# ESG Performance Report
# for Listed Companies in 2024

THAI RUNG UNION CAR PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 28 May 2025

# ESG Performance

Company Name : THAI RUNG UNION CAR PUBLIC COMPANY LIMITED Symbol : TRU

Market : SET Industry Group : Industrials Sector : Automotive

## Environmental management

### Information on environmental policy and guidelines

### Environmental policy and guidelines

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

The company recognizes the importance of using energy resources efficiently and has declared an environmental policy as a guideline for energy conservation within the organization. The goal is for all employees to participate in energy conservation activities and align with the company's efforts to reduce costs and promote energy savings in accordance with government policies. The details of the policy are as follows:

1. Energy conservation is considered an integral part of the organization's operations. The management must prioritize energy management practices.
2. Energy conservation is the responsibility of the owners, management, and employees at all levels. Everyone is expected to cooperate in following:the measures set, tracking progress, and reporting to the energy management team.
3. The company sets annual energy conservation plans and goals. These plans are communicated to employees to ensure they understand and can implement them correctly.
4. The company will continuously improve energy efficiency based on business needs, technology, and best practices. Training programs will be provided to employees to enhance their understanding of energy conservation and ensure unified actions across the organization.

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

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

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

The company has conducted a greenhouse gas emissions assessment (CFO) by a certified expert registered with the Greenhouse Gas Management Organization. The results of this greenhouse gas emissions assessment will be used as baseline data to establish a benchmark for reducing the company's greenhouse gas emissions in the following year.

### 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 : Laws of energy conservation |

### Compliance with water management principles and standards

| | | |
|---|---|---|
| Water management principles and standards | : | Other : Check the quality of water before releasing it outside by a consultant. |

### Compliance with waste management principles and standards

| | | |
|---|---|---|
| Waste management principles and standards | : | 3Rs, 5Rs or 7Rs, Other : Waste disposal company disposes of hazardous waste every month. |

## 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), Thailand Greenhouse Gas Management Organization (TGO) |

## Information on other environmental management

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

-The EDP (Electrodeposition Painting) coating process includes air treatment using activated carbon for odor absorption. The activated carbon is sampled and sent for performance testing by the Department of Science Service four times a year.
-In the spray painting process, air treatment involves removing paint mist by passing it through a water curtain, which captures airborne particles. The treated air is then released through an exhaust stack. The resulting wastewater is treated through a wastewater treatment system with low turbidity (Line Degreasing).

**Air quality measurement results**

1. Particulate matter (TSP) 0.41 mg/Nm3
2. Sulphur dioxide (SO2) 1 ppm
3. Xylene (Xylene) 0.15 ppm
4. Carbon monoxide (CO) 27.25 ppm
5. Nitrogen oxides (NOX) 12.42 ppm
6. Toluene 0.37 ppm
7. Volatile Organic Compounds (TVOC) 3.03 ppm

All topics passed the Ministry of Industry standards.

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

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

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

# Energy management

## Disclosure boundary in energy management in the past years

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

## Information on energy management

## Energy management plan

| | | |
|---|---|---|
| The company's energy management plan | : | Yes |

The company places great importance on energy conservation and has established an "Energy Management" committee to implement the company's energy conservation policy. The committee will develop energy conservation plans to ensure cooperation from all departments within the company. These plans include controlling electricity usage during peak load periods, inspecting electrical machinery, tools, and equipment to prevent energy wastage, and replacing outdated equipment with energy-efficient alternatives. The committee will report progress during the quarterly productivity improvement meetings.

## 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) |
|---|---|---|
| Increase of electricity consumption from renewable energy sources | 2023 : electricity consumption from renewable sources 962,252.00 Kilowatt-Hours | 2024 : Increased by 15% or 143,472.00 Kilowatt-Hours |

## Information on performance and outcomes of energy management

## Performance and outcomes of energy management

| | | |
|---|---|---|
| Performance and outcomes of energy management | : | Yes |

In 2024, the company set a goal to reduce electricity consumption by 2% annually compared to the previous year. The company successfully achieved this target, resulting in an electricity cost reduction of approximately 3,684,503 baht per year.

## Information on electricity management

## Company’s electricity consumption (*)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total electricity consumption within the organization (Kilowatt-Hours)** | 10,358,857.00 | 8,390,442.00 | 8,696,724.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 9,355,000.00 | 7,428,190.00 | 7,591,000.00 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 1,003,857.00 | 962,252.00 | 1,105,724.00 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 11,704.92 | 10,397.08 | 12,095.58 |

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

## Electricity Consumption Intensity

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / $m^2$) | 156.05000000 | 126.40000000 | 130.01000000 |

## Electricity Expense (*)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total electricity expense (Baht) | 41,187,423.00 | 35,943,309.00 | 32,258,806.00 |
| Percentage of total electricity expense to total expenses (%)(**) | 1.63 | 1.52 | 1.45 |
| Percentage of total electricity expense to total revenues (%)(**) | 1.39 | 1.41 | 1.26 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 46,539.46 | 44,539.42 | 44,866.21 |

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

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

## Information on fuel management

## Company's fuel consumption

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Diesel (Litres) | 223,000.00 | 186,110.00 | 148,045.00 |
| LPG (Kilograms) | 543,411.00 | 316,591.00 | 315,984.00 |

*Additional explanation : Not include external fuel consumption*

## Company's fuel expense (*)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total fuel expense (Baht) | N/A | 12,664,033.41 | 12,274,202.50 |
| Percentage of total fuel expense to total expenses (%)(**) | N/A | 0.54 | 0.55 |
| Percentage of total fuel expense to total revenues (%)(**) | N/A | 0.50 | 0.48 |

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

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

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

### Energy Consumption

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total energy consumption within the organization (Megawatt-Hours) | 1,493,099.10 | 872,861.31 | 871,089.32 |

### Energy Consumption Intensity

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*) | 0.50350553 | 0.34278924 | 0.33920069 |
| Intensity of total energy consumption within the organization (Megawatt-Hours / $m^2$) | 22.49000000 | 13.15000000 | 13.12000000 |

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

# Water management

## Disclosure boundary in water management over the past years

| | | |
|---|---|---|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 1 |
| Actual number of disclosure boundaries | : | - |
| Data disclosure coverage (%) | : | 0.00 |

## Information on water management plan

## Water management plan

The Company's water management plan : Yes

The wastewater generated from the production process may be contaminated, especially from the dipping and spraying processes of car painting. The company has a policy of investing in improving its wastewater treatment system to ensure greater efficiency, with the aim of maintaining the quality of wastewater discharge in compliance with legal standards. Currently, the company operates 2 wastewater treatment systems

- Wastewater treatment system with chemical contamination (Degrease): This method uses chemicals to precipitate contaminants from the water.
- Wastewater treatment system with color contamination (Spray Booth): This method first uses chemicals to precipitate contaminants, followed by a biological treatment using the Activated Sludge (AS) system to meet the required water quality standards. The treatment process is monitored by the company’s engineering department, which ensures that water quality checks are conducted by external service providers before discharge. These checks occur once a week to ensure compliance with legal standards. Additionally, the company maintains a record of the data for continuous improvement of its pollution treatment systems. This ongoing effort helps build environmental confidence within the surrounding community near the factory.

## Information on setting goals for water management

## Setting goals for water management

Does the company set goals for water management : Yes

## Details of setting goals for water management

| Target(s) | Base year(s) | Target year(s) |
|---|---|---|
| Reduction of water withdrawal | 2023 : Water withdrawal 75,712.00 Cubic meters | 2024 : Reduced by 16.6% or 12,582.00 Cubic meters |

## Information on performance and outcomes of water management

## Performance and outcomes of water management

Performance and outcomes of water management : Yes

The company places great importance on the efficient and sustainable use of resources. It has set a target to reduce water consumption by 10% annually compared to the previous year. The company actively communicates and encourages all members of the organization to participate in water conservation efforts.
In 2024, the company exceeded its target, successfully reducing water consumption by 16.60%, which equals 12,582 cubic meters, translating into savings of approximately 200,000 Baht per year.

## Information on water management

## Water withdrawal by source

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total water withdrawal (Cubic meters)** | 89,294.18 | 75,712.00 | 63,130.00 |
| Water withdrawal by third-party water (cubic meters) | 89,294.18 | 75,712.00 | 63,130.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 100.90 | 93.82 | 87.80 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*) | 0.03 | 0.03 | 0.02 |

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

## Water discharge by destinations

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total wastewater discharge (cubic meters)** | 52,112.00 | 44,080.00 | 50,504.00 |
| Wastewater discharged to surface water (cubic meters) | 52,112.00 | 44,080.00 | 50,504.00 |

## Water consumption

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total water consumption (Cubic meters) | 37,182.18 | 31,632.00 | 12,626.00 |

## Recycled water consumption

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total recycled water for consumption (Cubic meters) | 0.00 | 0.00 | 0.00 |

## Water Consumption Intensity

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*) | 0.01253864 | 0.01242249 | 0.00491654 |
| Intensity of total water consumption (Cubic meters / $m^2$) | 1.35000000 | 1.14000000 | 0.95000000 |

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

## Water withdrawal expenses

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total water withdrawal expense (Baht)** | 1,425,705.03 | 1,207,388.30 | 1,008,174.00 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total water withdrawal expense from third-party water (Baht) | 1,425,705.03 | 1,207,388.30 | 1,008,174.00 |
| Percentage of total water withdrawal expense to total expenses (%)(*) | 0.06 | 0.05 | 0.05 |
| Percentage of total water withdrawal expense to total revenues (%)(*) | 0.05 | 0.05 | 0.04 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 1,610.97 | 1,496.14 | 1,402.19 |

*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 |

**Waste and Waste Management**

The company has implemented a policy to reduce waste and waste materials by 10% compared to the previous year. This is done through education and promoting the 3Rs (Reduce, Reuse, Recycle) principles. The company applies engineering principles to improve production processes, aiming to increase material yield or recycle certain types of oil. The company also educates employees on how to properly separate and manage waste and promotes efforts to reduce the use of plastic and foam products, such as using cloth bags and reducing single-use containers.

**Hazardous Waste Management**

In the painting process, a water curtain is used to capture paint mist. The sludge from this process, which is hazardous waste, is sent to a licensed disposal company to prevent the release of toxic substances into the environment. The company has contracted with PST Environmental Technology Co., Ltd., which is licensed by the Department of Industrial Works, to transport the waste, while Better World Green Public Company Limited is responsible for the proper disposal of hazardous waste as per legal standards. The paint sludge generated from the production process each week is collected from the circulating water tank and placed into a designated Lugger before being sent for proper disposal.

**Air Pollution Management**

The company places great importance on managing air pollution that may result from its production processes, which could potentially impact surrounding communities. Therefore, the company has implemented improvements to the dipping and painting processes to reduce pollution and ensure that its operations do not harm the environment. The company uses air pollution treatment technologies for 2 key processes:

- EDP (Electrocoat Paint) Process: In this process, air is treated using activated carbon to absorb odors. The activated carbon is periodically sampled and sent to the Department of Science Services for efficiency testing 4 times per year.
- Spray Painting Process: This process uses water curtains to capture paint particles, mixing them with water and releasing treated air through exhaust stacks. The wastewater is then treated using a low-turbidity wastewater treatment system (Line Degreasing).

## 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<br>Waste type: Non-hazardous waste and hazardous waste | 2023 : non-hazardous waste and hazardous waste 4,180,225.00 Kilograms | 2024 : Reduced by 5.77% or 241,027.00 Kilograms | • Reuse<br>• Recycle |

## 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 2024, the company achieved a 5.77% reduction in total waste and waste materials, falling short of the set target. However, the company is in the process of implementing measures to improve the waste management system, including increasing strategies for maximizing the reuse of waste materials. These efforts are aimed at aligning with the organization's long-term sustainable development goals.

## Information on waste management

## Waste Generation(*)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total waste generated (Kilograms)** | 4,028,348.00 | 4,180,225.00 | 3,939,198.00 |
| **Total non-hazardous waste (kilograms)** | 3,848,170.00 | 4,059,450.00 | 3,786,833.00 |
| **Total hazardous waste (kilograms)** | 180,178.00 | 120,775.00 | 152,365.00 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**) | 1.36 | 1.64 | 1.53 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**) | 1.30 | 1.59 | 1.47 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**) | 0.06 | 0.05 | 0.06 |

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

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

## Waste reuse and recycling

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total reused/recycled waste (Kilograms)** | 0.00 | 0.00 | 97,182.00 |
| **Reused/Recycled non-hazardous waste (Kilograms)** | 0.00 | 0.00 | 97,182.00 |
| Reused non-hazardous waste (Kilograms) | 0.00 | 0.00 | 97,182.00 |
| Recycled non-hazardous waste (Kilograms) | 0.00 | 0.00 | 0.00 |
| **Reused/Recycled hazardous waste (Kilograms)** | 0.00 | 0.00 | 0.00 |
| Reused hazardous waste (Kilograms) | 0.00 | 0.00 | 0.00 |
| **Recycled hazardous waste (Kilograms)** | 0.00 | 0.00 | 0.00 |
| Percentage of total reused/recycled waste to total waste generated (%) | 0.00 | 0.00 | 2.47 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 0.00 | 0.00 | 2.57 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| 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 | : | - |
| Data disclosure coverage (%) | : | 0.00 |

## Information on greenhouse gas management plan

## Greenhouse gas management plan

| | | |
|---|---|---|
| The company’s greenhouse gas management plan | : | Yes |

In 2024, the company conducted an assessment of its greenhouse gas emissions (CFO) with the help of experts registered with the Greenhouse Gas Management Organization (TGO). The results from this assessment will be used to establish baseline data, which will serve as a benchmark for reducing the company's greenhouse gas emissions in the following years.

