



# ESG REPORT



ENHANCING STABILITY, REDUCING IMPORT RELIANCE

POWERING MOBILITY BEYOND FOSSIL FUELS

MAXIMIZING EFFICIENCY IN ALL AREAS

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# Message from the Chairman of the Corporate Governance Committee

Over the past year, the global business environment has been marked by increasing complexity and volatility. Prolonged geopolitical tensions have continued to disrupt supply chains and affect energy security, while evolving macroeconomic policies particularly trade protection measures and new taxation frameworks introduced by major economies have further intensified uncertainty. In this context, the Board of Directors firmly believes that strong corporate governance and integrated risk management are not merely compliance obligations, but essential foundations for resilience. These principles guide the Company in navigating uncertainty, enhancing adaptability, and maintaining stable financial and operational performance.

Amid ongoing volatility in global energy markets, the Company remains confident in its strategic direction to advance renewable energy, particularly solar and biomass. This approach not only supports Net Zero ambitions and reduces greenhouse gas emissions but also strengthens business resilience and contributes to long-term energy security. By systematically incorporating climate-related risk considerations into strategic investment decisions, the Company is well-positioned to achieve sustainable growth and create long-term value throughout the energy transition.

At the same time, the Company recognizes that resilience must be built upon a strong internal foundation. The Board is committed to fostering a corporate culture grounded in transparency, integrity, and zero tolerance for corruption, while continuously strengthening supply chain management to ensure accountability and resilience across the value chain. The Company also places the highest priority on integrated safety management, respect for human rights, and strict compliance with occupational health and safety standards, with the aim of safeguarding the well-being of employees. In parallel, the Company is dedicated to creating shared value with business partners and surrounding communities, ensuring that all stakeholders can grow together and navigate challenges collectively.

On behalf of the Board of Directors, I would like to reaffirm our confidence that, with governance principles embedded across all operations, supported by forward-looking risk management frameworks and a strong commitment to clean energy development, the Company is well-prepared to navigate future challenges. We remain committed to transforming risks into opportunities and delivering sustainable value, while maintaining a balanced integration of economic, social, and environmental dimensions for the benefit of future generations.



A handwritten signature in blue ink, appearing to read 'Dr. Surapan Poomkeaw'.

General Dr. Surapan Poomkeaw  
Chairman of the Corporate Governance Committee  
National Power Supply Public Company Limited



# About this Report

National Power Supply Public Company Limited and its subsidiaries (“the Company”) have prepared the Sustainability Report for the year 2025 (1 January 2025 – 31 December 2025). This report is aligned with the Company sustainability strategy to present non-financial information to relevant stakeholders, enabling them to understand the Company business operations in accordance with sustainable development principles. It also communicates the Company strategies and management approaches regarding key issues that impact business operations and stakeholders across the value chain during the year 2025, as well as reporting progress on performance in line with policies and action plans related to key environmental, social, economic, and corporate governance issues, including alignment with the United Nations Sustainable Development Goals (SDGs).

The assessment of material sustainability issues is based on opportunities and impacts on the Company’s value creation, covering economic, social, and environmental dimensions, as well as the level of stakeholder interest, impact, and significance. Furthermore, the results of the materiality assessment are reviewed for completeness and accuracy by a working team before being proposed to senior management for consideration, review, and approval of the Company’s key sustainability issues.

## Sustainability Management System

National Power Supply Public Company Limited has implemented various internationally recognized management systems in its operations, such as the Environmental Management System (ISO 14001) and the Occupational Health and Safety Management System (ISO 45001), to ensure a comprehensive sustainability management system in accordance with accepted principles and practices. The Company has also adopted and applied practices related to sustainable development in line with other standards, including the GRI Standards 2021.

## Global Reporting Framework and Scope: Global Reporting Initiative (GRI)

This report has been prepared in accordance with the Global Reporting Initiative (GRI) framework, complying with the GRI Standards 2021 (reporting in accordance with the standards). The quality of reporting is ensured based on the reporting principles, including accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

The economic performance data covers the Company operations in Thailand. The report also presents the roadmap for driving sustainability strategies in alignment with the corporate strategy and Vision 2025. The reporting scope for sustainability performance covers environmental, social, and economic and governance dimensions for the period from 1 January to 31 December 2025.

## Content and Key Changes

In 2025, the Company had no significant changes in its supply chain. However, a comprehensive reassessment of material sustainability issues was conducted in accordance with the principles of the GRI Universal Standards 2021. The Company evaluated impacts on the economy, environment, people, and society, as well as financial performance and future competitiveness. This assessment involved executives and experts from both internal and external parties, along with input from affected stakeholders.

