of corporate governance, business ethics, anti-corruption measures, and whistleblowing policies.
4. Set sustainability goals and plans: Establish sustainability objectives, policies, and operational plans under corporate governance principles in collaboration with management, and submit them to the Board of Directors.
5. Evaluate sustainability initiatives: Review and assess sustainability goals, policies, and plans in accordance with ESG (Environmental, Social, and Governance) principles, ensuring they are suitable for the company's business operations and consistent with international standards and regulatory frameworks. Present the findings to the Board of Directors.
6. Oversee sustainability performance and disclosure: Monitor and evaluate the company's sustainability performance and ensure proper disclosure to stakeholders through annual registration statements, annual reports, or sustainability reports.
7. Promote compliance and awareness: Provide recommendations and promote compliance with corporate governance policies and business ethics. Support the Board of Directors, executives, and employees in adhering to established policies and guidelines, aligned with sustainability objectives and principles.
8. Perform assigned duties: Carry out any other tasks assigned by the Board of Directors.

### Reference link for the charter

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## Information on each subcommittee

## List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. NUNTAWAN SAKUNTANAGA<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	19 Jun 2025	Audit, Risk Management, Accounting, Marketing, Economics
<p>2. Mr. PRINYA SAINAMTHIP<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Ceramics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Jan 2022	Sustainability, Corporate Social Responsibility, Governance/ Compliance, Industrial Materials & Machinery, Human Resource Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. KURUJIT NAKORNTHAP <sup>(*)</sup> Gender: Male Age : 70 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Newly appointed director to replace the ex-director	1 May 2023	Law, Audit, Petrochemicals & Chemicals, Industrial Materials & Machinery, Business Administration

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. CHAI JANGSIRIKUL <sup>(*)</sup> Gender: Male Age : 68 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 : Yes	Chairman of the audit committee (Non-executive directors, Independent director)	2 Jun 2025	Mrs. NUNTAWAN SAKUNTANAGA  Appointment date of replacement committee member : 19 Jun 2025

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

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

## Other Subcommittees

Subcommittee name	Name list	Position
The Nomination and Remuneration Committee	Mr. KURUJIT NAKORNTHAP	The chairman of the subcommittee (Independent director)
	Mr. PRINYA SAINAMTHIP	Member of the subcommittee (Independent director)
	Mr. CHUTINDHON DARAKANANDA	Member of the subcommittee
Risk Management Committee	Ms. PAWASUT SEEWIROT	The chairman of the subcommittee
	Mr. SUPAKIT PAUNGBUA	Member of the subcommittee
	Mr. KOLLATAT TANGCHITKUL	Member of the subcommittee (Independent director)
Investment Committee	Ms. DALAD SAPTHAVICHAIKUL	The chairman of the subcommittee
	Mr. CHUTINDHON DARAKANANDA	Member of the subcommittee
	Mrs. CHANTORNTREE DARAKANANDA	Member of the subcommittee
	Mr. BOVORN RAT DARAKANANDA	Member of the subcommittee
	Mrs. PINIJORN DARAKANANDA KASEMSAP	Member of the subcommittee
	Mr. Vacharaphong Darakananda	Member of the subcommittee
The Corporate Governance and Sustainable Development Committee	Mr. PRINYA SAINAMTHIP	The chairman of the subcommittee (Independent director)
	Mr. PITTAWAT PRERTTITUMRONG	Member of the subcommittee (Independent director)
	Mr. KOLLATAT TANGCHITKUL	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
1. Ms. RUANGDAO SUPACHORNCHARAN <sup>(*)(**)</sup> Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	1 Jul 2020	Accounting
2. Ms. PAWASUT SEEWIROT Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	President (The highest-ranking executive)	1 Jan 2024	Strategic Management, IT Management, Marketing, Business Administration, Risk Management

*Additional Explanation :*

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

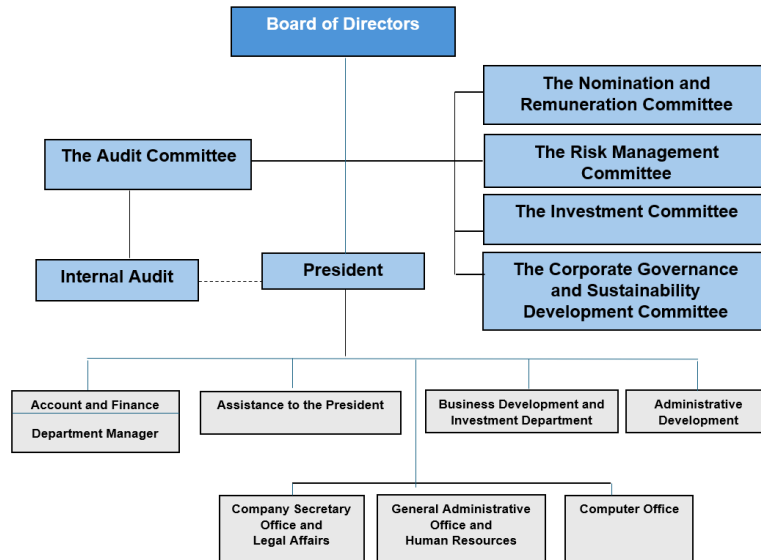
*(\*\*) Accounting supervisor*

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

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

Organization structure of the highest-ranking : 31 Dec 2025  
 executive and the next four executives as of date

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



### Remuneration policy for executive directors and executives

1. The company has a compensation structure that motivates the President and senior management to perform in alignment with the organisation's main objectives and to generate long-term benefits for the business.
  - The appropriateness of the compensation mix is considered, including salary, short-term benefits such as bonuses, and long-term benefits such as contributions to retirement funds, which are provided to employees upon their retirement, in addition to statutory retirement benefits (if they work until retirement age).
  - The compensation policy takes into account factors such as compensation levels in comparable industries, as well as considering performance factors.
  - The company sets a policy on annual performance evaluation criteria, which are communicated to all employees.
2. Non-executive directors have a role in matters related to compensation and the performance evaluation of the President.
  - Approving the criteria for evaluating the Presidents performance, with the evaluation criteria designed to encourage the President to manage the company in line with the organization's objectives and long-term interests, which the President has been informed of.
  - The company evaluates the Presidents performance annually, with the senior management board communicating the evaluation results and areas for development to the President. The evaluation criteria include performance results and other factors.
  - Approving the annual compensation for the President based on the evaluation results mentioned above.
3. The company has established criteria and factors for evaluating performance and approving the compensation structure for senior management. The board ensures that the President evaluates the performance of senior management in line with the established evaluation criteria.
4. The board oversees the establishment of performance evaluation criteria for the entire organization and sets policies for annual performance evaluations, which are communicated to all levels of personnel.

Reference link for remuneration policy for executive directors and executives : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9104\\_Nomination\\_and\\_remuneration\\_committee.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9104_Nomination_and_remuneration_committee.pdf)

Page number of the reference link : 5

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

## executives

In determining the remuneration and remuneration structure, the Nomination and Remuneration Committee considers the matter carefully, fairly, and reasonably. The Committee reviews remuneration on an annual basis, taking into account comparisons with listed companies of similar size and/or within the same or comparable industries. The consideration also comprehensively covers relevant factors, including duties and responsibilities, scope of accountability, the Company's operating performance and financial position, as well as the overall economic conditions.

### Remuneration of executive directors and executives

#### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	7,472,237.50	7,726,500.00	7,978,500.00

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	199,233.00	207,000.00	212,760.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

In the form of contributions to Provident Fund at a rate of 3% of individual salary.