## 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 other greenhouse gas reduction targets |

## Setting other greenhouse gas reduction targets

## Details of setting other greenhouse gas reduction targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year |
|---|---|---|---|
| Scope 1 | 2024 : Greenhouse gas emissions 1,941.00 $tCO_2e$ | 2025 : Reduced by 5% in comparison to the base year | - |

## Information on performance and outcomes of greenhouse gas management

| | | |
|---|---|---|
| Performance and outcomes of greenhouse gas management | : | Yes |

In 2024, the company conducted an assessment of its greenhouse gas emissions (CFO) with the help of experts registered with the Greenhouse Gas Management Organization (TGO). The results from this assessment will be used to establish baseline data, which will serve as a benchmark for reducing the company's greenhouse gas emissions in the following years.

## Diagram of performance and outcomes in greenhouse gas management

โดยผลประเมินการปล่อยก๊าซเรือนกระจกขององค์กรในปี 2567 เป็นดังนี้

| แหล่งปล่อยก๊าซเรือนกระจก | ปริมาณ | หน่วย |
|---|---|---|
| ประเภทที่ 1 | 1,941 | Ton $CO_2e$ |
| ประเภทที่ 2 | 3,820 | Ton $CO_2e$ |
| ประเภทที่ 3 | 1,249 | Ton $CO_2e$ |

หมายเหตุ เป็นผลการประเมินของบริษัท TRU และบริษัทย่อยอีก 2 แห่ง

## Information on greenhouse gas management

## The company's greenhouse gas emissions

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total GHG emissions (Metrics tonne of carbon dioxide equivalents)** | 0.00 | 0.00 | 7,010.00 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)(1) | 0.00 | 0.00 | 1,941.00 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)(2) | 0.00 | 0.00 | 3,820.00 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)(3) | 0.00 | 0.00 | 1,249.00 |

*Remark:* *(1) The greenhouse gas emissions assessment results for TRU and its two subsidiaries*
*(2) The greenhouse gas emissions assessment results for TRU and its two subsidiaries*
*(3) The greenhouse gas emissions assessment results for TRU and its two subsidiaries*

## Greenhouse Gas Emissions Intensity

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*) | 0.000000 | 0.000000 | 0.002730 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 0.00 | 0.00 | 9.75 |
| Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / $m^2$) | N/A | N/A | 0.11000000 |

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

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

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

Verification of the company's greenhouse gas emissions : No

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

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

### Absorption and removal of Greenhouse Gas

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

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Company Name : THAI RUNG UNION CAR PUBLIC COMPANY LIMITED Symbol : TRU

Market : SET Industry Group : Industrials Sector : Automotive

# Human rights

## Information on social and human rights policies and guidelines

## Social and human rights policy and guidelines

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

Thai Rung Union Car Public Company Limited is committed to conducting business with corporate social responsibility (CSR) and respecting human rights throughout the business value chain. The company aims to build good relationships based on mutual acceptance and trust, considering the potential impact on all stakeholders. The company places great importance on supporting social activities to the best of its ability, along with taking care of the surrounding community. It also fosters attitudes and an organizational culture that encourages employees to be responsible for the society in which they live. The company has established the following practices:

1. Conduct business with honesty and transparency, building trust with all stakeholders. The company focuses on its growth alongside the comprehensive development of the quality of life of employees, communities, and society. It also considers the interests of stakeholders in accordance with the company's vision and mission.
2. Promote and provide knowledge about social responsibility to employees at all levels of the company to guide their participation in taking responsibility for society throughout the organization.
3. Take responsibility for and adhere to environmental conservation, as well as local customs and traditions where the organization is located.
4. Regularly conduct activities to contribute to the development of society, community, and the environment to improve the quality of life in the communities where the company operates, both independently and in collaboration with the government and communities.
5. Communicate and disseminate information about the company's social responsibility to stakeholders to ensure their understanding of the company's operations and periodically review and update the social responsibility policy for appropriateness.
6. Prevent accidents and control waste discharge to levels below acceptable standards.
7. Respond promptly and effectively to incidents that impact the environment and communities arising from the company's operations, providing full cooperation to government officials and relevant agencies.
8. The company is committed to conducting business fairly and ethically, paying attention to compliance with laws, respecting social rules, and maintaining political neutrality.

## 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 | : | Community and environmental rights, Safety and occupational health at work |

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## Information on Human Rights Due Diligence : HRDD

## Human Rights Due Diligence : HRDD

| | | |
|---|---|---|
| Does the company have an HRDD process | : | No |

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## Information on other social management

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

In 2024, the Thai Rung Group, the Pern Choke Group, and the Vichien-Pranee Pern Choke Foundation jointly contributed to support various projects of hospitals, educational institutions, sports, temples, foundations, and various communities, totaling 8,029,496 baht, divided into the Thai Rung Group and employees, totaling 2,459,300 baht, the Pern Choke Group and the Vichien-Pranee Pern Choke Foundation, totaling 5,534,196 baht. The important activities throughout the year are as follows:

1) Community and Social Care

The company focuses on the importance of the community surrounding the factory area as well as strengthening local public agencies to be strong and capable of caring for and providing services to the people in the Nong Khaem and Bang Khae areas, which are the locations of the Thai Rung Union Car Public Company Limited Group.

Community Relations

With the location of the auto parts manufacturing and assembly plant of Thai Rung Union Car Public Company Limited adjacent to the residential area of the community, in order to monitor and control pollution that may arise from the production process, both plating and painting, which may cause annoyance to the community living near the factory area, the company has assigned a community relations team to create communication channels and receive complaints from the community for urgent improvement. The community relations team will visit and meet with the community regularly.

2) Educational support by providing scholarships to youth. The company recognizes the importance of promoting education, which is another important factor that will affect the quality of life of the people. The company has allocated a budget for scholarships to provide to youth to use as capital and as encouragement to study diligently. The company has allocated scholarships as follows:

- Support funding for the children of police officers at Nong Khaem Police Station.

The company donated money to the children of police officers at Nong Khaem Police Station for scholarships for the year 2024 in the amount of 48,000 baht, which was given on January 18, 2025.

- Support the Thai Roong Table Tennis Club.

The company recognizes the need for competitive opportunities for athletes and helps support athletes who lack financial opportunities, both in terms of competition equipment to have good training opportunities and opportunities to travel to competitions to collect points. To fulfill the dream of success in playing table tennis and to make a name for Thailand, the company has provided financial support to athletes to cover training expenses as well as necessary expenses for continuous competition. In 2024, the Thai Roong Table Tennis Club sent athletes to participate in many competitions both domestically and internationally and was able to win many awards.

3) Donating items and money to various charitable organizations.

3.1 Supported medical equipment to Rajavithi Hospital, Bangkok, by donating pathology laboratory equipment worth 2,200,000 baht.

3.2 Donated items, tools, appliances, and cash worth 16,350 baht to the Mirror Foundation to be used in missions to help flood victims in the north in 2024.

3.3 Provided financial support to the Nong Khaem Metropolitan Police Station and the Khlong Pathum Rescue Team to be used in retirement activities for police officers and to be used in missions to help flood victims in the north, in the amount of 15,000 baht.

3.4 Supported playground equipment and rocking horses, along with financial support, to the Baan Busara community located next to the company. This is to improve the landscape of the public park and to be used in village activities.

3.5 Activities to help and share kindness with the Baan Dek Thammarak Foundation in the project of Wat Phrabat Nam Phu. Thai Rung Union Car Public Company Limited invites fellow employees to join in doing good deeds by organizing a star-picking activity to raise funds for the Wat Phrabat Nam Phu Foundation. In 2024, donations reached 11,749 baht.

3.6 Supporting public benefit activities. To support activities for the benefit of the community, the company encourages employees to volunteer to clean up the community around the company, including the Phongsirichai Village community, the Soi Rong Gas community, and the Baan Busara community, which are adjacent to the company, to offer as a merit-making act on the occasion of National Mother's Day 2024.

Activities to promote good deeds.

From the philosophy of doing business by "Think Good, Do Good, Speak Good", the company has used these principles as guidelines in encouraging all employees to live their lives with good thoughts, good deeds, and good speech through a variety of merit-making activities such as blood donation. The company has organized blood donation activities every quarter, every year, from 1998 to the present. There are 3,721 employees who donate blood to encourage employees to know

how to share, sacrifice, and help society.

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

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

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total number of cases or incidents of significant legal or social and human rights violations (cases)** | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to consumer rights violations (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to business partner's rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to disputes with the community/society (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to cybersecurity or customer data breaches (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to workplace safety and occupational health (cases) | 0 | 0 | 0 |

# Fair labor practice

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

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

## Information on employees and labor management plan

## Employees and labor management plan

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

1. Fair wage and compensation payments that are consistent with employees' knowledge and abilities equally and appropriate to the economic situation and enable them to compete with the same industry to attract talented people to work with the company.
2. The company encourages employees to have more skills and knowledge by sending employees to training both inside and outside the company.
3. The company conducts an employee engagement survey to assess employee satisfaction with the work environment and well-being regularly.
4. The company employs foreign workers legally and complies with the Labor Protection Act. and provides equal welfare and labor relations.

## Information on setting employee and labor management goals

## Setting employee and labor management goals

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

## Details of setting goals for employee and labor management

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|---|---|---|---|
| • Employee training and development | Training hours/person/year | 2023: 8 hours/person/year | 2024: 8 hours/person/year |
| • Fair employee compensation | Compensation Complaints | 2023: number of compensation complaints 0 | 2024: number of compensation complaints 0 |
| • Promoting employee relations and participation | Employee Engagement score | 2023: 70% | 2024: 70% |
| • Others : welfare and labor relations | the Excellent Establishment Award in Welfare and Labor Relations | 2023: the Excellent Establishment Award in Welfare and Labor Relations | 2024: the Excellent Establishment Award in Welfare and Labor Relations |

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

## Performance and outcomes for employee and labor management

| | | |
|---|---|---|
| Performance and outcomes for employee and labor management | : | Yes |

1. Fair wage and compensation payments that are consistent with employees' knowledge and abilities equally and appropriate to the economic situation and enable them to compete with the same industry to attract talented people to work with the company.
2. The company encourages employees to have more skills and knowledge by sending employees to training both inside and outside the company. In 2024, the company organized a total of 50 training courses, divided into 37 internal training courses and 13 external training courses, with a total of 1,669 trainees, accounting for 13,656 hours. The average training hours are 8.18 hours per person per year, higher than the target of 8 hours per person per year.
3. The company conducts an employee engagement survey to assess employee satisfaction with the work environment and well-being regularly, which affects employee engagement and development, such as job security, compensation and benefits, support and promotion of career advancement, work environment and atmosphere, communication within the department and organization. In the past year, the company has taken suggestions from the results of the previous year's organizational engagement survey to develop a plan to improve/develop various matters and will conduct a survey to evaluate the results again in the following year.
4. The company employs foreign workers legally and complies with the Labor Protection Act.
5. The company has received the Excellent Establishment Award in Welfare and Labor Relations for 19 consecutive years.