The assessment considered the severity and scope of impacts, the likelihood of occurrence, and the ability to address such impacts. Human rights impacts on stakeholders were also considered across all environmental, social, and governance aspects.

The image shows a large industrial facility, possibly a power plant or refinery, with a tall, light-colored smokestack on the left. The facility consists of several large, multi-story buildings with complex piping and scaffolding. In the foreground, there is a large array of solar panels, suggesting a focus on sustainable energy. The sky is blue with some light clouds. A large, semi-transparent blue circle with a white border is overlaid on the left side of the image, containing the text "ABOUT NPS".

# ABOUT NPS



## Organization Overview

NPS continues to place strong emphasis on driving its business operations in alignment with the principles of sustainable development. The Company has further built upon and expanded its investments in renewable energy by developing a Floating Solar Farm power plant covering an area of more than 1,200 rai, which is regarded as one of the largest projects of its kind in Thailand. This project reflects the company's capability and firm commitment to strengthening energy security, supporting the reduction of greenhouse gas emissions, and concretely advancing a low-carbon economy.

In this regard, NPS remains committed to its vision of "striving for excellence in production and quality development to contribute to building a bright and sustainable future." The Company conducts its business in accordance with the principles of good corporate governance, transparency, and accountability to stakeholders, while continuously creating long-term value and maintaining a balanced approach across economic, social, and environmental dimensions. This underscores NPS's role as an energy leader firmly grounded in ESG principles and ready to drive the nation's energy transition toward a sustainable future.

Guided by its vision for sustainable development, the Board of Directors remains fully aware of its roles, duties, and responsibilities in setting sustainability policies and targets that comprehensively encompass economic, social, and environmental aspects. In 2025, the Company placed particular emphasis on extending and expanding renewable energy projects, together with strengthening transparent and sustainable corporate governance systems, in order to effectively address the growing significance of environmental risks and business ethics.

The Company's sustainability policies and targets are translated into its Operational Plan and corporate Strategies, which focus on the efficient use of resources throughout the entire value chain, alongside investments to expand clean energy generation capacity. Particular emphasis is placed on the Floating Solar Farm project spanning more than 1,200 rai, which represents another important milestone in enhancing energy security, supporting greenhouse gas emission reductions, and contributing to the country's Net Zero targets.

In addition to advancing clean energy operations, the Company is also committed to enhancing the quality of life of communities and all stakeholder groups through the implementation of social initiatives that emphasize the creation of continuous shared value. This includes the development of the capabilities of employees and business partners to ensure readiness for change in the low-carbon economy era. With a clear commitment, the Company stands ready to collaborate with all sectors to drive Thailand toward a clean and sustainable energy society over the long term.

### Corporate Strategy and Sustainability Direction

Building upon the foundation and commitment established in 2024, the Company has tangibly elevated its sustainability performance. In 2025, we remain steadfast in our ambition to become a leader in energy and renewable energy production, supporting the United Nations Sustainable Development Goals (UNSDGs) and our targets for Carbon

Neutrality and Net Zero emissions within the specified timeframe. To this end, the Company has devised sustainable business directions aligned with international standards, such as the SDGs and GRI, while expanding investments in renewable energy and green innovation to secure stable, long-term clean energy sources. We also prioritize resource efficiency and the promotion of a Circular Economy.

The Company is firmly committed to respecting human rights, embracing diversity, and fostering employee engagement. We have initiated studies to develop biodiversity guidelines to create a positive impact on ecosystems. Additionally, we place great importance on collaborating with communities and supply chain partners to drive stable and sustainable growth for all stakeholders.

The Company believes that conducting business with responsibility, transparency, and sustainability will create long-term value for the organization, stakeholders, and society at large, as we move toward becoming a preeminent leader in the renewable energy sector.



### Strategic Direction










The organization is committed to driving its sustainability strategy across all three dimensions in order to progress toward becoming a comprehensive leader in energy and renewable energy.

 Environmental Dimension	Adhering to environmental policies and implementing sustainable practices in line with business operations, while also exploring innovative technological solutions to improve environmental efficiency and effectiveness.
 Social Dimension	Focusing on employee skill enhancement and workplace safety, raising awareness of human rights across the value chain, and fostering responsible relationships and community harmony.
 Economic and Governance Dimension	Operating with integrity, transparency, and ethics to ensure mutual benefits for all stakeholders, fostering organizational resilience to adapt to potential changes, and upholding high-quality products and services while maintaining sustainable stakeholder relationships.