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

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

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

#### Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Ruangdao Supachorncharan	ruangdao@sahaunion.co.th	02-3115111-9 ต่อ 7675

#### List of the company secretary

General information	Email	Telephone number
1. Mrs. Chadaporn Jiemsakultip	chada.j@sahaunion.co.th	02-3115111-9 ต่อ 7811

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

General information	Email	Telephone number
1. Mr. Somkit Sirimaneewattana	somkit@sahaunion.co.th	02-3115111-9 ต่อ 7655

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

General information	Email	Telephone number
1. Mrs. Chadaporn Jiemsakultip	chada.j@sahaunion.co.th	02-3115111-9 ต่อ 7811

#### 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. Ruangdao Supachorncharan	ruangdao@sahaunion.co.th	02-3115111-9 ต่อ 7675
2. Mrs. Chadaporn Jiemsakultip	chada.j@sahaunion.co.th	02-3115111-9 ต่อ 7811

#### Company's auditor

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

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	2,350,000.00	Types of non-audit service : Due Diligence  Details of non-audit service : Preliminary financial analysis and background check  Amount paid during the fiscal year 834,281.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 834,281.00 baht	1. Mr. TERMPHONG OPANAPHAN Email: Termphong. Opanaphan@th.ey.com License number: 4501  2. Ms. KOSUM CHA-EM Email: Kosum.Cha-em@th. ey.com License number: 6011  3. Mrs. WILAI SUNTHORNWANEE Email: Wilai. sunthonwanee@th.ey.com License number: 7356

#### Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
7,491,356.24	Types of non-audit service : Agreed-upon Procedures  Details of non-audit service : Review inventory destruction  Amount paid during the fiscal year 55,000.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 55,000.00 baht		

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

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

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

## Performance Report on Corporate Governance

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

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

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

Over the past year, the Board of Directors has continuously monitored the Company's business operations to ensure compliance with its good corporate governance policies and practices. Oversight covered key areas including equitable treatment of shareholders, employee care and non-discrimination, anti-corruption measures, as well as environmental, health, and safety management.

The Board has driven the business in line with its strategic objectives while seeking new opportunities to create sustainable economic value, guided by principles of good governance and responsibility toward communities, society, and the environment. Key actions undertaken include:

- **Enhancing competitiveness** by promoting research and development of value-added products and services, fostering innovation, expanding product and service offerings, differentiating from competitors, and responding to rapidly changing consumer demands.
- **Establishing an ESG roadmap** to integrate sustainability issues into core management processes across three dimensions: Environmental, Social, and Governance (ESG). This roadmap has been embedded into the strategic direction of the Saha Union Group. The Company has improved and adopted technologies and innovations to enhance efficiency in production and services in all aspects—improving quality and speed, reducing complexity, minimizing losses and waste, lowering electricity consumption, increasing the proportion of renewable energy, optimizing resource utilization, reducing costs, enhancing profitability, and decreasing greenhouse gas emissions and pollution.
- **Strengthening risk management** to ensure prudent and comprehensive oversight of potential risks.
- **Maintaining product quality and credibility**, strengthening customer relationships to retain existing clients, expanding the customer base, diversifying markets, exploring new high-potential markets, and building strategic business partnerships to enhance competitiveness and create new opportunities.
- **Developing and empowering personnel** by enhancing knowledge and new skill sets to ensure readiness for change.
- **Diversifying investments** by expanding into high-potential businesses and seeking new opportunities, such as investing in solar power generation projects to support sustainable clean energy production. This aligns with the government's policy to reduce greenhouse gas emissions and achieve Net Zero emissions by 2050.
- **Overseeing group companies** to ensure they reach their full potential, manage costs effectively, enhance overall profitability, and maintain strong and stable cash flow.
- **Conducting business under the core values of Integrity, Quality, and Contribution.** The Company has implemented concrete anti-corruption policies and practices in all forms, strengthened risk management to address emerging challenges, and adhered to good corporate governance principles to drive sustainable business growth, create social value, and preserve the environment.

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

##### Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. CHANTORNTREE DARAKANANDA	Director	24 Jan 2013	Data Analysis, Audit, Strategic Management, Risk Management, Business Administration
Mr. NITHIPHAN DARAKANANDA	Director	1 Jan 2021	Engineering, Business Administration, Strategic Management, Commerce, IT Management
Mr. KURUJIT NAKORNTHAP	Director	1 May 2023	Law, Audit, Petrochemicals & Chemicals, Industrial Materials & Machinery, Business Administration
Mr. PRICHA LEELANUKROM	Director	1 Feb 2024	Industrial Materials & Machinery, Human Resource Management, IT Management, Sustainability, Strategic Management

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. NUNTAWAN SAKUNTANAGA	Director	19 Jun 2025	Audit, Risk Management, Accounting, Marketing, Economics

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

Selection of independent directors

### Criteria for selecting independent directors

The company has criteria for selecting independent directors by recruiting individuals with capabilities, experience, and an understanding of the business related to the company's group. These individuals must not be executive officers of the company, must have a broad vision, sufficient time to fulfill their duties, and meet the qualifications outlined by relevant regulations and requirements. This is in line with the definition of an independent director as set by the Securities and Exchange Commission (SEC). The Nomination Committee invites such individuals to become independent directors of the company, and the company believes that these independent directors can provide valuable, independent insights beneficial to the company and its group.

Qualifications of independent directors (in accordance with the criteria set by the Securities and Exchange Commission).

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

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

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

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

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

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

### Number of directors from major shareholders

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

### Rights of minority shareholders on director appointment

In the Annual General Meeting of Shareholders, retail investors have the right to vote in the election of directors.

Method of director appointment : Others : The agenda for the election of directors provides shareholders the opportunity to vote on the method of electing directors. They will decide whether to elect all directors as a slate or to elect them individually. Afterward, the election of directors will proceed. The

resolution passed at the shareholders' meeting must receive approval by more than half of the total votes cast by shareholders who are present and voting.

### Setting qualifications for the selection of directors

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

Qualifications, knowledge, or experience	Skill and expertise
Business Administration; Accounting and Finance; Investment; Engineering; Marketing; Medical; Industrial; and Energy.	Economics, Sustainability, Strategic Management, Risk 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. Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board of directors)	Non-participating	-
2. Mr. CHUTINDHON DARAKANANDA (Vice-chairman of the board of directors)	Non-participating	-
3. Mr. BOVORN RAT DARAKANANDA (Director)	Non-participating	-
4. Mrs. PINIJPORN DARAKANANDA KASEMSAP (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
5. Mrs. CHANTORNTREE DARAKANANDA (Director)	Non-participating	-
6. Mr. SUPAKIT PAUNGBUA (Director)	Non-participating	-
7. Mr. PITTAWAT PRERTTITUMRONG (Director, Independent director)	Non-participating	-
8. Mr. NITHIPHAN DARAKANANDA (Director)	Non-participating	-
9. Mr. PRINYA SAINAMTHIP (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)
10. Mr. KOLLATAT TANGCHITKUL (Director, Independent director)	Non-participating	-
11. Mr. KURUJIT NAKORNTHAP (Director, Independent director)	Non-participating	-
12. Ms. PAWASUT SEEWIROT (Director)	Participating	Thai Institute of Directors (IOD)  • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)
13. Mr. THAVEE THAVEESANGSAKULTHAI (Director)	Participating	Thai Institute of Directors (IOD)  • 2025: The Boards Role in Mergers and Acquisitions (BMA)

List of directors	Participation in training in the past financial year	History of training participation
14. Mr. PRICHA LEELANUKROM (Director)	Non-participating	-
15. Mrs. NUNTAWAN SAKUNTANAGA (Director, Independent director)	Non-participating	-

## Information on the evaluation of duty performance of directors

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

#### The criteria for evaluating the performance of the Board of Directors

Divided into six main categories, in accordance with the guidelines of the Stock Exchange of Thailand, as follows:

1. Structure and Qualifications of the Board of Directors
2. Roles, Responsibilities, and Duties of the Board of Directors
3. Board Meetings
4. Board Members' Performance
5. Relationship with Management
6. Self-Development of Directors and Executive Development

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

The self-assessment results of the Board of Directors, by committee, showed an average score of 94.94%.

The self-assessment results of the Board of Directors, by individual member, showed an average score of 96.36%.

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The non-executive Board of Directors plays a role in the compensation and performance evaluation of the President:

- They approve the criteria for evaluating the Presidents performance. The performance evaluation criteria are designed to motivate the President to manage the company in alignment with the organization's primary objectives, in line with the long-term interests of the company. The President has been informed of these criteria.
- The company conducts an annual performance evaluation of the President, with the senior Board of Directors communicating the results, including areas for development, to the President. The performance evaluation criteria consider both the Presidents performance and other factors.

- The annual compensation for the President is approved based on the results of the aforementioned performance evaluation.