## Diagram of performance and outcomes for employee and labor management

กระทรวงแรงงาน
ขอมอบเกียรติบัตรฉบับนี้ให้ไว้เพื่อแสดงว่า
บริษัท ไทยรุ่งยูเนี่ยนคาร์ จำกัด (มหาชน)
ได้รับรางวัลเกียรติยศสูงสุดสถานประกอบกิจการดีเด่น
ด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน ประจำปี พ.ศ. ๒๕๖๗ ระดับประเทศ ปีที่ ๑๙
(นายพิพัฒน์ รัชกิจประการ)
รัฐมนตรีว่าการกระทรวงแรงงาน

## Information on employment

## Employment

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total Employment** (Person) | 885 | 807 | 719 |
| Percentage of employees to total employment (%) | 100.00 | 100.00 | 100.00 |
| **Total employees** (persons) | 885 | 807 | 719 |
| Male employees (persons) | 640 | 568 | 513 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Percentage of male employees (%) | 72.32 | 70.38 | 71.35 |
| Female employees (persons) | 245 | 239 | 206 |
| Percentage of female employees (%) | 27.68 | 29.62 | 28.65 |

## Number of employees categorized by age

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of employees under 30 years old (Persons) | 273 | 213 | 178 |
| Percentage of employees under 30 years old (%) | 30.85 | 26.39 | 24.76 |
| Total number of employees 30-50 years old (Persons) | 499 | 493 | 439 |
| Percentage of employees 30-50 years old (%) | 56.38 | 61.09 | 61.06 |
| Total number of employees over 50 years old (Persons) | 113 | 101 | 102 |
| Percentage of employees over 50 years old (%) | 12.77 | 12.52 | 14.19 |

## Number of male employees categorized by age

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of male employees under 30 years old (Persons) | 202 | 148 | 126 |
| Percentage of male employees under 30 years old (%) | 31.56 | 26.06 | 24.56 |
| Total number of male employees 30-50 years old (Persons) | 356 | 348 | 311 |
| Percentage of male employees 30-50 years old (%) | 55.63 | 61.27 | 60.62 |
| Total number of male employees over 50 years old (Persons) | 82 | 72 | 76 |
| Percentage of male employees over 50 years old (%) | 12.81 | 12.68 | 14.81 |

## Number of female employees categorized by age

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of female employees under 30 years old (Persons) | 71 | 65 | 52 |
| Percentage of female employees under 30 years old (%) | 28.98 | 27.20 | 25.24 |
| Total number of female employees 30-50 years old (Persons) | 143 | 145 | 128 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Percentage of female employees 30-50 years old (%) | 58.37 | 60.67 | 62.14 |
| Total number of female employees over 50 years old (Persons) | 31 | 29 | 26 |
| Percentage of female employees over 50 years old (%) | 12.65 | 12.13 | 12.62 |

## Number of employees categorized by position

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of employees in operational level (Persons) | 852 | 776 | 693 |
| Percentage of employees in operational level (%) | 96.27 | 96.16 | 96.38 |
| Total number of employees in management level (Persons) | 28 | 25 | 17 |
| Percentage of employees in management level (%) | 3.16 | 3.10 | 2.36 |
| Total number of employees in executive level (Persons) | 5 | 6 | 9 |
| Percentage of employees in executive level (%) | 0.56 | 0.74 | 1.25 |

## Number of male employees categorized by position

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of male employees in operational level (Persons) | 617 | 547 | 496 |
| Percentage of male employees in operational level (%) | 96.41 | 96.30 | 96.69 |
| Total number of male employees in management level (Persons) | 21 | 19 | 11 |
| Percentage of male employees in management level (%) | 3.28 | 3.35 | 2.14 |
| Total number of male employees in executive level (Persons) | 2 | 2 | 6 |
| Percentage of male employees in executive level (%) | 0.31 | 0.35 | 1.17 |

## Number of female employees categorized by position

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of female employees in operational level (Persons) | 235 | 229 | 197 |
| Percentage of female employees in operational level (%) | 95.92 | 95.82 | 95.63 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of female employees in management level (Persons) | 7 | 6 | 6 |
| Percentage of female employees in management level (%) | 2.86 | 2.51 | 2.91 |
| Total number of female employees in executive level (Persons) | 3 | 4 | 3 |
| Percentage of female employees in executive level (%) | 1.22 | 1.67 | 1.46 |

## Significant changes in the number of employees

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

## Number of male employees categorized by region

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Bangkok Metropolitan (Person) | 352 | 307 | 279 |
| Northern (Person) | 53 | 49 | 44 |
| Central (Person) | 42 | 42 | 37 |
| Northeastern (Person) | 168 | 149 | 136 |
| Southern (Person) | 15 | 14 | 11 |
| Eastern (Person) | 11 | 8 | 6 |

## Number of female employees categorized by region

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Bangkok Metropolitan (Person) | 141 | 137 | 123 |
| Northern (Person) | 12 | 12 | 9 |
| Central (Person) | 13 | 16 | 13 |
| Northeastern (Person) | 72 | 67 | 55 |
| Southern (Person) | 2 | 3 | 2 |
| Eastern (Person) | 4 | 3 | 4 |

## Employment of workers with disabilities

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total employment of workers with disabilities (persons)** | 9 | 9 | 8 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Percentage of disabled workers to total employment (%) | 1.02 | 1.12 | 1.11 |
| **Total number of employees with disabilities (Persons)** | 9 | 9 | 8 |
| Total male employees with disabilities (persons) | 2 | 2 | 2 |
| Total female employees with disabilities (persons) | 7 | 7 | 6 |
| Percentage of disabled employees to total employees (%) | 1.02 | 1.12 | 1.11 |
| **Total number of workers who are not employees with disabilities (persons)** | 0 | 0 | 0 |
| **Contributions to empowerment for persons with disabilities fund** | Yes | Yes | Yes |

## Information on compensation of employees

## Employee remuneration by gender

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total employee remuneration (baht)** | 274,510,000.00 | 272,150,000.00 | 232,450,000.00 |
| Total male employee remuneration (baht) | 186,067,359.00 | 191,839,069.00 | 159,660,287.00 |
| Percentage of remuneration in male employees (%) | 67.78 | 70.49 | 68.69 |
| Total female employee remuneration (baht) | 88,442,641.00 | 80,310,931.00 | 72,789,713.00 |
| Percentage of remuneration in female employees (%) | 32.22 | 29.51 | 31.31 |
| Average remuneration of employees (Baht / Person) | 310,180.79 | 337,236.68 | 323,296.24 |
| Average remuneration of male employees (Baht / Person) | 290,730.25 | 337,744.84 | 311,228.63 |
| Average remuneration of female employees (Baht / Person) | 360,990.37 | 336,029.00 | 353,348.12 |
| Ratio of average remuneration of female employees to male employees | 1.24 | 0.99 | 1.14 |

## Provident fund management policy

Provident fund management policy : Have

Since the provident fund is a retirement savings fund for employees, the company has a policy to support the provident fund committee in selecting fund managers who adhere to the Investment Governance Code ("I Code") and/or manage investments responsibly by considering environmental, social, and governance (ESG) factors. The company ensures that the fund management complies with good investment governance principles, as it is an investment approach that leads to the best benefits for the fund members, who are the company's employees, in the long term.

## Provident fund for employees (PVD)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Number of employees joining in PVD (persons) | 641 | 604 | 523 |
| Proportion of employees who are PVD members (%) | 72.43 | 74.85 | 72.74 |
| Total amount of provident fund contributed by the company (baht) | 3,770,000.00 | 5,683,111.00 | 4,544,960.00 |
| Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%) | 1.37 | 2.09 | 1.96 |

## Information on employee development

## Employee training and development

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Employee development plans as part of annual performance reviews[4] | No | No | No |
| Average employee training hours (Hours / Person / Year) | 8.29 | 8.75 | 8.18 |
| Total amount spent on employee training and development (Baht) | 81,616.00 | 557,928.19 | 261,178.80 |
| Percentage of training and development expenses to total expenses (%)[*] | 0.000032 | 0.000237 | 0.000118 |
| Percentage of training and development expenses to total revenue (%)[*] | 0.000028 | 0.000219 | 0.000102 |

*Additional explanation : [*] Total revenues and expenses from consolidated financial statement*

*Remark: [4] The company has a plan for employee development, but it has not been implemented in the annual performance evaluation.*

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

## Number of working hours

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of hours work (Hours) | 1,798,320.00 | 2,330,616.00 | 1,157,166.00 |
| Total number of hours worked by employees (Hours) | 1,798,320.00 | 2,330,616.00 | 1,157,166.00 |

## Statistic of accident and injuries of employees from work

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of lost time injury incidents by employees (Cases) | 0 | 0 | 2 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 1 | 0 | 2 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.11 | 0.00 | 0.28 |
| 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)(*) | 0.56 | 0.00 | 1.73 |
| Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**) | 0.11 | 0.00 | 0.35 |

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

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

## Information on promoting employee relations and participation

### Employee engagement

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total number of employee turnover leaving the company voluntarily (persons)** | 188 | 195 | 159 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 155 | 164 | 130 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 33 | 31 | 29 |
| Proportion of voluntary resignations (%) | 21.24 | 24.16 | 22.11 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 82.45 | 84.10 | 81.76 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 17.55 | 15.90 | 18.24 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Evaluation result of employee engagement | Yes | Yes | Yes |

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

# Responsibility to customers/ consumers

## Information on responsibility to customers/consumers policy

## Consumer data privacy and protection policy and guidelines

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

## Responsible sales and marketing policy and guidelines

| | | |
|---|---|---|
| Responsible sales and marketing policy and guidelines | : | No |

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

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

## Information on customer management plan

## Customer management plan

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

The company is committed to developing product and service quality with reasonable and competitive costs, ensuring timely delivery to maximize customer satisfaction. The company reviews its work systems, including order receiving, production planning, and raw material preparation, to consistently align with customer orders. This enhances production efficiency, reduces process waste, and implements a rigorous quality control system before delivering products to customers on schedule. The customer satisfaction evaluation process is as follows:

1. Molds, Parts, and Assembly Services:

- The sales department conducts customer satisfaction surveys twice a year with every customer.
- The Quality Control Department receives monthly quality assessments and product delivery evaluations from customers.

2. Vehicle Sales: A third-party CRM agency is hired to conduct monthly customer satisfaction surveys regarding sales and after-sales services. Upon receiving these evaluations, the company will gather customer feedback, analyze the data, and summarize areas for improvement using the P-D-C-A (Plan-Do-Check-Action) approach to better meet customer expectations.

## Information on setting customer management goals

## Setting customer management goals

| | | |
|---|---|---|
| Does the company set customer management goals | : | Yes |

## Details of setting customer management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|---|---|---|---|
| • Development of customer satisfaction and customer relationship | Customer satisfaction assessment results | - | 2024: - Mold and Parts: Target 80%<br>- Sub-Assembly and Painting: Target 80%<br>- Car Sales: Target 95% |

## Information on performance and results of customer management

## Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

-

## Diagram of performance and outcomes of customer management

In 2024, the Company received the following customer satisfaction assessment results:

| Product Group | Target | Evaluation results received |
|---|---|---|
| Tooling and Parts | 80% | 85% |
| Assembly and painting services | 80% | 87% |
| Automotive Sales | 95% | 98% |

For topics that received lower than the target and were significantly affected, the company has already taken corrective action.

## Customer satisfaction

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

## Channels for receiving complaints from customers/consumers

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

Telephone : 0-28122200

Fax : -

Email : info@thairung.co.th

Company's website : www.thairung.co.th

Address : Thai Rung Union Car Plc
304 Macharoen Road, Nong Khang Phlu, Nong Khaem
Bangkok 10160

# Responsibility to community/ society

## Information on community development and engagement policies

## Community development and engagement policies

Community development and engagement policies : No

## 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 : Education, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

Policy and Practices: The Company places importance on conducting public service activities to give back to society. The Company is committed to CSR both within the company, including all employees, and to those outside the company. In addition, the Group established the Vichien-Pranee Pernochoke Foundation on July 7, 2015, with the main objective of promoting and supporting various charitable organizations or social development in various fields such as educational assistance, assistance to the poor, etc.

1) Community and Social Care

The Company focuses on the importance of the communities surrounding the factory areas, as well as strengthening local public agencies to be strong and capable of providing care and services to the people in Nong Khaem and Bang Khae Districts, where Thai Rung Union Car Public Company Limited is located.

2) Supporting education by providing scholarships to youth: The Company recognizes the importance of promoting education, which is another important factor that will affect the quality of life of the people. The company allocates a budget for scholarships to be awarded to young people to use as capital and encouragement to study diligently. The company has allocated scholarships.

3) Donation of goods and money to various charitable organizations.

## Information on setting of community and social management goals

## Setting of community and social management goals

Does the company set community and social management goals : Yes

## Details of community and social management goal setting

| Target(s) | Indicators(s) | Base year(s) | Target year(s) |
|---|---|---|---|
| • Others : community complaints | Number of community complaints | 2023: Goal 0 case | 2024: Goal 0 case |

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

## Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community Relations

As Thai Rung Union Car Public Company Limited's parts manufacturing and vehicle assembly plant is located adjacent to a residential area, to monitor and control pollution that may arise from production processes such as dipping and painting that may cause inconvenience to the community living near the factory, the company has assigned a community relations team to create communication channels and receive complaints from the community for urgent improvement. The community relations team will regularly visit and meet with the community. In 2024, there were no complaints from the community, achieving the set goals.

Diagram of performance and outcomes in community and social management

## Benefit from implementing social development project

Financial benefits

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

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Scholarships (Baht) | 189,000.00 | 331,000.00 | 222,000.00 |
| Donations / Grants (Baht) | 2,434,909.00 | 4,264,169.00 | 2,511,257.00 |

Non-financial benefits

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

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Activities for Community and Social Development (projects) | 5.00 | 4.00 | 4.00 |

## Expenses from social and environmental development project

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total financial contribution to community/social development projects or activities (Bath) | 0.00 | 0.00 | 0.00 |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Percentage of financial contribution for community/social development projects or activities to total expense (%) (*) | 0.000000 | 0.000000 | 0.000000 |
| Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*) | 0.000000 | 0.000000 | 0.000000 |

*Additional Explanation : (*) 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.

Company Name : THAI RUNG UNION CAR PUBLIC COMPANY LIMITED Symbol : TRU

Market : SET Industry Group : Industrials Sector : Automotive

# Corporate Governance Policy

## Information on overview of the policy and guidelines

## Corporate governance policy and guidelines

| | | |
|---|---|---|
| Corporate governance policy and guidelines | : | Yes |

-

| | | |
|---|---|---|
| Reference link for the full version of corporate governance policy and guidelines | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 5-17 |

## Policy and guidelines related to the board of directors

| | | |
|---|---|---|
| Are there policy and guidelines related to the board of directors | : | Yes |
| Guidelines related to the board of directors | : | Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation |

## Nomination of directors

The Nomination and Remuneration Committee, composed of all three independent directors, is responsible for selecting qualified individuals to serve as directors. The selection process involves careful and thorough consideration of the qualifications of each nominated individual. The committee looks for highly qualified candidates with expertise from various fields, possessing both hard and soft skills that can contribute to the company’s efficient management. Candidates should also demonstrate leadership qualities, a broad vision, strong ethical standards, and a transparent work history. Furthermore, they must be able to dedicate sufficient time to the company. The committee evaluates the candidates' knowledge, expertise, and skills that may be missing from the current board and ensures alignment with the company’s business strategy. The committee also uses the Director Pool from the IOD Membership Directory as a resource during the selection process.