## Environmental Dimension


The Company complies with environmental policies and integrates environmental sustainability practices into its business operations. This includes actively exploring and adopting new technological opportunities to enhance the efficiency and effectiveness of environmental management.

### Target of Environment Dimension

 <p><b>Develop Digital ESG Data</b> Committed to developing digital ESG data to enhance data reporting systems, increasing accuracy, transparency, and traceability.</p>	 <p><b>Achieve Net Zero Carbon Emissions</b> Commit to reducing carbon dioxide emissions from business operations to net zero.</p>	 <p><b>Reduce Greenhouse Gas Emission</b> Improve production processes and operational practices to reduce greenhouse gas emissions.</p>
 <p><b>Reduce Hazardous Waste Generation</b> Develop efficient waste management systems and reduce the volume of hazardous waste.</p>	 <p><b>Reduce Water Consumption in Production</b> Enhance production processes to reduce water usage and promote water reuse.</p>	 <p><b>Reduce Energy Consumption</b> Improve energy efficiency across all business operations.</p>
 <p><b>Increase the Use of Renewable Energy</b> Increase the proportion of renewable energy used in business operations.</p>	 <p><b>Legal Compliance</b> Strictly comply with all applicable environmental standards and environmental laws and regulations.</p>	

## Social Dimension

The Company is committed to prioritizing the enhancement of employees' skills and capabilities, while placing strong emphasis on workplace safety and raising awareness of respect for human rights throughout the entire supply chain. At the same time, the Company remains dedicated to maintaining responsible relationships and fostering harmony with society and the wider community.

<p><b>1</b></p> <p><b>Enhance Employee Satisfaction and Engagement</b> Create a positive working environment and promote stronger employee engagement with the organization.</p>	<p><b>2</b></p> <p><b>Commit to Addressing and Mitigating Significant Impacts on Employees</b> Safeguard employees and prevent potential adverse impacts arising from work activities.</p>	<p><b>3</b></p> <p><b>Retain and Enhance Employee Knowledge and Capabilities</b> Continuously develop employees' skills and competencies.</p>
<p><b>4</b></p> <p><b>Support Employees' Quality of Life and Well-being at Work</b> Promote work-life balance and provide appropriate welfare and benefits.</p>	<p><b>5</b></p> <p><b>Reduce Workplace Accidents and Fatalities</b> Strengthen occupational health and safety measures and reduce operational risks.</p>	<p><b>6</b></p> <p><b>Assess the Impacts of Business Operations on Communities</b> Monitor and evaluate potential impacts on surrounding communities.</p>
<p><b>7</b></p> <p><b>Achieve Zero Community Complaints and Enhance Community Satisfaction</b> Build positive relationships with communities and respond appropriately to their needs and expectations.</p>	<p><b>8</b></p> <p><b>Promote Human Rights Awareness and Initiate Human Rights Risk Assessments Across the Organization</b> Encourage respect for human rights in all business processes and operations.</p>	

# Economic and Governance Dimension

The Company conducts its business with integrity, transparency, and fairness, taking into account the collective interests of all stakeholder groups. It strengthens organizational resilience to ensure readiness for adaptation and change in response to evolving circumstances, while maintaining high standards of product and service quality and fostering sustainable relationships with stakeholders.

### Embed AI across workflows

Enhance efficiency through transparency, accountability, data protection, and risk management to deliver sustainable stakeholder value.

### Maintain and Increase Customer Satisfaction Levels

Enhance service systems to exceed expectations by actively listening to and thoroughly analyzing customer needs, thereby creating positive experiences and long-term customer loyalty.

### Reduce the Number of Customer Complaints Related to Safety and Quality

Continuously improve production and service standards, and use customer feedback and complaints as a basis for operational improvements to strengthen customer trust.

### Product Safety Impact Assessment

Conduct rigorous inspections and assessments of product safety, covering the entire lifecycle from design through actual use.

### Increase the Proportion of Revenue from Sustainable Products and Services

Focus on the development of environmentally and socially responsible products and services to generate new and sustainable sources of revenue.



### Zero Legal Cases, Particularly Those Related to Corruption

Uphold the principles of integrity and transparency, and strictly comply with all applicable laws and regulations across all areas of operation.

### Driving and Enhancing Suppliers' Sustainability Performance

Strengthen partner networks and encourage suppliers to conduct business in a sustainable and responsible manner throughout the entire supply chain.

### Effective ESG Risk Assessment and Risk Mitigation Planning

Establish a comprehensive ESG risk management framework and implement effective proactive mitigation measures.

### Zero Incidents of Serious Cybersecurity Breaches and Data Leakage of Stakeholder Information

Continuously and systematically enhance cybersecurity systems and personal data protection measures.