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

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

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 12  
past year (times)

Date of AGM meeting : 24 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. Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board of directors)	11	/	12	1	/	1		/	
2. Mr. CHUTINDHON DARAKANANDA (Vice-chairman of the board of directors)	12	/	12	1	/	1		/	
3. Mr. BOVORN RAT DARAKANANDA (Director)	2	/	12	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)
4. Mrs. PINIJPORN DARAKANANDA KASEMSAP (Director)	12	/	12	1	/	1		/	
5. Mrs. CHANTORNTREE DARAKANANDA (Director)	11	/	12	1	/	1		/	
6. Mr. SUPAKIT PAUNGBUA (Director)	11	/	12	1	/	1		/	
7. Mr. PITTAWAT PRERTTITUMRONG (Director, Independent director)	12	/	12	1	/	1		/	
8. Mr. NITHIPHAN DARAKANANDA (Director)	10	/	12	1	/	1		/	
9. Mr. PRINYA SAINAMTHIP (Director, Independent director)	11	/	12	0	/	1		/	
10. Mr. KOLLATAT TANGCHITKUL (Director, Independent director)	11	/	12	1	/	1		/	
11. Mr. KURUJIT NAKORNTHAP (Director, Independent director)	12	/	12	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
12. Ms. PAWASUT SEEWIROT (Director)	12	/	12	1	/	1		/	
13. Mr. THAVEE THAVEESANGSAKULTHAI (Director)	10	/	12	1	/	1		/	
14. Mr. PRICHA LEELANUKROM (Director)	12	/	12	1	/	1		/	
15. Mrs. NUNTAWAN SAKUNTANAGA (Director, Independent director)	7	/	7	0	/	0		/	
16. Mr. CHAI JANGSIRIKUL (Director, Independent director)	5	/	5	1	/	1		/	

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

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board of directors)	11/12 (91.67%)	1/1 (100.00%)	N/A
2. Mr. CHUTINDHON DARAKANANDA (Vice-chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
3. Mr. BOVORN RAT DARAKANANDA (Director)	2/12 (16.67%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mrs. PINIJPORN DARAKANANDA KASEMSAP (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. CHANTORNTREE DARAKANANDA (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
6. Mr. SUPAKIT PAUNGBUA (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
7. Mr. PITTAWAT PRERTTITUMRONG (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
8. Mr. NITHIPHAN DARAKANANDA (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
9. Mr. PRINYA SAINAMTHIP (Director)	11/12 (91.67%)	0/1 (0.00%)	N/A
10. Mr. KOLLATAT TANGCHITKUL (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
11. Mr. KURUJIT NAKORNTHAP (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
12. Ms. PAWASUT SEEWIROT (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
13. Mr. THAVEE THAVEESANGSAKULTHAI (Director)	10/12 (83.33%)	1/1 (100.00%)	N/A
14. Mr. PRICHA LEELANUKROM (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
15. Mrs. NUNTAWAN SAKUNTANAGA (Director)	7/7 (100.00%)	N/A	N/A
16. Mr. CHAI JANGSIRIKUL (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
Average meeting attendance rate	90.11%	93.33%	N/A

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

Prior commitment

## Remuneration of the board of directors

### Types of remuneration of the board of directors

The criteria for paying compensation to the Board of Directors and sub-committees, including the types of compensation and the amounts received by each position, such as position allowances and meeting attendance fees, are outlined. No other benefits are provided.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board of directors)</b>			<b>4,770,000.00</b>		<b>100,800.00</b>
Board of Directors (Chairman of the board of directors)	180,000.00	4,590,000.00	4,770,000.00	No	
Investment Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>2. Mr. CHUTINDHON DARAKANANDA (Vice-chairman of the board of directors)</b>			<b>4,560,000.00</b>		<b>196,800.00</b>
Board of Directors (Vice-chairman of the board of directors)	180,000.00	4,320,000.00	4,500,000.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>3. Mr. BOVORN RAT DARAKANANDA (Director)</b>			<b>180,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Mrs. PINI PORN DARAKANANDA KASEMSAP (Director)</b>			<b>180,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mrs. CHANTORNTREE DARAKANANDA (Director)</b>			<b>180,000.00</b>		<b>220,800.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. SUPAKIT PAUNGBUA (Director)</b>			<b>180,000.00</b>		<b>196,800.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>7. Mr. PITTAWAT PRERTTITUMRONG (Director, Independent director)</b>			<b>216,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
The Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
<b>8. Mr. NITHIPHAN DARAKANANDA (Director)</b>			<b>180,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
<b>9. Mr. PRINYA SAINAMTHIP (Director, Independent director)</b>			<b>429,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	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)	144,000.00	0.00	144,000.00	No	
The Corporate Governance and Sustainable Development Committee (The chairman of the subcommittee)	45,000.00	0.00	45,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
<b>10. Mr. KOLLATAT TANGCHITKUL (Director, Independent director)</b>			<b>216,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
The Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>11. Mr. KURUJIT NAKORNTHAP (Director, Independent director)</b>			<b>399,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Audit Committee (Member of the audit committee)	144,000.00	0.00	144,000.00	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	75,000.00	0.00	75,000.00	No	
<b>12. Ms. PAWASUT SEEWIROT (Director)</b>			<b>180,000.00</b>		<b>120,000.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>13. Mr. THAVEE THAVEESANGSAKULTHAI (Director)</b>			<b>180,000.00</b>		<b>2,400,000.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>14. Mr. PRICHA LEELANUKROM (Director)</b>			<b>180,000.00</b>		<b>0.00</b>
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
<b>15. Mrs. NUNTAWAN SAKUNTANAGA (Director, Independent director)</b>			<b>210,000.00</b>		<b>119,700.00</b>
Board of Directors (Director)	105,000.00	0.00	105,000.00	No	
Audit Committee (Chairman of the audit committee)	105,000.00	0.00	105,000.00	No	
<b>16. Mr. Vacharaphong Darakananda (Member of the subcommittee)</b>			<b>0.00</b>		<b>0.00</b>
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>17. Mr. CHAI JANGSIRIKUL (Director, Independent director)</b>			<b>150,000.00</b>		<b>0.00</b>
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
Audit Committee (Chairman of the audit committee)	75,000.00	0.00	75,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	2,700,000.00	8,910,000.00	11,610,000.00
2. Audit Committee	468,000.00	0.00	468,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Nomination and Remuneration Committee	195,000.00	0.00	195,000.00
5. Risk Management Committee	0.00	0.00	0.00
6. Investment Committee	0.00	0.00	0.00
7. The Corporate Governance and Sustainable Development Committee	117,000.00	0.00	117,000.00

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

	2023	2024	2025
Meeting allowance (Baht)	2,088,000.00	3,082,000.00	3,480,000.00
Other monetary remuneration (Baht)	9,372,000.00	8,910,000.00	8,910,000.00
Total (Baht)	11,460,000.00	11,992,000.00	12,390,000.00

#### 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 associated companies approved by the board of directors

executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

### **Policy for the governance of subsidiaries and other significant investments**

- The Board of Directors has established a written policy and management structure for the subsidiaries and other significant investments, which is communicated to the directors or executives working in the subsidiaries to ensure they are informed and adhere to the policy. The implementation is monitored through monthly subsidiary board meetings.
- The Board of Directors approves the individuals to hold positions as directors, managing directors, or senior executives in the subsidiaries and other significant investments.
- The Board defines the scope of authority, duties, and responsibilities of the company's representatives, including the managing director in the subsidiary, and the accounting and finance managers, ensuring that they perform their duties according to the policy and have approval authority within the defined scope, in alignment with the parent company's policy.
- The subsidiaries are overseen to ensure they have an appropriate and sufficient internal control system. Any actions taken must comply with the law and the regulations of the relevant regulatory authorities. The subsidiaries are required to send self-assessment reports regarding their internal control systems to the parent company every year, and these are periodically reviewed by the internal audit department of the parent company.
- The performance of the investments is closely monitored. Subsidiaries and significant investments must disclose their financial status and operational performance, related-party transactions (intercompany transactions/related transactions), asset acquisitions or disposals, other significant transactions, capital increases, capital reductions, or the liquidation of subsidiaries, to the parent company at least quarterly. For financial data, the subsidiaries must send this information to the parent company monthly.
- For significant investments in other businesses, the company has written shareholder agreements to clarify management authority, involvement in decision-making on important matters, performance monitoring, and to serve as a guideline for voting in board meetings or shareholder meetings, ensuring compliance with relevant legal requirements.