## Determination of director remuneration

The company has established a reasonable remuneration policy for its directors, with the Nomination and Remuneration Committee responsible for reviewing and assessing the appropriateness of the compensation. This evaluation aligns with the scope of the directors' duties and responsibilities, the company's financial status, and a comparison with other companies in the same industry and of similar revenue size. The assessment also considers the economic conditions, the company's revenue and profit growth, as well as the number of current directors. The proposed remuneration is then presented to the Board of Directors for approval.

## Independence of the board of directors from the management

The company has appointed an independent director to serve as the Chairman of the Board, who is not the same person as the Chief Executive Officer (CEO). Currently, independent directors make up 50% of the total number of directors on the board. This structure is intended to promote independence in overseeing and auditing the management's operations.

## Director development

The company has a policy to support and facilitate board members in attending various training courses offered by the Thai Institute of Directors (IOD). The company covers all expenses for these courses to enhance the knowledge and understanding of board members in fulfilling their duties in accordance with good corporate governance principles.

## Board performance evaluation

The company's Board of Directors has established a process for evaluating the performance of the board as a whole, sub-committees, and the CEO annually. The evaluation is conducted using the form provided by the Thai Listed Companies Governance Development Center of the Stock Exchange of Thailand. The Board has delegated the responsibility of collecting and summarizing the evaluation results to the Office of the CEO. The summarized results are then reported to the Board of Directors for discussion, where the results are reviewed, and strategies for improving the efficiency of operations are developed.

## 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, Community and society |

## Shareholder

-

| | | |
|---|---|---|
| Reference link for Shareholder | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 26 |

## Employee

-

| | | |
|---|---|---|
| Reference link for Employee | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 27 |

## Customer

-

| | | |
|---|---|---|
| Reference link for Customer | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 29 |

## Business competitor

-

| | | |
|---|---|---|
| Reference link for Business competitor | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 30 |

## Business partner

-

| | | |
|---|---|---|
| Reference link for Business partner | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 30 |

## Creditor

-

| | | |
|---|---|---|
| Reference link for Creditor | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 30 |

## Community and society

-

| | | |
|---|---|---|
| Reference link for Community and society | : | http://ir.thairung.co.th/th/investor60.php |
| Page number of the reference link | : | 31 |

## Information on business code of conduct

## Business code of conduct

| | | |
|---|---|---|
| Business code of conduct | : | Yes |

-

| | | |
|---|---|---|
| Reference link for the full version of business code of conduct | : | http://ir.thairung.co.th/th/investor60.php |

## 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, 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

-

## 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

-

## Information and IT system security

-

## Environmental management

-

## Human rights

-

## Safety and occupational health at work

-

-

-

## 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 company fosters a sense of awareness among all employees to perform their duties with transparency, free from any form of corruption or fraud, and to adhere to the established business ethics.

## Participation in anti-corruption networks

| | | |
|---|---|---|
| Participation or declaration of intent to join anti-corruption networks | : | Yes |
| Anti-corruption networks or projects the company has joined or declared intent to join | : | Thai Private Sector Collective Action Against Corruption (CAC)<br>CAC membership certification status : Certified<br>Certification document of CAC membership status : 4.TRU - Certificate Anti-Corruption_Exp.March 26.pdf |

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

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

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

In 2024, the company undertook a restructuring of its board to align with good corporate governance principles, aiming to enhance transparency and improve the efficiency of the board's management. The Nomination and Remuneration Committee proposed to the Board of Directors the appointment of an independent director as the Chairman of the Board, to promote independence in overseeing and auditing the management's operations. Additionally, the company actively recruited more independent directors by referring to the Board Skill Matrix to ensure that the board possesses diverse knowledge, capabilities, and experience across all necessary areas to drive the organization according to its strategic plan. This approach strengthens the board's ability to provide effective governance and offer valuable policy advice to the company's operations. The appointment of additional independent directors brings the proportion of independent directors to 50% of the total board members. This change reflects the company's commitment to enhancing the standards of corporate governance, meeting the expectations of shareholders and stakeholders, building investor confidence, and supporting the sustainable growth of the company in the long term.

## Implementation of the CG Code for listed companies

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

-

## Other corporate governance performance and outcomes

The company received a "Good" rating in corporate governance evaluation from the Thai Institute of Directors Association (IOD).

# Corporate Governance Structure

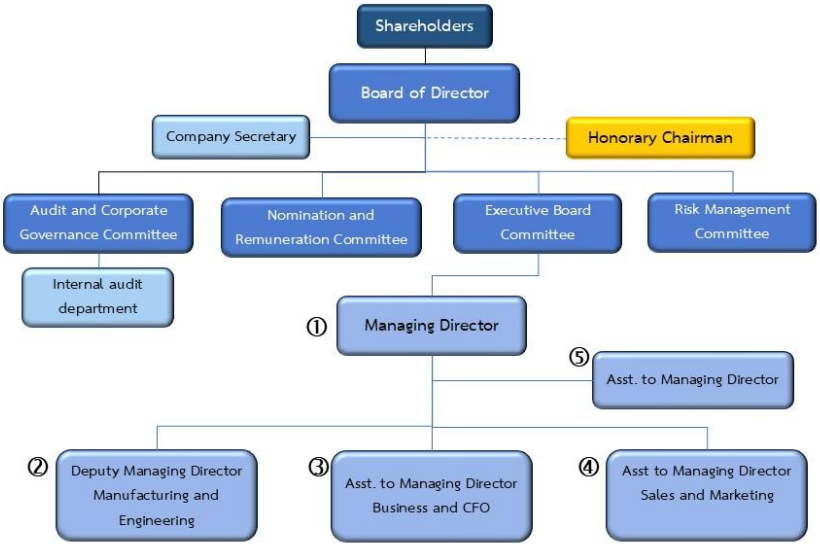
## Information on corporate governance structure

## Corporate governance structure

## Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

## Corporate governance structure diagram




① - ⑤ are the executives as defined by the SEC.

## Information on the board of directors

## Information on the board of directors

## Composition of the board of directors

| | 2024 | |
|---|---|---|
| | Male (persons) | Female (persons) |
| Total directors | 8 | |
| | 7 | 1 |
| Executive directors | 2 | |
| | 2 | 0 |
| Non-executive directors | 6 | |
| | 5 | 1 |
| Independent directors | 4 | |
| | 4 | 0 |
| Non-executive directors who have no position in independent directors | 2 | |
| | 1 | 1 |

| | 2024 | |
|---|---|---|
| | Male (%) | Female (%) |
| **Total directors** | 100.00 | |
| | 87.50 | 12.50 |
| Executive directors | 25.00 | |
| | 25.00 | 0.00 |
| Non-executive directors | 75.00 | |
| | 62.50 | 12.50 |
| Independent directors | 50.00 | |
| | 50.00 | 0.00 |
| Non-executive directors who have no position in independent directors | 25.00 | |
| | 12.50 | 12.50 |

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

| | 2024 | |
|---|---|---|
| | Male (years) | Female (years) |
| Average age of board of directors | 63 | |
| | 63 | 60 |

## The information on each director and controlling person

## List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|---|---|
| 1. Mr. SUVAIT THEERAVACHIRAKUL<br>Gender: Male<br>Age : 65 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : Yes<br><br>**Shareholding in the company**<br>• Direct shareholding : 1,123,343 Shares (0.166569 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Chairman of the board of directors<br>(Non-executive directors, Independent director)<br><br>Authorized directors as per the company's certificate of registration : No<br><br>Type of director : Existing director | 11 Aug 2005 | Economics, Accounting, Finance, Strategic Management, Governance/ Compliance |
| 2. Mr. SOMPONG PHAOENCHOKE<br>Gender: Male<br>Age : 64 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : Yes<br><br>**Shareholding in the company**<br>• Direct shareholding : 72,863,115 Shares (10.804098 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Vice-chairman of the board of directors<br>(Executive directors)<br><br>Authorized directors as per the company's certificate of registration : Yes<br><br>Type of director : Existing director | 11 May 2018 | Automotive, Accounting, Corporate Management, Engineering, Strategic Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|---|---|
| 3. Mr. WUTTICHAI PHAOENCHOKE<br>Gender: Male<br>Age : 54 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : Yes<br>DCP course : No<br><br>**Shareholding in the company**<br>• Direct shareholding : 108,123,227 Shares (16.032446 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Non-executive directors)<br><br>Authorized directors as per the company's certificate of registration : Yes<br><br>Type of director : Existing director | 23 Mar 1998 | Automotive, Property Development, Engineering, Design, Corporate Management |
| 4. Ms. KAEWJAI PHAOENCHOKE<br>Gender: Female<br>Age : 60 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Finance<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : Yes<br><br>**Shareholding in the company**<br>• Direct shareholding : 98,888,922 Shares (14.663189 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Non-executive directors)<br><br>Authorized directors as per the company's certificate of registration : Yes<br><br>Type of director : Existing director | 23 Mar 2000 | Automotive, Marketing, Corporate Management, Strategic Management, Governance/ Compliance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|---|---|
| 5. Mr. THAVORN CHALASSATHIEN<br>Gender: Male<br>Age : 71 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : No<br><br>**Shareholding in the company**<br>• Direct shareholding : 242,000 Shares (0.035884 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Non-executive directors, Independent director)<br><br>Authorized directors as per the company's certificate of registration : No<br><br>Type of director : Existing director | 24 Feb 2015 | Automotive, Electronic Components, Human Resource Management, Corporate Management, Strategic Management |
| 6. Mr. TUANCHAI MUNJIT<br>Gender: Male<br>Age : 69 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : No<br><br>**Shareholding in the company**<br>• Direct shareholding : 364,320 Shares (0.054021 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Executive directors)<br><br>Authorized directors as per the company's certificate of registration : No<br><br>Type of director : Existing director | 14 Aug 2020 | Automotive, Industrial Materials & Machinery, Project Management, Engineering, Risk Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|---|---|
| 7. Mr. PIPOP UDORN<br>Gender: Male<br>Age : 58 years<br>Highest level of education : Doctoral degree<br>Study field of the highest level of education : Marketing<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : Yes<br>DCP course : Yes<br><br>**Shareholding in the company**<br>• Direct shareholding : 364,320 Shares (0.054021 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Non-executive directors, Independent director)<br><br>Authorized directors as per the company's certificate of registration : No<br><br>Type of director : Existing director | 1 Feb 2021 | Marketing, Accounting, Corporate Management, Audit, Governance/ Compliance |
| 8. Mr. NART LIUCHAREON<br>Gender: Male<br>Age : 65 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : Yes<br>DCP course : No<br><br>**Shareholding in the company**<br>• Direct shareholding : 0 Shares (0.000000 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Director<br>(Non-executive directors, Independent director)<br><br>Authorized directors as per the company's certificate of registration : No<br><br>Type of director : Newly appointed director to replace the ex-director | 25 Apr 2024 | Information & Communication Technology, Marketing, Sustainability, Risk Management, Strategic Management |

*Additional explanation:*
*(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:*
*(1) Dishonest act or gross negligence*
*(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved*
*(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.*
*(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.*

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

| List of directors | Position | Date of resignation / termination | Replacement director |
|---|---|---|---|
| 1. Mrs. PRANEE PHA-OENCHOKE<br>Gender: Female<br>Age : 86 years<br>Highest level of education : Honorary degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Have<br>Legal offenses in the past 5 years (*) : Doesn't Have<br>DAP course : No<br>DCP course : No<br><br>**Shareholding in the company**<br>• Direct shareholding : 144,016,395 Shares (21.354663 %)<br>• Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) | Chairman of the board of directors<br>(Executive directors)<br><br>Authorized directors as per the company's certificate of registration : Yes | 29 Feb 2024 | Mr. NART LIUCHAREON<br><br>Appointment date of replacement director : 25 Apr 2024 |

*Additional explanation:*
*(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:*
*(1) Dishonest act or gross negligence*
*(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved*
*(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.*
*(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.*

## List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the company's certificate of registration |
|---|---|---|---|---|---|---|
| 1. Mr. SUVAIT THEERAVACHIRAKUL | Chairman of the board of directors | | ✔ | ✔ | | |
| 2. Mr. SOMPONG PHAOENCHOKE | Vice-chairman of the board of directors | ✔ | | | | ✔ |
| 3. Mr. WUTTICHAI PHAOENCHOKE | Director | | ✔ | | ✔ | ✔ |
| 4. Ms. KAEWJAI PHAOENCHOKE | Director | | ✔ | | ✔ | ✔ |
| 5. Mr. THAVORN CHALASSATHIEN | Director | | ✔ | ✔ | | |
| 6. Mr. TUANCHAI MUNJIT | Director | ✔ | | | | |
| 7. Mr. PIPOP UDORN | Director | | ✔ | ✔ | | |
| 8. Mr. NART LIUCHAREON | Director | | ✔ | ✔ | | |
| Total (persons) | | 2 | 6 | 4 | 2 | 3 |

## Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|---|---|---|
| 1. Economics | 1 | 12.50 |
| 2. Automotive | 5 | 62.50 |
| 3. Industrial Materials & Machinery | 1 | 12.50 |
| 4. Property Development | 1 | 12.50 |
| 5. Electronic Components | 1 | 12.50 |
| 6. Information & Communication Technology | 1 | 12.50 |
| 7. Marketing | 3 | 37.50 |
| 8. Accounting | 3 | 37.50 |
| 9. Finance | 1 | 12.50 |
| 10. Human Resource Management | 1 | 12.50 |
| 11. Sustainability | 1 | 12.50 |
| 12. Project Management | 1 | 12.50 |
| 13. Corporate Management | 5 | 62.50 |
| 14. Engineering | 3 | 37.50 |
| 15. Design | 1 | 12.50 |
| 16. Strategic Management | 5 | 62.50 |
| 17. Risk Management | 2 | 25.00 |
| 18. Audit | 1 | 12.50 |
| 19. Governance/ Compliance | 3 | 37.50 |

## Information about the other directors (*)(**)

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

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

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

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

| | | |
|---|---|---|
| The measures for balancing the power between the board of directors and the Management | : | Have |
| Methods of balancing power between the board of directors and Management | : | Appointing an independent director to jointly consider the agenda of the board of directors' meeting |

The company secretary prepares the agenda for the board of directors' meetings after an initial review by the CEO, and then proposes it to the independent directors for their consideration and approval of the meeting agenda each time.