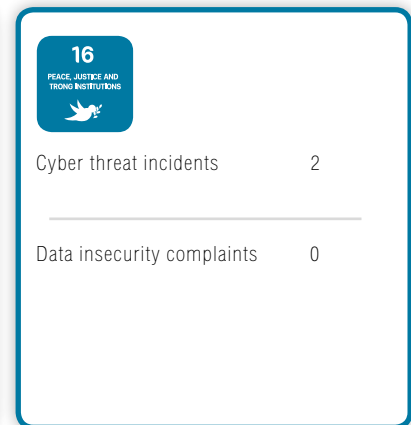
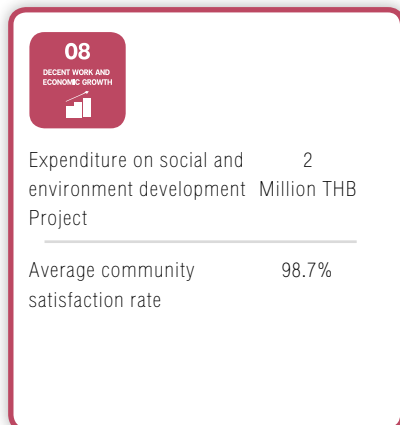
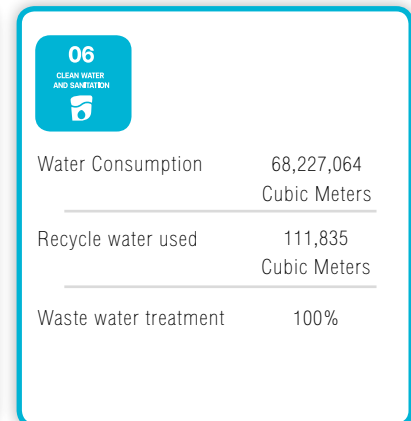
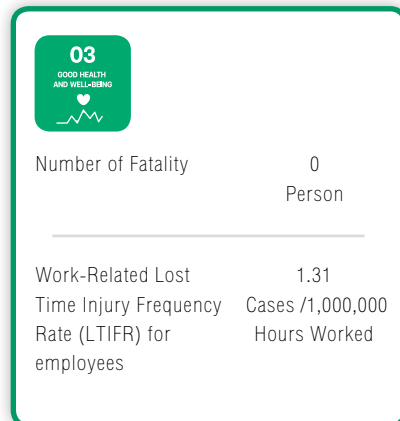
### Increase in Innovation to Improve Operational Efficiency

Promote a culture of innovation to develop sustainable technologies and processes that enhance operational efficiency and reduce environmental