## **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 over the past year : Yes

The Company has established a policy on the prevention of insider information misuse, requiring directors and executives to refrain from trading the Companys securities during the period of 14 days prior to the disclosure of quarterly and annual financial statements until 24 hours after such information has been disclosed to the Stock Exchange of Thailand (SET). In the past year, there were no incidents of insider trading for personal gain.

**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 inside information to seek benefits over the past year : Yes

During 2025, the Company implemented measures to prevent conflicts of interest, which can be summarized as follows:

- Monitored and ensured that the Companys executives prepared declarations of interests, and required all directors and executives to submit such declarations.
  - All directors of the Company acknowledged and fully complied with the Companys Code of Conduct policy, representing 100% compliance.
  - The Internal Audit function reviewed the processes related to operations and communication concerning the disclosure of conflict of interest transactions and found that they were in accordance with the established guidelines.
- In the past year, there were no incidents of conflicts of interest.

**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 : 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 conducts its business under its core values of Integrity, Quality, and Service, with clearly defined policies and practices to combat corruption in all forms. The Company implements risk management to address potential situations and operates in accordance with good corporate governance principles, aiming to achieve sustainable business growth, create value for society, and preserve the environment.

### 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 : No / In progress  
procedures over the past year

In the past year, there were no whistleblowing or complaints on various issues.

### Number of cases or issues related to whistleblowing

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

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

### Adherence to Other Corporate Governance Principles

The company is committed to adhering to corporate governance principles and continuously improving practices to keep up with changes in relevant regulations. This has led to the company achieving excellent corporate governance rankings, including:

- **Excellent Rating in the 2025 Corporate Governance Report (CGR)** by the Thai Institute of Directors (IOD).
- **Excellent Rating in the 2025 AGM Checklist** by the Thai Investors Association.
- **Top 100 in ESG Performance:** In 2025 the company was selected by the Thai Phath Institute for the 9<sup>th</sup> consecutive year as one of the top 100 listed companies excelling in environmental, social, and governance (ESG) practices.

## 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) : 7

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. NUNTAWAN SAKUNTANAGA (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mr. PRINYA SAINAMTHIP (Member of the audit committee)	7	/	7	7/7 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. KURUJIT NAKORNTHAP (Member of the audit committee)	7	/	7	7/7 (100.00%)
4 Mr. CHAI JANGSIRIKUL (Chairman of the audit committee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of the audit committee

### 1. Review of Financial Statements

The Audit Committee reviewed the quarterly and annual financial statements for the year 2025, including the appropriateness of accounting policies, significant transactions and changes during the year, and the adequacy of disclosures. The financial statements were prepared in accordance with Financial Reporting Standards, Generally Accepted Accounting Principles, applicable laws, and the regulations of the Stock Exchange of Thailand. Based on its review, the Audit Committee agreed that the Companys financial statements are accurate, reliable, and adequately disclosed.

In addition, the Audit Committee held meetings with the external auditor without the presence of management to independently discuss audit issues, key audit matters, observations and recommendations from the auditor, as well as any suspicious circumstances under Section 89/25 of the Securities and Exchange Act B.E. 2535 (1992). In 2025, the external auditor raised no observations and identified no suspicious circumstances.

### 2. Review of Good Corporate Governance

The Audit Committee reviewed the Companys corporate governance processes to ensure that Saha-Union conducts its business in accordance with its Code of Business Ethics and internal regulations, without violating applicable laws or regulatory requirements.

The Committee also reviewed the Companys ongoing efforts to promote awareness of anti-corruption and fraud prevention among executives and employees. The Company provides regular training and assessments for management and staff in accordance with its Good Corporate Governance Policy on an annual basis.

### 3. Review of Risk Management

The Audit Committee reviewed the Companys risk management processes, including the effectiveness of risk management practices, risk management plans, and approaches to managing risks that may affect the operations of the Company. These reviews were conducted in collaboration with management.

The Committee provided recommendations to enhance clarity, responsiveness to change, and preparedness for unforeseen circumstances.

#### **4. Review of Internal Control and Internal Audit**

The Audit Committee reviewed and approved the annual internal audit plan, ensuring appropriate allocation of internal audit resources to business units assessed as high risk.

Throughout the year, the Committee reviewed internal audit reports and key findings and provided recommendations to enhance the effectiveness and efficiency of the internal control system. The Committee also emphasized the importance of follow-up actions by the internal audit function to ensure that management implements corrective actions within the specified timeframe.

In addition, the Audit Committee provided guidance to the management and the internal audit department regarding the annual self-assessment of the adequacy of the internal control system. Based on its review, the Audit Committee is of the opinion similar to those of the external auditor, that the internal control system of the Company is adequate.

#### **5. Review of Compliance with Applicable Laws**

The Audit Committee reviewed the operations of Saha-Union to ensure compliance with the laws and regulation of the Securities and Exchange Commission, the Stock Exchange of Thailand, as well as other relevant laws applicable to the Company's business.

#### **6. Review of Related Party Transactions**

The Audit Committee reviewed the appropriateness of related party transactions to ensure that there are no conflicts of interest.

The Committee confirmed that such transactions were necessary for business operations, conducted at arms length, based on reasonable pricing and conditions comparable to those with third parties, and were adequately disclosed in accordance with the rules and regulations of the Securities and Exchange Commission.

#### **7. Self-Assessment**

The Audit Committee conducted an individual self-assessment of its performance in accordance with the Audit Committee Charter and the Good Practices Guidelines of the Stock Exchange of Thailand.

The results indicate that the Audit Committee performed its duties comprehensively and in line with its responsibilities and best practices as prescribed by the Stock Exchange of Thailand. The average self-assessment score for the Audit Committee in 2025 was 96.77 percent.

#### **8. Consideration of Auditor Appointment**

The Audit Committee, after careful consideration, recommends the appointment of the external auditor and the audit fee, to the Board of Directors for submission to the shareholders meeting for approval.

The Audit Committee recommended the appointment of EY Office Limited as the external auditor of Saha-Union for the year 2025, with an annual audit fee of THB 2,350,000 (Two Million Three Hundred Fifty Thousand Baht).

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

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

##### **Meeting attendance of The Nomination and Remuneration Committee**

Meeting The Nomination and Remuneration : 5  
Committee (times)

List of Directors	Meeting attendance of The Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KURUJIT NAKORNTHAP (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. PRINYA SAINAMTHIP (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
3 Mr. CHUTINDHON DARAKANANDA (Member of the subcommittee)	5	/	5	5/5 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

1. Conduct the recruitment and selection of suitably qualified individuals to be nominated to the Board of Directors for consideration and appointment, or to be proposed to the Annual General Meeting of Shareholders for the year 2025 for appointment as directors in place of those who resigned or whose terms of office expired, as the case may be.
2. Consider determining the remuneration and form of remuneration for the Board of Directors and subcommittees for 2025 to propose to the Board of Directors for consideration and approval from the Annual General Meeting of Shareholders 2025.
3. Assist in screening and reviewing individuals to be proposed for the positions of Chairman of the Board and Managing Director of significant group companies before submitting such nominations to the Board of Directors of Saha-Union Public Company Limited for consideration and approval, and subsequently proposing them to the boards of the respective group companies for appointment as Chairman of the Board and Managing Director of those companies.
4. Arrange orientation programs for new directors, whereby the Company Secretary registers directors for training and development courses with the Thai Institute of Directors Association (IOD) and provides documents and relevant information useful for the performance of directors duties. This is to ensure that new directors understand their roles, duties, and responsibilities, as well as the Company's policies, business operations, and other relevant information necessary for the effective performance of their responsibilities.
5. The performance of the Nomination and Remuneration Committee is evaluated as a group and the annual evaluation results are reported to the Board of Directors. The summary of the self-evaluation results of the Nomination and Remuneration Committee as a group for 2025 has an average score of 99.02 percent.

In the selection and selection of individuals to be nominated as directors or top executives of the Company, the Nomination and Remuneration Committee has considered the qualifications of individuals according to the criteria and methods for selecting directors as specified, namely, they must have qualifications and not have prohibited characteristics as specified by law, must have qualifications according to the requirements of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Company's regulations and the principles of good corporate governance regarding the structure of the board of directors, and must be individuals with knowledge, abilities and specific skills, expertise and experience in various professional fields as required according to the Board Skill Matrix and the Chief Executive Skill Matrix that is consistent with the Company's direction, strategies and business operations.