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

Board charter : Have

1. Act in accordance with the law, the company's objectives, and its regulations, as well as the resolutions passed by the shareholders' meeting, with honesty and prudence, safeguarding the interests of the company.
2. Hold at least one shareholders' meeting per year to report the company's performance to the shareholders and obtain approval for any matters requiring a resolution outside the board's authority.
3. Hold board meetings at least once every three months.
4. Ensure proper control and supervision of financial reporting and other information to shareholders, ensuring accuracy, completeness, and transparency.
5. Ensure the company has an efficient internal control and internal audit system.
6. Make decisions on significant matters such as policies and business plans, executive powers, large investment projects, related-party transactions, and the acquisition or disposal of assets in accordance with the regulations of the Stock Exchange of Thailand and applicable laws.
7. Oversee corporate governance to ensure ethical operations.
8. The board may delegate one or more directors or other individuals to carry out specific functions on behalf of the board, with authority as assigned.
9. The board has the authority to designate and amend the names of the directors who are authorized to bind the company in legal transactions.
10. Consider the payment of interim dividends to shareholders.
11. Set the company's policies and direction, and oversee the management's implementation of these policies effectively and efficiently, in order to maximize economic value for shareholders and ensure sustainable growth.
12. Provide advice to the CEO on management matters and decisions that may affect the company.
13. Ensure no conflicts of interest arise among stakeholders of the company.

Exceptions to the above powers and duties:

1. Matters required by law to be approved by the shareholders' meeting, such as capital reduction, capital increase, amendments to the articles of association or memorandum of association.
2. Transactions with related parties and acquisitions or disposals of assets that require shareholder approval according to the Stock Exchange of Thailand's regulations.
3. Transactions in which a director may have a personal interest or conflict of interest, requiring approval from the shareholders' meeting.

## Information on subcommittees

## Information on subcommittees

## Information on roles of subcommittees

## Roles of subcommittees

**Executive Committee**

**Role**

• Others

• To control and take care of the general conduct of the Company's business and perform duties assigned to it by the Company's Board of Directors in order to achieve the Company's objectives.

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

1. To control and take care of the general conduct of the Company's business and perform duties assigned to it by the Company's Board of Directors in order to achieve the Company's objectives.

2. To direct and monitor the successful implementation of policies and working plans assigned by the Company's Board of Directors to the various administrative departments.
3. To examine, consider and authorise important and urgent business within the scope of its powers and duties and monetary limitation determined by the Company's Board of Directors but in any case not exceeding Bt.400m.
4. To establish financial policies and supervise and monitor the administration of all financial work, including all business conducted with financial institutions, with a view to optimising efficiency.
5. To consider and authorise transactions within the Company's scope of business.
6. To perform such other duties as may be assigned by the Company's Board of Directors.

The scope of the powers and duties mentioned shall not extend to the authorisation of any transaction in which the executive board or an individual is an interested party or involving a conflict of interest on the part of the executive board or an individual, nor any related party transaction nor the acquisition or disposal of listed Company's assets, in accordance with the regulations of the Stock Exchange of Thailand

**Reference link for the charter**

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**Risk Management Committee**

**Role**

• Risk management

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

1. To establish a policy and framework for managing the Company's overall risk situation, covering the various risks that might affect the Company's results and reputation.
2. To establish strategies which are in accordance with the Company's overall risk management policy and which enable risks to be gauged, monitored, taken care of and kept at appropriate levels, including the setting up of advance warning systems.
3. To review the adequacy and effectiveness of risk management policies and systems and monitor adherence to those policies on an ongoing basis so as to enhance the prudence, security and efficiency of the Company's overall risk management.
4. The Risk Management Committee has the power to establish and define the roles of sub-committees and working committees for managing the various kinds of risk as it sees fit, and all such committees shall report directly to the Risk Management Committee.
5. The Committee is empowered to call for documents and information and to require individuals to provide facts for consideration so as to be able to achieve its objectives.
6. To communicate with the Audit Committee in order to ensure that risk management systems are in line with internal controls and in accordance with policies and strategies that have been established.
7. To report to the Board on risks and risk management.

**Reference link for the charter**

-

## Nomination & Remuneration Committee

**Role**

• Director and executive nomination

• Remuneration

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

1. To select persons with characteristics appropriate to the position of Company Director using transparent criteria and considering any names put forward by shareholders for nomination to the Board of Directors.
2. To select persons with characteristics appropriate to the position of Chairman of the Executive Committee and Managing Director in the event of their being a vacancy, for nomination to the Board of Directors for their consideration, and to prepare a succession plan for senior executive positions.
3. To set policies, methodology and criteria for establishing Directors' remuneration fairly and in consonance with the Company's results and with each individual's performance.
4. To consider, review and present proposals for establishing Directors' remuneration.
5. To present reports and proposals of the Nomination and Remuneration Committee to meetings of the Company's Board of Directors for their consideration.
6. To perform such other duties as the Company's Board of Directors may from time to time assign to it.

**Reference link for the charter**

-

**Audit & Corporate Governance Committee**

**Role**

• Audit of financial statements and internal controls

• Corporate governance

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

1. To ensure that the Company's financial reporting is accurate and adequate.
2. To ensure that the Company's internal control and audit systems are appropriate, efficient and to assess the independence of the internal audit department and to give its approval to the appointment or dismissal of the head of the department.
3. To ensure that the Company acts in accordance with the rules of the SEC and the SET and all laws applying to its business.
4. To consider, select, review and propose independent persons for appointment as the Company's auditors and to propose their remuneration, as well as attending meetings with the auditors without the presence of management at least once a year.
5. To consider related party transactions and transactions likely to give rise to conflicts of interest so as to ensure that they are carried out in accordance with the law and the rules of the SET and are fitting and proper and of the greatest possible benefit to the Company.
6. To draw up a report of the Audit and Corporate Governance Committee for publication in the Company's Annual Report, said report to be signed by the Chairman of the Committee.
7. To propose and review the Company's and group companies' policies on principles of corporate governance and corporate social responsibility to the Board of Directors of the Company for adoption as the basis of its corporate governance.
8. To ensure that the Company acts in accordance with the Company's principles of corporate governance and SEC and SET rules.
9. To keep the Company's corporate governance and CSR policies under constant review.
10. To promote the dissemination of the Company's corporate governance, CSR and sustainable development culture throughout all levels of the organisation so as to ensure that it is universally understood and implemented.
11. To evaluate the Company's performance against the principles of corporate governance and CSR that it has established.
12. To hold quarterly meetings to monitor the Company's results in the area of corporate governance and make recommendations for improvements.
13. To perform such other tasks as may be assigned by the Company's Board of Directors and accepted by the Committee.

**Reference link for the charter**

-

## Information on each subcommittee

## List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|---|---|---|
| 1. Mr. SUVAIT THEERAVACHIRAKUL(*)<br>Gender: Male<br>Age : 65 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Expertise in accounting information review : Yes | Chairman of the audit committee<br>(Non-executive directors, Independent director)<br><br>Director type : Existing director | 26 Feb 2018 | Economics, Accounting, Finance, Strategic Management, Governance/ Compliance |
| 2. Mr. THAVORN CHALASSATHIEN<br>Gender: Male<br>Age : 71 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Expertise in accounting information review : No | Member of the audit committee<br>(Non-executive directors, Independent director)<br><br>Director type : Existing director | 14 Aug 2020 | Automotive, Electronic Components, Human Resource Management, Corporate Management, Strategic Management |
| 3. Mr. PIPOP UDORN<br>Gender: Male<br>Age : 58 years<br>Highest level of education : Doctoral degree<br>Study field of the highest level of education : Marketing<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Expertise in accounting information review : No | Member of the audit committee<br>(Non-executive directors, Independent director)<br><br>Director type : Existing director | 1 Feb 2021 | Marketing, Accounting, Corporate Management, Audit, Governance/ Compliance |

*Additional explanation :*
*(*) Directors with expertise in accounting information review*

## List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|---|---|---|
| 1. Mr. SOMPONG PHAOENCHOKE<br>Gender: Male<br>Age : 64 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes | The chairman of the executive committee | 26 Nov 1993 |
| 2. Ms. KAEWJAI PHAOENCHOKE<br>Gender: Female<br>Age : 60 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Finance<br>Thai nationality : Yes<br>Residence in Thailand : Yes | Member of the executive committee | 20 Apr 2000 |
| 3. Mr. WUTTICHAI PHAOENCHOKE<br>Gender: Male<br>Age : 54 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes | Member of the executive committee | 1 Apr 1996 |
| 4. Mr. TUANCHAI MUNJIT<br>Gender: Male<br>Age : 69 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residence in Thailand : Yes | Member of the executive committee | 28 Apr 2020 |

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

| List of directors | Position | Date of resignation / termination | Replacement committee member |
|---|---|---|---|
| 1. Mrs. PRANEE PHA-OENCHOKE<br>Gender: Female<br>Age : 86 years<br>Highest level of education : Honorary degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Expertise in accounting information review : Yes | The chairman of the executive committee | 29 Feb 2024 | - |

## Other Subcommittees

| Subcommittee name | Name list | Position |
|---|---|---|
| Risk Management Committee | Mr. TUANCHAI MUNJIT | The chairman of the subcommittee |
| | Mr. SOMPONG PHAOENCHOKE | Member of the subcommittee |
| | Mr. THAVORN CHALASSATHIEN | Member of the subcommittee (Independent director) |
| | Mr. Sakchai Komgris | Member of the subcommittee |
| | Mr. Phakkawat Suwanmajo | Member of the subcommittee |
| | Mr. NART LIUCHAREON | Member of the subcommittee (Independent director) |
| Nomination & Remuneration Committee | Mr. THAVORN CHALASSATHIEN | The chairman of the subcommittee (Independent director) |
| | Mr. SUVAIT THEERAVACHIRAKUL | Member of the subcommittee (Independent director) |
| | Mr. PIPOP UDORN | Member of the subcommittee (Independent director) |
| Audit & Corporate Governance Committee | Mr. SUVAIT THEERAVACHIRAKUL | The chairman of the subcommittee (Independent director) |
| | Mr. THAVORN CHALASSATHIEN | Member of the subcommittee (Independent director) |
| | Mr. PIPOP UDORN | Member of the subcommittee (Independent director) |

## Information on the executives

## Information on the executives

## List and positions of the executive

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

| List of executives | Position | First appointment date | Skills and expertise |
|---|---|---|---|
| 1. Mr. SOMPONG PHAOENCHOKE<br>Gender: Male<br>Age : 64 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No | MANAGING DIRECTOR<br>(The highest-ranking executive) | 1 Mar 1999 | Automotive, Accounting, Corporate Management, Engineering, Strategic Management |
| 2. Mr. TUANCHAI MUNJIT<br>Gender: Male<br>Age : 69 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No | Acting Deputy Managing Director | 1 Sep 2022 | Automotive, Industrial Materials & Machinery, Project Management, Engineering, Risk Management |
| 3. Mr. Lim Wee Ern<br>Gender: Male<br>Age : 52 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : No<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No | Assistant Managing Director | 15 Aug 2014 | Automotive, Industrial Materials & Machinery, Negotiation, Project Management, Engineering |
| 4. Mr. Phakkawat Suwanmajo(*)(**)<br>Gender: Male<br>Age : 56 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Accounting<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : Yes<br>Accounting supervisor : Yes | Assistant Managing Director | 1 Feb 2023 | Accounting, Corporate Management, Strategic Management, Risk Management, Internal Control |

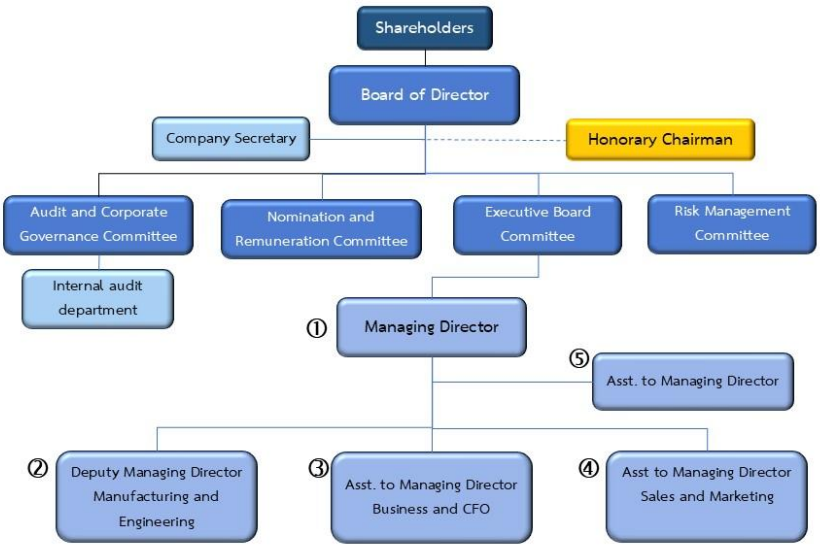
| List of executives | Position | First appointment date | Skills and expertise |
|---|---|---|---|
| 5. Mr. Theerasak Muthawan<br>Gender: Male<br>Age : 56 years<br>Highest level of education : Bachelor's degree<br>Study field of the highest level of education : Business English<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No | Assistant Managing Director | 27 May 2024 | Automotive, Transportation & Logistics, Electronic Components, Engineering, Project Management |
| 6. Mr. Wongwaris Phaoenchoke<br>Gender: Male<br>Age : 33 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Engineering<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No | Assistant Managing Director | 27 May 2024 | Automotive, Electronic Components, Information & Communication Technology, Engineering, Project 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 executive and the next four executives as of date : 31 Dec 2024

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




① - ⑤ are the executives as defined by the SEC.

## Remuneration policy for executive directors and executives

The company has established a policy for the compensation of directors and executives that is reasonable. The Compensation and Nomination Committee is responsible for reviewing and evaluating the appropriateness of the compensation, aligning it with the scope of duties and responsibilities of the directors, the financial status of the company, and benchmarking it against companies in the same industry and businesses with similar revenue levels. It also considers economic conditions, the company's revenue and profit growth, as well as the number of directors currently serving. The committee then presents the proposal to the board of directors for approval.

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

The determination of the compensation for the Chief Executive Officer (CEO) is fair and reasonable, linking it to the company's performance in comparison with the set targets and the evaluation of the CEO's job performance. The findings and recommendations are presented to the board of directors independently to ensure that the compensation is appropriate.

## Remuneration of executive directors and executives

## Monetary remuneration of executive directors and executives

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Total remuneration of executive directors and executives (baht)** | 19,030,990.00 | 17,819,744.00 | 19,952,238.00 |
| Total remuneration of executive directors (baht) | 0.00 | 0.00 | 0.00 |
| Total remuneration of executives (baht) | 19,030,990.00 | 17,819,744.00 | 19,952,238.00 |

-

## Other remunerations of executive directors and executives

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Company's contribution to provident fund for executive directors and executives (Baht) | 474,078.00 | 665,475.00 | 567,108.00 |

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

-

## Outstanding remuneration or benefits of executive directors and executives

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

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. Netdao Janmee | netdao@thairung.co.th | 02-4200076 |

## List of the company secretary

| General information | Email | Telephone number |
|---|---|---|
| 1. Mr. Phakkawat Suwanmajo | phakkawat@thairung.co.th | 02-4200076 |

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

| General information | Email | Telephone number |
|---|---|---|
| 1. Mr. Anuthep Peera-armon | pc_anuthep@thairung.co.th | 02-4200076 |

## Head of investor relations

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

## List of the head of investor relations

| General information | Email | Telephone number |
|---|---|---|
| 1. Ms. Naiyana Prachotrattanakul | naiyana@thairung.co.th | 02-4200076 |

## Company's auditor

## Details of the company’s auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|---|---|---|
| ANS AUDIT COMPANY LIMITED<br>100/72, 22ND FLOOR,100/2<br>VONGVANIJ B BLD.,RAMA 9 ROAD<br>HUAI KHWANG HUAI KHWANG<br>Bangkok 10310<br>Telephone number +66 2645 0109 | 1,620,000.00 | - | 1. Mr. ATIPONG ATIPONGSALUL<br>Email: atipong@crowe-ans.co.th<br>License number: 3500<br><br>2. Mr. VICHAI RUCHITANONT<br>Email: vichai@crowe-ans.co.th<br>License number: 4054<br><br>3. Ms. KULTIDA PASURAKUL<br>Email: kulthida@crowe-ans.co.th<br>License number: 5946<br><br>4. Ms. PATCHAREE SIRIWONGSIN<br>Email: pattacharee@crowe-ans.co.th<br>License number: 9037<br><br>5. Ms. ATCHARA SUKNAIBAIBOON<br>Email: atchara@crowe-ans.co.th<br>License number: 4642<br><br>6. Mr. SATHIEN VONGSNAN<br>Email: satien@crowe-ans.co.th<br>License number: 3495 |

## Details of the auditors of the subsidiaries

| Audit fee (Baht) | Other service fees |
|---|---|
| 1,153,500.00 | - |

## Assigned personnel in case of a foreign company

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

# Performance Report on Corporate Governance

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

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

-

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

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

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

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|---|---|
| Mr. NART LIUCHAREON | Director | 25 Apr 2024 | Information & Communication Technology, Marketing, Sustainability, Risk Management, Strategic Management |

## Selection of independent directors

## Criteria for selecting independent directors

The Nomination and Remuneration Committee is responsible for selecting qualified individuals to serve as independent directors. The process involves careful screening and consideration of the qualifications of each candidate for the independent director role. The selected candidates must possess expertise across various professional fields necessary for the company's operations and align with the company's business strategy. Additionally, they must meet the qualifications outlined in the company's definition of an independent director, which complies with the minimum requirements set by the Securities and Exchange Commission (SEC).

## 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

The company provides shareholders with the opportunity to propose suitable candidates for consideration to be appointed as directors in advance, according to the criteria set by the company, which are announced through the Stock Exchange and the company's website. The Nomination and Remuneration Committee will review the qualifications of individuals proposed to be appointed as directors and independent directors. The committee will then select appropriate candidates to present

to the Board of Directors for consideration before submitting the final list to the shareholders' meeting for approval.

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

## Information on the development of directors

### Development of directors over the past year

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

| List of directors | Participation in training in the past financial year | History of training participation |
|---|---|---|
| 1. Mr. SUVAIT THEERAVACHIRAKUL (Chairman of the board of directors) | Non-participating | - |
| 2. Mr. SOMPONG PHAOENCHOKE (Vice-chairman of the board of directors) | Non-participating | - |
| 3. Mr. WUTTICHAI PHAOENCHOKE (Director) | Non-participating | - |
| 4. Ms. KAEWJAI PHAOENCHOKE (Director) | Non-participating | - |
| 5. Mr. THAVORN CHALASSATHIEN (Director) | Non-participating | - |
| 6. Mr. TUANCHAI MUNJIT (Director) | Non-participating | - |
| 7. Mr. PIPOP UDORN (Director) | Non-participating | - |
| 8. Mr. NART LIUCHAREON (Director) | Non-participating | - |
| 9. Mrs. PRANEE PHA-OENCHOKE (Chairman of the board of directors) | Non-participating | - |

## Information on the evaluation of duty performance of directors

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

The Board of Directors has established a policy to evaluate the performance of the Board as a whole, its sub-committees, and to assign the Nomination and Remuneration Committee to evaluate the CEO annually. The evaluation process follows the form provided by the Corporate Governance Development Center of the Stock Exchange of Thailand. The Board has delegated the responsibility of gathering and summarizing the evaluation results to the Office of the Managing Director, which will then report the results to the Board of Directors. The Board will discuss the evaluation outcomes and seek ways to

improve operations for greater efficiency.

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

The overall performance evaluation of the Board of Directors received an average score of 3.74 out of a full score of 4, or 94%, which is categorized as "Excellent."

## Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

-

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

## Meeting attendance and remuneration payment to each board member

## Meeting attendance of the board of directors

## Meeting attendance of the board of directors

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

Date of AGM meeting : 25 Apr 2014

EGM meeting : No

## Details of the board of directors' meeting attendance

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|---|---|---|---|---|---|---|---|---|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. SUVAIT THEERAVACHIRAKUL (Chairman of the board of directors, Independent director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 2. Mr. SOMPONG PHAOENCHOKE (Vice-chairman of the board of directors) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 3. Mr. WUTTICHAI PHAOENCHOKE (Director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 4. Ms. KAEWJAI PHAOENCHOKE (Director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 5. Mr. THAVORN CHALASSATHIEN (Director, Independent director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|---|---|---|---|---|---|---|---|---|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 6. Mr. TUANCHAI MUNJIT (Director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 7. Mr. PIPOP UDORN (Director, Independent director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |
| 8. Mr. NART LIUCHAREON (Director, Independent director) | 3 | / | 3 | 0 | / | 0 | N/A | / | N/A |
| 9. Mrs. PRANEE PHA-OENCHOKE (Chairman of the board of directors) | 1 | / | 1 | 0 | / | 1 | N/A | / | N/A |

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

-

## Remuneration of the board of directors

### Types of remuneration of the board of directors

Annual Remuneration, Monthly Remuneration and Meeting Allowance

### 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 | |
| **1. Mr. SUVAIT THEERAVACHIRAKUL (Chairman of the board of directors)** | | | **695,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 600,000.00 | 680,000.00 | Yes | |
| Audit Committee | 0.00 | 0.00 | 0.00 | No | |
| Audit & Corporate Governance Committee | 0.00 | 0.00 | 0.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|---|---|---|---|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Nomination & Remuneration Committee | 15,000.00 | 0.00 | 15,000.00 | No | |
| **2. Mr. SOMPONG PHAOENCHOKE (Vice-chairman of the board of directors)** | | | **270,000.00** | | **0.00** |
| Board of Directors | 0.00 | 270,000.00 | 270,000.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | No | |
| **3. Mr. WUTTICHAI PHAOENCHOKE (Director)** | | | **580,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 500,000.00 | 580,000.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | No | |
| **4. Ms. KAEWJAI PHAOENCHOKE (Director)** | | | **580,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 500,000.00 | 580,000.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | No | |
| **5. Mr. THAVORN CHALASSATHIEN (Director)** | | | **615,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 520,000.00 | 600,000.00 | Yes | |
| Audit Committee | 0.00 | 0.00 | 0.00 | No | |
| Nomination & Remuneration Committee | 15,000.00 | 0.00 | 15,000.00 | No | |
| Audit & Corporate Governance Committee | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|---|---|---|---|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| **6. Mr. TUANCHAI MUNJIT (Director)** | | | **600,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 520,000.00 | 600,000.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | No | |
| **7. Mr. PIPOP UDORN (Director)** | | | **580,000.00** | | **0.00** |
| Board of Directors | 80,000.00 | 500,000.00 | 580,000.00 | Yes | |
| Audit Committee | 0.00 | 0.00 | 0.00 | No | |
| Nomination & Remuneration Committee | 0.00 | 0.00 | 0.00 | No | |
| Audit & Corporate Governance Committee | 0.00 | 0.00 | 0.00 | No | |
| **8. Mr. NART LIUCHAREON (Director)** | | | **400,000.00** | | **0.00** |
| Board of Directors | 60,000.00 | 340,000.00 | 400,000.00 | No | |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | No | |
| **9. Mr. Sakchai Komgris (Member of the subcommittee)** | | | **0.00** | | **0.00** |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | Yes | |
| **10. Mr. Phakkawat Suwanmajo (Member of the subcommittee)** | | | **0.00** | | **0.00** |
| Risk Management Committee | 0.00 | 0.00 | 0.00 | Yes | |
| **11. Mrs. PRANEE PHA-OENCHOKE (Chairman of the board of directors)** | | | **0.00** | | **0.00** |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|---|---|---|---|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors | 0.00 | 0.00 | 0.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | No | |

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

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|---|---|---|---|
| 1. Board of Directors | 540,000.00 | 3,750,000.00 | 4,290,000.00 |
| 2. Audit Committee | 0.00 | 0.00 | 0.00 |
| 3. Executive Committee | 0.00 | 0.00 | 0.00 |
| 4. Risk Management Committee | 0.00 | 0.00 | 0.00 |
| 5. Nomination & Remuneration Committee | 30,000.00 | 0.00 | 30,000.00 |
| 6. Audit & Corporate Governance Committee | 0.00 | 0.00 | 0.00 |

## Summary of the remuneration of the board of directors

| | 2024 |
|---|---|
| Meeting allowance (Baht) | 570,000.00 |
| Other monetary remuneration (Baht) | 3,750,000.00 |
| Total (Baht) | 4,320,000.00 |

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

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

## Information on corporate governance of subsidiaries and associated companies

## Corporate governance of subsidiaries and associated companies

## Mechanism for overseeing subsidiaries and associated companies

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

Mechanism for Governance of Subsidiaries and Associates' Operations The company has policies in place for investing in and managing subsidiaries and associates. Investments are made in businesses that create value and support the company's operations, aiming to enhance the company's stability and performance. The company's board of directors will appoint representatives to serve as directors, executives, or authorized officers in the relevant subsidiaries and associates, in proportion to the company's shareholding. This ensures that governance policies and operations of subsidiaries and associates are managed effectively and transparently, in alignment with the terms set out in the shareholders' agreement between the company and other shareholders. The company has control over the management of subsidiaries and associates and shares profits in proportion to its ownership.