For the determination of compensation and compensation formats, the Nomination and Remuneration Committee has considered fairly and reasonably and has held a meeting to review compensation every year by comparing it with listed companies of similar business size and/or industries, as well as considering various factors. Relevant in all aspects, including duties, responsibilities, operating results, financial status of the Company and the overall economic situation. The Nomination and Remuneration Committee has performed its duties under the scope of authority and as assigned by the Board of Directors to the best of its ability with care, caution, transparency and independence for the utmost benefit of the Company, shareholders and stakeholders.

### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PAWASUT SEEWIROT (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. SUPAKIT PAUNGBUA (Member of the subcommittee)	1	/	2	1/2 (50.00%)
3 Mr. KOLLATAT TANGCHITKUL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(83.33%)</b>

### The results of duty performance of Risk Management Committee

In 2025, the company achieved the following key results:

1. The company conducts an annual review of key enterprise risks, considering various comprehensive factors such as economic recovery, market competition, technological changes, the enactment of new regulations, and sustainability issues, including environmental, social, and governance (ESG) aspects. This is integrated with the company's internal factors, such as investment strategies and resource management, to identify key risks, analyze them, monitor their progression, and determine appropriate risk management measures.
2. The company reviews and monitors emerging risks that significantly impact business operations and the achievement of organizational objectives, such as risks arising from changes in environmental laws and regulations.
3. The company has approved the Risk Map, which identifies the levels of risks, the likelihood of their occurrence, and their potential impacts, as well as the organizations acceptable risk levels (Risk Appetite), in order to enable the timely determination and implementation of appropriate risk management measures.
4. The company reviews and updates the scope and framework of risk management to align with current business operations and practices, thereby enhancing the effectiveness of risk management.
5. The Risk Management Committee reports its performance to the Audit Committee for consideration before submitting it to the Board of Directors for acknowledgment on a regular basis.

These actions have made risk management considered a critical component in building confidence that the company can achieve its defined objectives and goals, while supporting the creation of long-term sustainable value for the Company's shareholders and stakeholders.

## Meeting attendance of Investment Committee

Meeting Investment Committee (times) : 2

List of Directors	Meeting attendance of Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. DALAD SAPTHAVICHAIKUL (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. CHUTINDHON DARAKANANDA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mrs. CHANTORNTREE DARAKANANDA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. BOVORN RAT DARAKANANDA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mrs. PINIJPORN DARAKANANDA KASEMSAP (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mr. Vacharaphong Darakananda (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Investment Committee

In the year 2025, the Investment Committee held a total of 2 meetings to assess the feasibility of investing in new businesses or projects and to perform its duties within the scope of the company's policies and objectives.

## Meeting attendance of The Corporate Governance and Sustainable Development Committee

Meeting The Corporate Governance and Sustainable Development Committee (times) : 3

List of Directors	Meeting attendance of The Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of The Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRINYA SAINAMTHIP (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. PITTAWAT PRERTTITUMRONG (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. KOLLATAT TANGCHITKUL (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of The Corporate Governance and Sustainable Development Committee

1. Acknowledged the criteria and assessment process for the SET ESG Rating 2025, and approved the Companys participation in the program, including the approval of the Companys responses to the assessment questionnaire conducted by the Stock Exchange of Thailand (SET).
2. Acknowledged the Corporate Governance Report of Thai Listed Companies (CGR) 2025, conducted by the Thai Institute of Directors Association (IOD) with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC).

Participation in the above two programs aims to enhance corporate governance standards, strengthen confidence, increase business opportunities, and support the Companys long-term sustainable growth.

3. Considered and approved the appointment of the Secretary and Advisor to the Corporate Governance and Sustainability Committee.
4. Considered and approved the Companys participation in the Sustainable Development Journey 2025 (SDJ 2025) program to enhance the quality of sustainable business practices of listed companies. Companies participating in the program receive company-specific consultation and guidance from the Stock Exchange of Thailand to support the advancement of corporate sustainability, including building ESG understanding across all levels of the organization, from directors and senior executives to operational staff, so that sustainability can be effectively integrated into the Companys operations and lead toward long-term sustainability.
5. Established the ESG targets, policies, and practices of Saha Union, including the governance framework for advancing sustainability across group companies, as well as the ESG supervision and development plan for Saha Union and its group companies for 2026. These serve as a sustainability framework and a common standard for all companies within the Saha Union Group to apply in their business operations under the principles of good governance and social and environmental responsibility, with the aim of achieving Net Zero and integrating sustainability into business planning, risk management, and performance measurement across all group companies.
6. Considered and approved the appointment of the Saha Union Sustainability Working Team, chaired by the Managing Director, to jointly drive the implementation of sustainability strategies, monitor and report progress, and promote a sustainability culture and knowledge across the organization effectively.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The company has established sustainability management policies and goals, which are communicated across the organization as follows:

- The company conducts business based on good corporate governance principles, with the core values of Integrity, Quality, Service. The ultimate goal is the sustainability of the organization, creating shared value in economic, social, and environmental aspects within the company's business value chain.
- In managing sustainability, the focus is on ensuring that operations at all levels consider the impact on stakeholders within the business value chain, minimizing negative impacts, and striving to innovate through collaboration with partners in all sectors.
- Risk management is conducted in line with global trends and changes, encompassing all aspects. Strategic initiatives are defined to ensure the company can navigate these changes with stability.
- The sustainability management goals are defined in three areas: managing the impact on stakeholders within the business value chain, managing sustainability in the environmental dimension, and managing sustainability in the social dimension.

Reference link for sustainability policy : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>

Page number of the reference link : 1-4

#### Sustainability management goals

Does the company set sustainability management goals : Yes

#### Established the objectives and goals for sustainable business practices

- The company has defined core values, vision, mission, strategies, objectives, and business policies that align with creating value for the business, stakeholders, society, communities, and the environment. These elements are regularly reviewed for relevance, and communication efforts ensure that all directors, executives, and employees are informed and aligned with the direction. The company tracks, oversees, and evaluates performance to achieve the primary business goals.
  - Resources are allocated effectively to achieve the defined objectives and goals.
  - The company focuses on developing capabilities, creating value for the business, and increasing investment capacity. This includes expanding the investment base and business network while considering factors such as changes and risks that may impact stakeholders throughout the value chain. The company also ensures the preservation of its reputation, image, credibility, and ethical culture to meet its goals of sustainable growth, providing consistent returns to shareholders, and delivering benefits to stakeholders, society, communities, and the environment.
- The company has set sustainability management goals in 3 areas: managing the impact on stakeholders within the business value chain, sustainability management in the environmental dimension, and sustainability management in the social dimension.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 12 Responsible Consumption and Production

## 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 : Yes  
of sustainable management over the past year

Has the company changed and developed the : Yes  
policy and/or goals of sustainable management over  
the past year

In 2025, the Company reviewed sustainability policy and practices, covering the 3 key dimensions as follows:

#### **Environmental**

Objective: To reduce environmental impacts and implement activities to lower greenhouse gas emissions annually, aiming toward Net Zero.

- Promote awareness and understanding of both positive and negative environmental impacts arising from the Company's operations
- Foster an organizational culture that encourages employee participation in environmental protection and the efficient use of energy and resources to reduce waste and greenhouse gas emissions
- Manage waste and pollution with a focus on reduction through circular economy principles
- Manage both direct and indirect greenhouse gas emissions
- Promote sustainability throughout the supply chain by selecting suppliers and partners with environmental management capabilities aligned with the Company's policies
- Emphasize product design and the adoption of technology and innovation to minimize environmental impacts

#### **Social**

Objective: To be recognized as an organization that respects human rights, promotes equality, and contributes to community development.

- Treat employees fairly and equally in accordance with human rights principles, without discrimination based on gender, age, or disability, covering recruitment, employment, compensation, development, and career advancement
- Ensure a safe working environment, promote occupational health, and prioritize employee well-being
- Encourage engagement with communities and stakeholders by listening to feedback, supporting community development, and collaborating with relevant organizations to enable sustainable self-reliance
- Conduct responsible marketing practices, taking into account consumer information, sentiments, and rights to build trust and maintain long-term relationships with customers

#### **Governance**

Objective: To be recognized as an organization with transparency, accountability, and ethical management.

- Establish a Code of Conduct and promote adherence among employees at all levels, emphasizing integrity, accountability, and respect for stakeholders rights, supported by transparent monitoring and reporting systems
- Implement clear anti-corruption policies across all levels of the organization, with effective communication, internal control systems, secure whistleblowing mechanisms, and fair disciplinary procedures
- Conduct risk assessments, implement preventive and mitigation measures, and regularly monitor and review risks, integrating them into strategic decision-making processes
- Select business partners whose practices align with ESG principles, set ethical and sustainability standards within contractual agreements, regularly evaluate supplier performance, and support supplier development for sustainable growth

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

### Business value chain

The company's stakeholders in the value chain of its business include various groups, such as shareholders, employees, investors, business partners, customers, suppliers, creditors, competitors, local communities, government agencies, and intellectual property owners.

In terms of the main business activities the company is involved in, such as hotel operations, the value chain activities are as follows:

#### Hotel Business

##### Production Factors Management:

- Providing clean and safe accommodations with necessary amenities.
- Sourcing high-quality, clean, and safe food and beverages.
- Training employees to ensure they possess the necessary knowledge, skills, and service-oriented mindset.

##### Operations:

- Offering services with good manners and attentiveness.
- Cleaning rooms and maintaining public areas to ensure they are beautiful and safe.
- Maintaining equipment, appliances, and amenities to ensure they are in good working order and safe for use.

##### Distribution of Goods and Services:

- Hotel website.
- Online travel agent websites (OTA).
- Various online media platforms.
- Hotel sales and front desk departments.
- Travel agencies or tour operators.
- Participation in tourism-related events.

##### Marketing and Sales:

- Setting appropriate pricing for rooms and services.
- Providing accurate and complete information about rooms and services.
- Utilizing online channels for direct communication and publicity with customers.
- Inviting Key Opinion Leaders (KOLs) to promote and raise awareness of the hotel services.

##### After-Sales Service:

- Listening to feedback, suggestions, and complaints through online media and communicating directly with customers to improve and maintain service standards.

### 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
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Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Competitors</li> <li>• Suppliers</li> <li>• Business partners</li> <li>• Community</li> <li>• Investors or investment institutions</li> <li>• Shareholders</li> <li>• Contractors</li> <li>• Employees</li> <li>• Customers</li> <li>• Financial institution</li> <li>• Educational institution or academic agency</li> <li>• Society</li> <li>• Government agencies and Regulators</li> <li>• Joint venture partners</li> <li>• Non-profit organization / NGOs</li> </ul>	-	-	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Training / Seminar</li> </ul>

Diagram of the stakeholder analysis in the business value chain

Summary Table of Priorities of Stakeholders and the Engagement of all 17 Stakeholder groups

Priority	Stakeholders	Expectations	Management strategies	Engagement Communication Process	Stakeholders Engagement
1	Shareholders	<ul style="list-style-type: none"> <li>• Fair return on operations and business</li> <li>• Return on investment, business security information</li> <li>• Equal Treatment</li> <li>• Comply with the terms and conditions of the contract</li> <li>• Conducting environmental friendly business</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and expand the business for long-term sustainable growth</li> <li>• Reduce and diversify the risk in obtaining returns from investments</li> <li>• Monitor and review the performance of the investments</li> <li>• Conduct business according to the principles of good governance.</li> <li>• Manage liquidity</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders</li> <li>• Company Website</li> </ul>	<ul style="list-style-type: none"> <li>• Attending shareholder meetings.</li> <li>• Voting Rights</li> <li>• Proposing Meeting Agenda</li> <li>• Asking Questions</li> <li>• Participating in Strategic Decision</li> <li>• Evaluating and Monitoring Performance</li> <li>• Promoting Good Governance</li> </ul>
	Creditors Investors Investment Institutions Financial Institutions Business Partners Co-investors	<ul style="list-style-type: none"> <li>• Compensation, welfare</li> <li>• Career path</li> <li>• Work safety</li> <li>• Corporate pride</li> <li>• Participation</li> <li>• Self-development and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation and benefits management</li> <li>• Improving quality of life and ensuring stability</li> <li>• Employee training and development plan</li> <li>• Developing a positive work environment</li> <li>• Promoting and developing employee potential</li> <li>• Building employee commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Bulletin board</li> <li>• Employee training and development plan</li> <li>• Anti-corruption efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in policy and strategy formulation</li> <li>• Participation in operational decision-making</li> <li>• Opportunities for expressing opinions</li> <li>• Communication</li> <li>• Promotion of training and development</li> <li>• Establishment of channels for submitting complaints or reporting tips (whistleblower)</li> <li>• Promotion of ethics and safety training</li> </ul>
2	Executives	<ul style="list-style-type: none"> <li>• Compensation, welfare</li> <li>• Career path</li> <li>• Work safety</li> <li>• Corporate pride</li> <li>• Participation</li> <li>• Self-development and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation and benefits management</li> <li>• Improving quality of life and ensuring stability</li> <li>• Employee training and development plan</li> <li>• Developing a positive work environment</li> <li>• Promoting and developing employee potential</li> <li>• Building employee commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Bulletin board</li> <li>• Employee training and development plan</li> <li>• Anti-corruption efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in policy and strategy formulation</li> <li>• Participation in operational decision-making</li> <li>• Opportunities for expressing opinions</li> <li>• Communication</li> <li>• Promotion of training and development</li> <li>• Establishment of channels for submitting complaints or reporting tips (whistleblower)</li> <li>• Promotion of ethics and safety training</li> </ul>
3	Customers	<ul style="list-style-type: none"> <li>• Products/services are satisfactory and environmentally friendly</li> <li>• Good quality and timely service</li> <li>• Adherence to contract terms and conditions</li> <li>• Customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of goods/services according to requirements</li> <li>• Fast, accurate, and secure service</li> <li>• Fair contract</li> <li>• Fair price</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting and visiting clients</li> <li>• Signing and fulfilling contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing complaint channel or whistleblowing</li> <li>• Participate in customer relationship management activities</li> <li>• Provide information about the Personal Data Protection Policy (PDPA)</li> <li>• Promoting good governance and sustainability</li> </ul>
		<ul style="list-style-type: none"> <li>• Products/services are satisfactory and environmentally friendly</li> <li>• Good quality and timely service</li> <li>• Adherence to contract terms and conditions</li> <li>• Customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of goods/services according to requirements</li> <li>• Fast, accurate, and secure service</li> <li>• Fair contract</li> <li>• Fair price</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting and visiting clients</li> <li>• Signing and fulfilling contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing complaint channel or whistleblowing</li> <li>• Participate in customer relationship management activities</li> <li>• Provide information about the Personal Data Protection Policy (PDPA)</li> <li>• Promoting good governance and sustainability</li> </ul>

Priority	Stakeholders	Expectations	Management strategies	Engagement/Communication Process	Stakeholders Engagement
4	Partners Debtors Contractors	<ul style="list-style-type: none"> <li>Timely and full payment</li> <li>Transparent business practices</li> <li>Engagement with business partners</li> </ul>	<ul style="list-style-type: none"> <li>Credit management and trust building</li> <li>Anti-corruption</li> <li>Managing good relationships with business partners</li> </ul>	<ul style="list-style-type: none"> <li>Sales agreement/contract</li> </ul>	<ul style="list-style-type: none"> <li>Registration and selection process</li> <li>Supplier performance evaluation, such as audits</li> <li>Providing feedback or suggestions that are beneficial for sustainable business growth</li> <li>Established supplier code of conduct that suppliers must accept and adhere to, such as respect for human rights, etc.</li> </ul>
5	Community/Society Independent Organizations Non-profit organizations Educational Institutions	<ul style="list-style-type: none"> <li>Environmentally friendly businesses</li> <li>Support and participation in social development</li> </ul>	<ul style="list-style-type: none"> <li>Organizational/employee involvement with government agencies.</li> <li>Supporting to government agencies/educational institutions/various organizations.</li> </ul>	<ul style="list-style-type: none"> <li>56-1 One Report</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>To date, the process of social surveys, meetings, or field visits</li> <li>Participating in the development and promotion of quality of life by supporting local activities such as traditional events and cultural preservation</li> <li>Establishing complaint channels or websites</li> <li>Promoting operations that consider the impact on the environment and the community</li> </ul>
6	Competitors	<ul style="list-style-type: none"> <li>Fair competition</li> </ul>	<ul style="list-style-type: none"> <li>Do not infringe on the rights of competitors.</li> </ul>	<ul style="list-style-type: none"> <li>The Group's Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business with transparent and fair competition, respecting competition laws (e.g., the Competition Act (E. 2560))</li> <li>Collaborate on social or environmental projects</li> </ul>
7	Government Agency Regulators	<ul style="list-style-type: none"> <li>Compliance with the law.</li> <li>Payment of taxes and fees correctly and completely.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business according to good governance principles.</li> <li>Respect all regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Businesses with laws and regulations, such as annual reports, financial statements, and Form 56-1 One Report to the SEC and the Stock Exchange of Thailand</li> <li>Participation in audits and evaluations, such as participation in governance assessment projects, CG Score, ESG Rating, or environmental impact assessment projects, and anti-corruption efforts.</li> </ul>