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

-

### 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 Board of Directors has established that the first four directors and executives, starting from the Chief Executive Officer, must complete a "Disclosure of Interests Report" to inform the company of any personal or related-party interests that could impact the management of the company or its subsidiaries. This report must be submitted immediately when such an interest arises, and whenever there is a change in the information, it must be reported within 30 days. To ensure regular monitoring, a report must also be submitted every year on July 1st. This information is sent to the company secretary for storage, with a copy provided to the Chairman of the Board and the Chairman of the Audit and Corporate Governance Committee. This procedure ensures that directors and executives perform their duties with due care and integrity (fiduciary duties), making decisions without conflicts of interest, whether direct or indirect, that could lead to potential conflicts of interest or result in the misappropriation of benefits from the company or its subsidiaries. In the case of transactions between the company and related parties, the Audit and Corporate Governance Committee, along with the Board of Directors, carefully reviews and approves such transactions, considering their necessity and reasonableness, to avoid conflicts of interest. In any Board of Directors or shareholder meeting, if a director, executive, or shareholder has an interest in any agenda item, they must disclose the nature of their interest to the meeting and will not have the right to vote on that agenda. This ensures that the meeting can assess any potential conflicts of interest and make decisions that serve the best interests of the company as a whole.

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

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

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

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

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

The company has established written guidelines to prevent the misuse of inside information for personal benefit, specifically regarding the "Control of Insider Trading" that could impact changes in the company's stock prices. The policy prohibits directors, executives, and employees (including their spouses and minor children) involved in preparing financial statements or who are privy to significant inside information from trading the company's securities during the 14-day period before the company publicly releases financial reports or important internal information to the Stock Exchange of Thailand (SET), as well as within 24 hours after the public release of such information. The company will notify directors, executives, and employees of this restriction 5 business days prior to the restricted trading period. Additionally, the company has informed them of their obligations to report securities holdings in the company (including those of their spouses and minor children) and any changes in those holdings to the Securities and Exchange Commission (SEC) as per Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535. The company has designated the securities and investor relations department to regularly communicate the trading blackout periods every quarter. The company has incorporated the principles of insider information management into its business ethics code, which all employees are required to follow. The Board of Directors has mandated that directors and executives, who are legally obligated to report their securities holdings, must submit a copy of their holdings report to the company secretary within 3 days of any changes in their holdings. Furthermore, the Board of Directors is to be updated on any changes in the securities holdings of directors and executives during quarterly board meetings.

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

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0 | 0 | 0 |

## Anti-corruption action

### Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Communication and training for employees on anti-corruption policy and guidelines

-

### Number of cases or issues related to corruption

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total number of cases or issues related to corruption (cases) | 0 | 0 | 0 |

## Whistleblowing

## Operations related to whistleblowing over the past year

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

The company has established channels to receive feedback, suggestions, or whistleblowing from all stakeholders, to be used for improving products/services and strengthening the organization, enabling it to compete and achieve long-term success. These channels also allow for reporting corruption, illegal activities, violations of business ethics, company policies, or any other grievances. Stakeholders can report such issues to the company's Audit and Corporate Governance Committee or the company secretary. Details, procedures, and channels for submitting complaints are outlined in the company's business ethics, Section 2: "Policy on Protecting and Ensuring Fairness for Employees/Stakeholders Reporting Information or Providing Whistleblowing on Corruption or Legal Violations (Whistleblower Policy)." The company has a policy and measures to protect stakeholders who report whistleblowing or complaints, ensuring anonymity if desired. The company will treat all whistleblowing information confidentially and protect the whistleblower to ensure that they do not face any retaliation for reporting. The Audit and Corporate Governance Committee is responsible for investigating the information or facts related to the whistleblower's complaint and presenting the findings directly to the Board of Directors for further consideration and action.

## Number of cases or issues related to whistleblowing

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

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

-

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

## Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

| List of Directors | Meeting attendance of audit committee | | |
|---|---|---|---|
| | Meeting attendance (times) | / | Meeting attendance rights (times) |
| 1 Mr. SUVAIT THEERAVACHIRAKUL (Chairman of the audit committee) | 4 | / | 4 |
| 2 Mr. THAVORN CHALASSATHIEN (Member of the audit committee) | 4 | / | 4 |
| 3 Mr. PIPOP UDORN (Member of the audit committee) | 4 | / | 4 |

## The results of duty performance of the audit committee

-

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

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

## Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 1

| List of Directors | Meeting attendance of Executive Committee | | |
|---|---|---|---|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Mr. SOMPONG PHAOENCHOKE (The chairman of the executive committee) | 1 | / | 1 |
| 2 Ms. KAEWJAI PHAOENCHOKE (Member of the executive committee) | 1 | / | 1 |
| 3 Mr. WUTTICHAI PHAOENCHOKE (Member of the executive committee) | 1 | / | 1 |
| 4 Mr. TUANCHAI MUNJIT (Member of the executive committee) | 1 | / | 1 |
| 5 Mrs. PRANEE PHA-OENCHOKE (The chairman of the executive committee) | 0 | / | 0 |

## The results of duty performance of Executive Committee

-

## Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

| List of Directors | Meeting attendance of Risk Management Committee | | |
|---|---|---|---|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Mr. TUANCHAI MUNJIT (The chairman of the subcommittee) | 4 | / | 4 |
| 2 Mr. SOMPONG PHAOENCHOKE (Member of the subcommittee) | 4 | / | 4 |
| 3 Mr. THAVORN CHALASSATHIEN (Member of the subcommittee) | 4 | / | 4 |
| 4 Mr. Sakchai Komgris (Member of the subcommittee) | 4 | / | 4 |
| 5 Mr. Phakkawat Suwanmajo (Member of the subcommittee) | 4 | / | 4 |
| 6 Mr. NART LIUCHAREON (Member of the subcommittee) | 3 | / | 3 |

## The results of duty performance of Risk Management Committee

-

## Meeting attendance of Nomination & Remuneration Committee

Meeting Nomination & Remuneration Committee : 4 (times)

| List of Directors | Meeting attendance of Nomination & Remuneration Committee | | |
|---|---|---|---|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Mr. THAVORN CHALASSATHIEN (The chairman of the subcommittee) | 4 | / | 4 |
| 2 Mr. SUVAIT THEERAVACHIRAKUL (Member of the subcommittee) | 4 | / | 4 |
| 3 Mr. PIPOP UDORN (Member of the subcommittee) | 3 | / | 4 |

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

-

## Meeting attendance of Audit & Corporate Governance Committee

Meeting Audit & Corporate Governance Committee (times) : 4

| List of Directors | Meeting attendance of Audit & Corporate Governance Committee | | |
|---|---|---|---|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Mr. SUVAIT THEERAVACHIRAKUL (The chairman of the subcommittee) | 4 | / | 4 |
| 2 Mr. THAVORN CHALASSATHIEN (Member of the subcommittee) | 4 | / | 4 |
| 3 Mr. PIPOP UDORN (Member of the subcommittee) | 4 | / | 4 |

## The results of duty performance of Audit & Corporate Governance Committee

-

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

## Sustainability Policy

Sustainability Policy : Yes

The Company aims to promote the Company to be an organization with efficient business operations, good corporate governance and management, and responsibility for transparent, equal, fair, efficient, and verifiable management. This is to build confidence and trust among shareholders, investors, stakeholders, and all related parties, which will lead to sustainable growth and economic stability of the business. The Company has established a Corporate Governance Handbook and Code of Business Conduct as guidelines for the Board of Directors, executives, and all employees to strictly adhere to.

The Company has established a Corporate Assets Policy to promote executives and employees to use goods and services with proper copyrights, patents, and trademarks. The policy does not support goods or actions that infringe upon intellectual property laws. It also emphasizes the efficient use of resources and energy, such as raw materials, electricity, water, gas, wind, etc., in the production process to reduce costs and environmental impacts. The policy also focuses on the efficient use of company assets to enhance competitiveness and provide excellent customer service. These practices are stipulated in the "Good Corporate Governance Handbook and Code of Business Conduct." The Company also cultivates awareness among employees to prioritize and participate in environmental care, starting with the company's internal environment. This includes promoting the economical use of electricity and water, reducing paper consumption by reusing used paper, and increasing the creation and storage of documents in electronic format. The Company regularly monitors and supervises compliance with this policy during quarterly production performance meetings.

## Sustainability management goals

Does the company set sustainability management goals : No

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

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

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

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

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

## Business value chain

-

## Business value chain diagram

**ห่วงโซ่คุณค่าของธุรกิจในกิจกรรมหลัก**

| การบริหารปัจจัยการผลิต | การปฏิบัติการ | การกระจายสินค้าและบริการ | การตลาดและการขาย | การบริการหลังการขาย |
|---|---|---|---|---|
| - การวิจัย พัฒนาและออกแบบที่เป็นมิตรต่อสิ่งแวดล้อม<br>-การจัดการวัตถุดิบที่มีประสิทธิภาพ | -มีระบบการผลิตและประกอบชิ้นส่วนที่ทันสมัยและเป็นมิตรต่อสิ่งแวดล้อม<br>-มีการทดสอบตรวจสอบและควบคุมคุณภาพตามมาตรฐานกำหนด | การขนส่ง/ส่งมอบสินค้าและบริการที่มีคุณภาพและตรงเวลา | -การสื่อสารและให้ข้อมูลเกี่ยวกับใช้สินค้าและบริการอย่างถูกต้องและครบถ้วน<br>-การกำหนดราคาอย่างเหมาะสมและเป็นธรรม | -การรับประกันสินค้าตามเงื่อนไขที่กำหนดและมีการประเมินผลความพึงพอใจของลูกค้า<br>- มี CRM ประสานงานและให้บริการหลังการขาย |

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 |
|---|---|---|---|
| Internal stakeholders | | | |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <u>Internal stakeholders</u> | | | |
| • Employees | • Fair and Competitive Compensation and Benefits: Ensuring that employees receive fair, attractive, and competitive compensation and benefits that are in line with industry standards.<br><br>• Employee Potential Development and Career Advancement: Fostering employee growth by providing opportunities for career development, advancement, and involvement in planning based on their roles and responsibilities.<br><br>• Safety and Positive Work Environment: Ensuring a safe and supportive work environment that promotes the well-being of employees while prioritizing their health and safety at the workplace. | • Regular Review of Compensation Structure and Benefits: Continuously reviewing the compensation structure and benefits to ensure they are competitive and in line with industry standards.<br><br>• Succession Planning: Developing a clear succession plan to provide employees with career advancement opportunities, ensuring long-term talent retention and growth within the company.<br><br>• Clear Career Path Plans: Establishing a clear career progression plan, allowing employees to understand potential growth opportunities and helping retain top talent.<br><br>• Employee Training and Development Plans: Implementing training programs to enhance employees' skills, knowledge, and capabilities, fostering their professional development.<br><br>• Workplace Safety, Occupational Health, and Environmental Standards: Setting and maintaining workplace safety, health, and environmental measures to meet established standards, ensuring a secure and supportive work environment.<br><br>• Feedback and | • Internal Meeting<br>• Complaint Reception<br>• Employee Engagement Survey<br>• Training / Seminar |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| Internal stakeholders | | | |
| | | Suggestions from Employees: Actively listening to employee feedback and suggestions to improve workflows, enhance operational efficiency, and ensure a positive work environment. | |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <u>External stakeholders</u> | | | |
| • Shareholders | • Effective Organizational Management: Ensuring the efficient management of the organization to achieve operational excellence and maximize productivity.<br><br>• Strong Revenue, Stock Price, and Dividends: Generating consistent revenue growth, increasing stock prices, and delivering attractive dividends that provide valuable returns to shareholders.<br><br>• Fair and Transparent Business Practices: Committing to ethical business conduct by being fair, transparent, and open with all stakeholders, ensuring that information is readily accessible and easily understandable.<br><br>• Alignment with Business Direction for Sustainable Growth: Ensuring that operations are aligned with the company's strategic direction, aiming to enhance competitiveness and promote long-term, sustainable growth. | • Setting Strategic Plans and Business Goals Aligned with Automotive Industry Growth Trends: Developing clear strategic objectives that are in line with the growth and evolution of the automotive sector, positioning the company to take advantage of emerging opportunities.<br><br>• Expanding and Developing New Businesses: Diversifying the company's business portfolio and developing new business avenues to ensure revenue stability and long-term sustainability in the market.<br><br>• Holding Shareholder Meetings for Transparent Dialogue: Organizing shareholder meetings as platforms for shareholders to ask questions, share opinions, and engage in meaningful discussions about the company's future.<br><br>• Achieving Certification as a Member of the Thai Private Sector Anti-Corruption Coalition: Committing to ethical practices and being recognized for adhering to anti-corruption standards, ensuring the company operates with integrity and responsibility.<br><br>• Accurate and | • Visit<br>• Press Release<br>• Online Communication<br>• Annual General Meeting (AGM)<br>• Complaint Reception<br>• Satisfaction Survey |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| External stakeholders | | | |
| | | Comprehensive Disclosure of Operational Performance in Annual Reports: Ensuring transparency and accountability by providing a clear, detailed report of the company's performance, enabling stakeholders to assess its progress and business health. | |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <u>External stakeholders</u> | | | |
| • Customers | • Producing and Delivering Products of Standard Quality: Ensuring that all products manufactured meet established quality standards and are consistently delivered to customers without compromising on performance or reliability.<br><br>• Environmentally Friendly Production and Minimizing Community Impact: Implementing eco-friendly manufacturing processes that adhere to environmental standards and actively working to minimize any negative impact on surrounding communities.<br><br>• Good Governance and Ethical Management: Conducting business with integrity, fairness, and transparency, ensuring that all operations are aligned with ethical principles and promoting responsible management practices.<br><br>• Compliance with Contractual Terms and Product Warranty: Ensuring adherence to the terms and conditions specified in contracts, including providing appropriate product warranties within reasonable timeframes, thus maintaining customer satisfaction and trust.<br><br>• Innovation Capability: Continuously fostering a | • Environmental Management in Compliance with Laws: Ensuring full compliance with all environmental laws and regulations while consistently monitoring and managing environmental impacts, and maintaining a strong commitment to the well-being of the surrounding communities.<br><br>• Research, Development, and Innovation: Focusing on continuous research and development to innovate both production processes and products. This includes adapting to customer needs and exploring future technologies to stay ahead in the market and meet evolving demands. | • Visit<br>• Online Communication<br>• External Meeting<br>• Satisfaction Survey |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| External stakeholders | | | |
| | culture of innovation within the company to develop new technologies, improve products, and enhance operational efficiency, keeping the company competitive in a rapidly evolving market. | | |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <u>External stakeholders</u> | | | |
| • Creditor<br>• Suppliers | • Long-term Business Partnerships: Building and maintaining strong, long-term relationships with business partners to foster mutual growth and success.<br><br>• Efficient, Transparent, and Fair Procurement Process: Ensuring that the procurement process is fast, accurate, transparent, and fair, while adhering to the highest standards of ethics.<br><br>• No Unethical Benefits in Business Transactions: Ensuring that no unethical or illegal benefits are accepted, given, or requested in dealings with business partners or creditors.<br><br>• Workplace Safety, Health, and Environmental Management: Prioritizing the safety, health, and well-being of employees by maintaining high standards of workplace safety and ensuring a healthy working environment.<br><br>• Stable Financial Status and Timely Payments: Maintaining a strong financial position and ensuring that all payments are made promptly as per agreements and obligations.<br><br>• Company Reputation and | • Negotiation and Collaboration with Partners/Creditors: Engaging in constructive discussions and negotiations with business partners and creditors to reach mutually beneficial agreements that satisfy both parties.<br><br>• Partner Evaluation Before and After Engagement: Conducting thorough evaluations of potential partners before entering into agreements, as well as regular assessments during and after the partnership to ensure performance and adherence to expectations.<br><br>• Enhancing Anti-Corruption Systems by Partner Declaration: Strengthening anti-corruption practices by requiring business partners to publicly declare their commitment to the Corporate Anti-Corruption (CAC) principles, ensuring transparency and ethical behavior in all dealings. | • Online Communication<br>• External Meeting<br>• Complaint Reception |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <u>External stakeholders</u> | | | |
| | Credibility: Upholding a strong reputation for integrity and reliability, contributing to the trust and confidence stakeholders place in the company. | | |
| • Competitors | • Fair Competition: Promoting and engaging in fair competition in the market by adhering to ethical practices, respecting market regulations, and ensuring a level playing field for all industry participants.<br><br>• Intellectual Property (IP) Protection: Committing to the protection of intellectual property rights by refraining from any actions that infringe upon or misuse the intellectual property of others, and respecting the ownership and legal rights of IP holders. | • Fair competition: Promoting fair competition in the market by adhering to ethical principles, respecting market regulations, and ensuring equal opportunities for all participants.<br><br>• Intellectual property protection: Committing to protect intellectual property rights by refraining from infringing or using others' intellectual property without permission, and respecting ownership rights and applicable laws. | • Others<br>• Website<br>• Code of Conduct |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| External stakeholders | | | |
| • Business partners | • Establishing strong business partnerships: Developing good, long-term relationships with business partners, promoting and supporting joint venture operations to ensure their strength and sustainable growth.<br><br>• Complying with joint venture contract terms and agreements: Adhering to all terms and conditions outlined in joint venture contracts.<br><br>• Fair and transparent distribution of joint venture benefits: Allocating the benefits arising from joint venture operations fairly and transparently. | Complying with the terms and conditions of joint venture agreements. | • Internal Meeting<br>• Annual General Meeting (AGM) |
| • Community<br>• Society<br>• Others<br>• Envornment | - Operating responsibly and avoiding negative impacts on the community and the environment.<br><br>- Caring for, developing, and continuously promoting the quality of life of the community and society.<br><br>- Engaging with the community and being open to listening to feedback. | - Managing environmental aspects in full compliance with legal requirements and continuously caring for the community.<br><br>- Communicating with the community through various formats, such as regular meetings, visits, and community development activities.<br><br>- Creating social value by procuring goods from local communities. | • Visit<br>• Social Event<br>• Complaint Reception |

## Information on organization's material sustainability topics

## Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

## Information on sustainability report

## Corporate sustainability report

| | | |
|---|---|---|
| Corporate sustainability report | : | Doesn’t Have data |

# Sustainability risk management

## Information on risk management policy and plan

## Risk management policy and plan

The Company recognizes the importance of implementing risk management as a tool for corporate management under the international risk management framework. The Risk Management Committee is responsible for overseeing compliance with the risk management framework, monitoring key risks, and taking actions. The Company has established a risk management plan that is consistent with the Company's strategic and business plans, such as:
- Reviewing and updating the operational manual to support better operations throughout the organization.
- Having activities to control production costs to enhance the organization's competitiveness.
- Defining and reviewing the roles, responsibilities, and accountability of executives and employees clearly.
- Improving performance evaluation indicators to motivate employees to work more efficiently.

This is to ensure that the organization has an adequate and appropriate risk management system, leading to the achievement of organizational goals.

## 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 Business risks**

Related risk factors :

<u>Strategic Risk</u>
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Competition risk
- Economic risk

<u>Operational Risk</u>
- Human error in business operations
- Product obsolescence
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Inventory risk

<u>Compliance Risk</u>
- Change in laws and regulations
- Legal risk

<u>Financial Risk</u>
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : Yes

**Risk characteristics**

**1. Business risks**

1.1 Multi-purpose vehicle business Risk from competition and customer demand

- Competition in the industry has increased in terms of quality, technology, production costs, as well as changing customer needs that focus on both quality and delivery. This affects the uncertainty in the operating results of the companies in the Thai Rung Group.
- The Company has market competitors who are manufacturers and owners of major brands (Brand Owners), both existing manufacturers of PPVs and new manufacturers who are ready to compete. Consumers continue to be popular with PPVs, resulting in a higher market value for PPVs.
- Government policies that support trade liberalization have resulted in more cars from foreign countries entering the market and increasing market competition.
- The Electric Vehicle (EV) industry is playing an increasingly important role in the automotive industry. Customers have more choices in use, resulting in uncertainty in the operating results of the company.

1.2 Auto parts manufacturing and assembly business

As a result of trade liberalization, which has reduced import tariffs on goods, automotive manufacturers have more choices in importing parts from abroad to replace domestic parts manufacturing. This has resulted in Thai parts manufacturers having to compete on price and quality, both from domestic and foreign manufacturers.

1.3 Mold and jig manufacturing business for production

The volume of molds and jigs each year is uncertain depending on the launch plans for new car models of various brands. However, to reduce uncertainty in the future, the company must accelerate work from abroad or from auto assemblers that have relocated their production bases to Thailand, including exploring opportunities in new jobs such as tooling, industrial machinery, agricultural machinery, heavy trucks, or other non-automotive businesses.

**2. Financial instrument related risks**

2.1 Credit risk

The Group has credit risk, which is the risk that the counterparty will not comply with the terms of the contract, causing damage to the Group.

2.2 Interest rate risk

The Group is exposed to significant interest rate risk related to deposits with financial institutions, current financial assets and short-term interest-bearing loans.

2.3 Exchange rate risk

The Group is exposed to foreign currency exchange rate risk arising from the sale of goods in foreign currencies.

**3. Legal compliance risk**

Risk of being sued by consumers under the Liability for Damages Arising from Unsafe Products Act B.E. 2551 (Products Liability : PL LAW) If the products manufactured by the company have quality problems and affect consumers, the company may be sued by consumers for damages.

**4. Safety, environmental and surrounding community risks**

**Risk-related consequences**

-

**Risk management measures**

**1. Business Risk**

1.1 Multi-Purpose Vehicle Business

- The company defines risk management guidelines to mitigate impacts by focusing on quality development. Modern technology and automation are used to increase production efficiency and reduce waste in the production process. Studies have been conducted to introduce higher quality raw materials at lower costs. Relationship management is in place with customers at all levels to maintain confidence. In addition, the company is also exploring opportunities in new products to expand its customer base.
- The Company focuses on research and development of multi-purpose vehicles to have a modern appearance that is different from competitors and with quality that meets the needs of the target customer group. At the same time, the company has conducted studies to develop various types of Purpose Built Vehicles, such as TR Transformer vehicles, military patrol vehicles (MUV4), and fast-moving ambulances, to expand the market and target customer groups by leveraging the flexibility in production adjustments.
- The company uses social media channels to increase sales opportunities. In addition, the company focuses on selling to various government agencies.

1.2 Auto Parts Manufacturing and Assembly Business

Focus on maintaining good relationships with existing key customers, as well as seeking new customers from other businesses such as premium motorcycle parts or parts for construction tools, industrial tools, agricultural machinery, as well as expanding the customer base to foreign countries such as China and India.

To diversify job seeking risks, including organizing marketing activities to build good relationships with all customers continuously and setting new target customer groups each year.

- Providing One-stop service for parts, painting, assembly, and modification work, from design and research to finished workpieces.
- Finding partners from abroad to increase know-how, production technology, and more efficient machinery to be ready to cope with what will happen in the future, as well as joint ventures with partners or foreigners to expand into related businesses. In addition, there is a policy to accept jobs with higher added value.

1.3 Mold and Jig Manufacturing Business

- Investing in improving production process efficiency to be able to support the diverse needs of customers, along with increasing opportunities to find large mold jobs with high added value and less competition.
- Developing machinery and equipment to be more automated to reduce the problem of skilled labor shortages in the production process. At the same time, training courses have been organized for personnel to increase their abilities as well.
- Manufacturing molds and jigs for Tier 2 production for Tier 1 from abroad, such as Europe and America, which want to outsource work to countries with lower production costs.
- Providing One-stop service for various design, research, and development tasks, including molds and production jigs.
- Upgrade to be a prototype, mold, and jig manufacturer for Turn-key production by collaborating with foreign partners to bid for more Turn-key projects abroad.
- Create a network of partners in the country to support the volume of new projects that have come in to increase production capacity and accept Turn-key jobs from abroad.

**2. Financial Instrument Related Risks**

2.1 Credit Risk

The Group has a risk management policy by setting credit limits and granting credit cautiously. In addition, there is a policy to conduct business with reputable traders to reduce the chance of financial loss from non-performance. For financial assets presented in the statement of financial position, the carrying amount of assets after deducting the allowance for doubtful accounts is considered the maximum amount of credit risk.

2.2 Interest Rate Risk

As most financial assets and liabilities have a maturity of within one year, the Group's interest rate risk is low.

2.3 Exchange Rate Risk

Due to the relatively small amount of sales in foreign currencies, the risk from foreign currencies is low.

**3. Legal Compliance Risk**

The Company places importance on the risks arising from such laws and has issued a company announcement on the policy of producing safe products by appointing a working group and defining the responsibilities of the working group to supervise compliance with the law. In addition, training is provided to executives and employees to be aware of the law, and all employees are required to comply.

4. Safety, Environmental and Surrounding Community Risks

The Company places importance on human resources, with an emphasis on safety. The Company has therefore established a safety policy to reduce all types of risks that may affect the quality of life of all personnel, along with social responsibility and building good relationships with the community around the Company. The Company has implemented the following:

- The Company reviews its safety and environmental policies annually by monitoring and reporting the results to the supervisor level at the quarterly activity meeting.
- The Company focuses on all employees to prioritize safety and the environment by requiring all employees to comply with the safety system through the Completely Check Completely Find Out (CCCF) activity and the ISO14001 environmental system, including other activities such as White Factory, Safe Driving, Don't Drink and Drive, and Buddhist Lent Abstinence from Alcohol.

## Information on business continuity plan (BCP)

## Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

-

# Sustainable supply chain management

## Information on sustainable supply chain management policy and guidelines

## Sustainable supply chain management policy and guidelines

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

## Information on sustainable supply chain management plan

## Sustainable supply chain management plan

| | | |
|---|---|---|
| Company's sustainable supply chain management plan | : | No |

-

## Information on new suppliers undergoing sustainability screening criteria

## New suppliers undergoing sustainability screening criteria

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

## Information on supplier code of conduct

## Supplier code of conduct

| | | |
|---|---|---|
| Supplier code of conduct | : | Yes |

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

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

| | | |
|---|---|---|
| Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? | : | No |

# Innovation development

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

## Research and development policy (R&D)

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

## Research and development (R&D) expenses over the past 3 years

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Research and development (R&D) expenses over the past 3 years (Million Baht) | 10,001.25 | 17,473.18 | 19,369.37 |

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

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## Information on organization's 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 : No

-

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

## Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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