## 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
----------------------------------------------------	-----------------------------------------------------------

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental site	<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Greenhouse Gas Management</li> </ul>
Social site	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> </ul>
Governance site	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Have data  
Reference link for corporate sustainability report : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>  
Page number of the reference link : 1-22

### Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : Others : United Nations Sustainable Development Goals (SDGs) and Sustainability Reporting Guide for Listed Companies : The Stock Exchange of Thailand

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

##### Risk Management Policy and Plan

The company recognises and places significant importance on sustainability-related risks and sustainable risk management to build confidence in achieving goals for stakeholders and to minimise potential losses. The company has established a risk management committee, which operates under the supervision of the President. This committee is responsible for assessing risks and formulating policies for risk management across the company and its subsidiaries. The committee summarises its risk assessment results for each company's board and ensures that the parent company is informed within the specified time frame.

Due to changes in the economic, political, and social environment, the company must regularly review risk factors, assess their severity, the likelihood of occurrence, and their potential impact. Additionally, risk mitigation measures and action plans must be re-evaluated to reduce risks to acceptable levels or eliminate them entirely. In considering risk factors, both internal and external factors are examined. The types of risks are categorised into strategic, business, operational, financial, and external event risks that may significantly impact the company.

Furthermore, risk management measures and policies have been communicated to the management and operational levels of both the parent company and its subsidiaries involved in core businesses, ensuring clear objectives and alignment in working towards achieving the policy goals.

Reference link to risk management policy and plan : <https://www.sahaunion.co.th/en/disclosure-report-form-56-1>

Page number of the reference link : 69-78

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

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

### Information on ESG risk factors

#### Risk factors on business operation

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

##### Risk 1 Climate Change

Related risk factors : Strategic Risk  
• ESG risk

ESG risk factors : Yes

##### Risk characteristics

The company has considered the risks arising from climate change due to global warming, which has led to more frequent and severe weather changes. These changes affect business operations in terms of operational costs, shifting

consumer demands, and emergency situations caused by natural disasters, such as flooding. The company has prepared an emergency response plan and conducts regular emergency drills every year to prepare for unforeseen emergencies. This is under the supervision of the President.

Additionally, the company and several of its key subsidiaries have assessed the risks of potential flooding events. Plans have been made to clean drainage systems, construct flood barriers, and regularly monitor drainage systems.

Procedures for handling flooding situations have also been established to ensure a timely response. Furthermore, the company has taken out comprehensive insurance coverage (All Risk) to mitigate and compensate for any damage in the event of a disaster.

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

This affects business operations in terms of operational costs, changing consumer demands, and emergency situations caused by natural disasters that may occur suddenly, such as flooding.

#### **Risk management measures**

The company has prepared an emergency response plan and conducts regular emergency drills every year to be ready for any potential emergency situations, under the supervision of the President. Additionally, the company and several key subsidiaries have assessed the risks of possible flooding events and have plans in place, including clearing drainage pipes, constructing flood barriers, and regularly monitoring drainage systems. There are also procedures in place for flood situations to ensure timely action in the event of such occurrences. Furthermore, the company has secured comprehensive all-risk insurance to mitigate and compensate for any damage in case of a disaster.

#### **Risk 2 Operational risks that may impact the community and society.**

Related risk factors : Strategic Risk  
• ESG risk

ESG risk factors : Yes

#### **Risk characteristics**

**Nature of Risk:** The Groups business operations involve manufacturing processes and activities conducted within community areas. If such operations lack appropriate management of safety, occupational health, and environmental aspects, they may adversely affect communities and society in terms of safety, public health, quality of life, and the environment. In addition, such impacts may lead to complaints or conflicts with local stakeholders.

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

**Impact of Risk:** Operational impacts on communities and society may undermine public trust and acceptance of the Groups business activities, and adversely affect the Companys reputation and corporate image. The Group may also incur additional costs associated with remediation, compensation, or non-compliance with applicable laws and regulations. These factors could affect business continuity and the Groups ability to achieve sustainable long-term growth.

#### **Risk management measures**

**Risk Management:** The Group is committed to conducting its business in parallel with sustainable community, social, and environmental development. Production processes and operational procedures are continuously improved to ensure safe operations and to minimize impacts on communities and society. The Company places strong emphasis on developing occupational health and safety management systems in line with international standards to enhance workplace health and safety. Work processes are systematically developed with due consideration given to risks, opportunities, and relevant legal requirements. In addition, the Group strictly and continuously complies with environmental standards. Key companies within the plastics, rubber, and metal business segments have obtained international environmental management system certifications, such as ISO 14001, to ensure that business operations are conducted responsibly toward society and the environment.

#### **Risk 3 Business Continuity Plan: BCP**

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

**Risk characteristics**

**Nature of Risk:** The Groups business operations may be exposed to unforeseen events or crisis situations, such as natural disasters, accidents, information technology system failures, or other emergencies, which could disrupt operational processes. In the absence of effective business continuity plan, such events may impair the Companys ability to operate and to continuously deliver products and services to customers.

**Risk-related consequences**

**Impact of Risk:** Business disruptions may adversely affect the Groups revenue, operating results, and financial position. They may also undermine the confidence of customers, business partners, shareholders, and other stakeholders, as well as damage the Companys reputation and corporate image. This could, in turn, affect the Groups competitiveness and its ability to achieve sustainable long-term growth..

**Risk management measures**

**Risk Management:** The Group has implemented a Business Continuity Plan (BCP) framework, focusing on preparedness in terms of strategy, processes, and resources to effectively respond to crisis situations and minimize potential impacts. Key companies within the plastics, rubber, and metal business segments have obtained certification under the international standard ISO 22301 for Business Continuity Plan, demonstrating that the organization has established appropriate systems and processes to prepare for, respond to, and manage crisis situations in accordance with international standards. In addition, the Group regularly reviews, tests, and improves its BCP plans to enhance stakeholder confidence that the organization can sustain operations, effectively manage crisis events, and continuously deliver products and services.

**Risk 4 Human Rights Risk and Employee Welfare Risk**

Related risk factors :

Operational Risk

- Impact on human rights

Compliance Risk

- Violations of laws and regulations

ESG risk factors : Yes

**Risk characteristics**

**Nature of Risk:** Human rights and employee welfare are key issues that have received increasing attention from stakeholders at both the national and international levels. The Group recognizes the importance of respecting and protecting human rights, which constitutes a fundamental principle of responsible business conduct and a critical factor in ensuring the Groups sustainable business operations.

**Risk-related consequences**

**Impact of Risk:** The Groups business operations may be exposed to risks related to human rights violations and employee welfare issues that may arise from business activities, both directly and indirectly, throughout the Groups value chain. These risks involve various stakeholders, including employees, business partners, contractors, suppliers, and surrounding communities. Should such incidents occur, they may adversely affect the Groups reputation, stakeholders confidence, as well as the Groups overall business operations.

**Risk management measures**

**Risk Management:** The Group, particularly the major companies within the plastics, rubber, and metals business groups, has established guidelines and measures to manage human rights risks and employee/labor welfare risks as follows:

1. Establishing and announcing the Company's policies and principles on respect for human rights, as well as setting labor responsibility policies to promote fair treatment of workers in compliance with relevant laws and regulations.
2. Conducting assessments of actual and potential impacts arising from the Company's business activities.
3. Integrating the policies with assessment processes, including internal and external control mechanisms.
4. Monitoring and reporting operational performance.
5. Implementing corrective actions and remediation measures.

In addition, the Company provides a convenient and safe channel with a protection measure for receiving complaints regarding human rights violations, together with whistleblower protection measures. Complaints may be submitted through the following channels:

1. Mail to Chairman of the Audit Committee and/or President. Saha-Union Public Co., Ltd. 1828 Sukhumvit Road, Phra Khanong Tai, Phra Khanong, Bangkok 10260.
2. Suggestion box in the Company's head office, or
3. The corporate website at [www.sahaunion.com](http://www.sahaunion.com).

- The Company has an investigation process, action taking and a report to the Board.

- The Company ensures that whistleblower and informants identity remain confidential and be protected, as well as the matter consideration process and the result of the investigation informing practice in accordance with the policy. For more information, visit the Company's website section Suggestions/Complaints.

Furthermore, the core companies within the plastics, rubber, and metals business groups have joined the Sedex Members Ethical Trade Audit (SMETA) membership to comply with the standards of Sedex, promoting ethical labor practices throughout their operations. In addition, key suppliers are required to conduct self-assessments on Environmental, Social, and Governance (ESG) aspects every 2 years to reduce the risk of suppliers conducting business in a manner inconsistent with the Company's Supplier Code of Conduct.

#### **Risk 5 Business Ethics Risk**

Related risk factors :

##### Compliance Risk

- Corporate Governance

ESG risk factors : Yes

#### **Risk characteristics**

**Nature of Risk:** This risk arises from the possibility that directors, executives, or employees may perform their duties in a manner that is inconsistent with the Company's Code of Conduct, organizational ethics, and Corporate Governance principles. Such conduct may include fraud, bribery, conflicts of interest, or unfair treatment of stakeholders. These issues are considered Governance Risk under the ESG framework and may affect the transparency, accountability, and credibility of the organization.

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

**Impact of Risk:** Any violation of the Company's Code of Conduct may adversely affect the Company's image and reputation, as well as the confidence of stakeholders, including investors, business partners, customers, and the public. In addition, such incidents may lead to financial losses, legal proceedings, and potential impacts on the long-term sustainability of the Company's business operations.

#### **Risk management measures**

**Risk Management:** The Company has established measures to prevent and manage business ethics risks as follows:

1. Establishing a Code of Conduct and ethical guidelines for directors, executives, and employees at all levels.
2. Implementing an Anti-Corruption Policy to prevent bribery and corruption in all forms.
3. Providing whistleblowing and complaint channels to enable stakeholders to report misconduct or inappropriate behavior.

4. Communicating and providing continuous training on the Code of Conduct, business ethics, and good corporate governance.
5. Establishing oversight and monitoring systems by relevant bodies, such as the Board of Directors and the Internal Audit.

#### **Risk 6 Environmental Regulatory Compliance Risk**

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

ESG risk factors : Yes

#### **Risk characteristics**

**Nature of Risk:** This risk relates to the potential non-compliance with applicable environmental laws, regulations, and relevant environmental standards. Such requirements include, but are not limited to, the control of water, air, and noise emissions, waste management, as well as compliance with conditions specified in the Environmental Impact Assessment (EIA). These matters constitute key environmental issues under the ESG framework and may potentially affect ecosystems, surrounding communities, and the Groups business operations.

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

**Impact of Risk:** Failure to comply with environmental laws or regulatory requirements may result in legal penalties, such as fines, suspension of operations, or revocation of operating licenses. In addition, such incidents may cause adverse impacts on the environment and nearby communities, which may affect the Groups reputation and stakeholders confidence and could potentially disrupt the continuity of the Groups business operations in the long term.

#### **Risk management measures**

**Risk Management:** The Group has established measures to manage and mitigate environmental compliance risks as follows:

1. Requiring all companies within the Group to strictly comply with applicable environmental laws, regulations, and standards.
2. Implementing environmental management systems in accordance with internationally recognized standards, such as ISO 14001.
3. Monitoring, inspecting, and reporting environmental performance on a regular basis.
4. Continuously assessing and reviewing environmental risks to prevent and mitigate potential impacts.
5. Promoting employee training and awareness regarding environmental compliance and sustainable business practices.

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

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

Business Continuity Plan (BCP) : Yes

The group has implemented a business continuity management system, focusing on preparation in terms of strategy, processes, and resources. The main company in the plastic, rubber, and metal industries has been certified with the ISO 22301 business continuity management standard, which confirms that the organisation has systems in place to prepare for crises and manage business continuity effectively according to international standards. This certification

builds confidence among stakeholders that the organisation will be able to continue its operations, handle crises, and deliver products without interruption.

Reference link to business continuity plan (BCP) : <https://www.sahaunion.co.th/en/disclosure-report-form-56-1>

Page number of the reference link : 77

## Sustainable supply chain management

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

#### Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>  
management policy and guidelines

Page number of the reference link : 4-6

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

In terms of managing the impact on stakeholders in the company's value chain, the President is responsible for overseeing the implementation of policies, plans, and guidelines related to sustainability within the organisation.

Reference link to sustainable supply chain : <https://www.sahaunion.co.th/en/DrivingBusinessforSustainability>  
management plan

Page number of the reference link : 4-6

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No  
criteria with new suppliers?

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : [https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103\\_CodeofConduct\\_updated22Nov2018.pdf](https://cdn.prod.website-files.com/6863a1f928656afe648c8f2b/6863a1f928656afe648c9103_CodeofConduct_updated22Nov2018.pdf)

### 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://www.sahaunion.co.th/en/disclosure-report-form-56-1>

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#### 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)	1.74	1.64	0.76

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

##### Research and Development

The European Commission has proposed the Ecodesign for Sustainable Products Regulation (ESPR) as part of the Circular Economy Action Plan under the European Green Deal. The ESPR, which replaces the former Ecodesign Directive, aims to enhance product sustainability throughout the entire life cycle, covering design, raw material selection, production, use, and end-of-life management. Products placed on the EU market are required to be designed for resource efficiency, durability, repairability, recyclability, and transparency of sustainability information. In parallel, the European Commission is developing concepts on essential use and safe and sustainable design criteria to foster innovation while supporting the transition toward a toxic-free environment.

In alignment with this regulatory framework, the principal company in the rubber business has established key product development initiatives. In 2025, 2 major projects were implemented:

- 1.) the elimination of toluene from the production process
- 2.) the reduction of hazardous substances in rubber products.

For 2026, 3 additional projects are planned:

- 1.) reuse of materials;
- 2.) recycling initiatives in medical device products; and
- 3.) development of rubber-based color masterbatch (replacing the former plastic-based formulation) to reduce electricity consumption in the mastication process.

### 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

## Innovation Development

The core company in the rubber business group continuously develops innovative products to drive sustainable growth and strengthen its competitive advantage. The Company has collaborated on additional research projects with specialized institutions such as the MTEC and the PETROMAT to enhance its technological capabilities. In 2025, the Company conducted research and development to manufacture products without the use of toluene in the production process. This initiative was driven by requirements from customers in the textile and apparel sector, who mandate that adhesives used in their products contain no more than 500 ppm of toluene. Toluene is classified as a hazardous chemical that poses risks to human health and the environment, both through emissions into water and air during production and through use in cleaning processes. As a result, consumers and environmental organizations have increasingly pressured the industry to adopt safer chemical alternatives. This requirement aligns with the sustainable fashion trend, which aims to reduce toxic residues in textile products. Through intensive research and development, the Company successfully formulated a toluene-free adhesive, exceeding customer expectations and reinforcing its commitment to innovation, safety, and environmental responsibility.

Reference link to organizations innovation culture : <https://www.sahaunion.co.th/en/disclosure-report-form-56-development-and-promotion-process> 1

Page number of the reference link : 32

## Information on innovation development benefits and research and development (R&D) expenses

### Benefits of innovation development

#### Financial benefits

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

#### Non-financial benefits

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

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