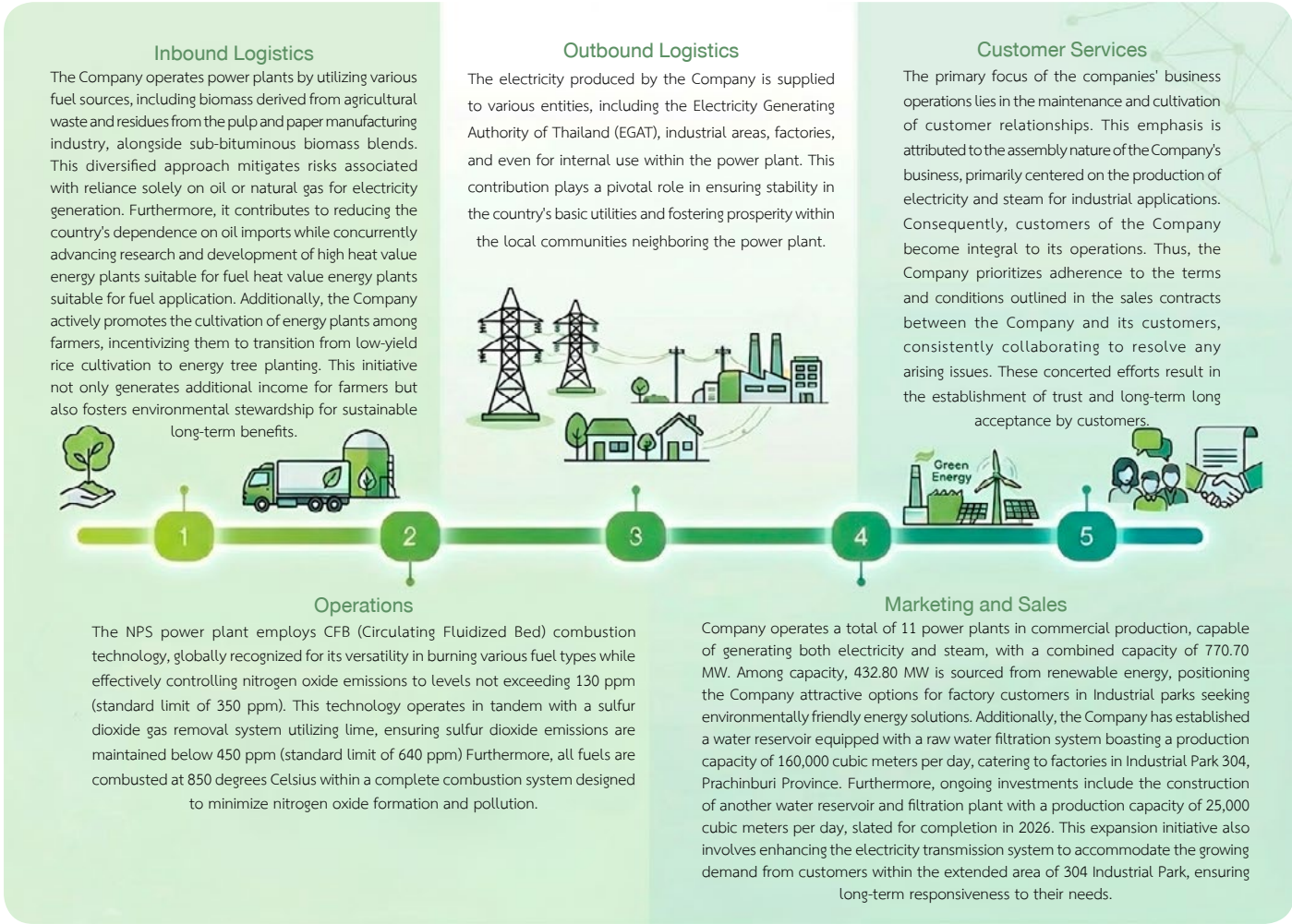
## Sustainable Development Performance in 2025

The Company recognize the importance of sustainable development, the Company integrate sustainability as part of core strategy under Vision 2025 in order to ensure that business operations and management processes meet the expectations and key concerns of employees and stakeholders across the value chain.

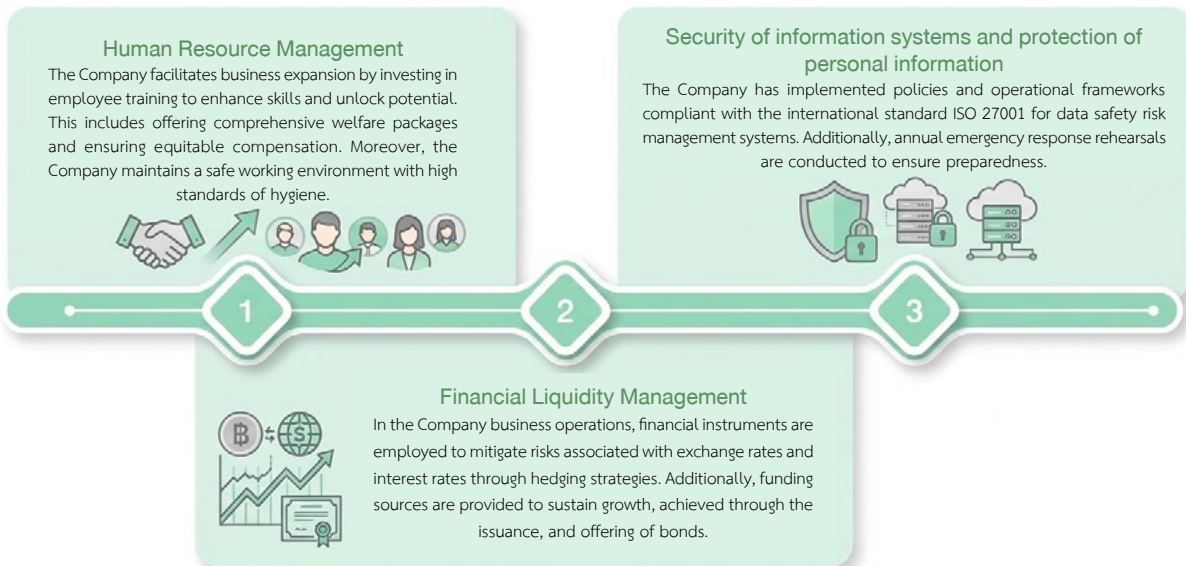


## NPS Value Chain

### 1. Primary Activity



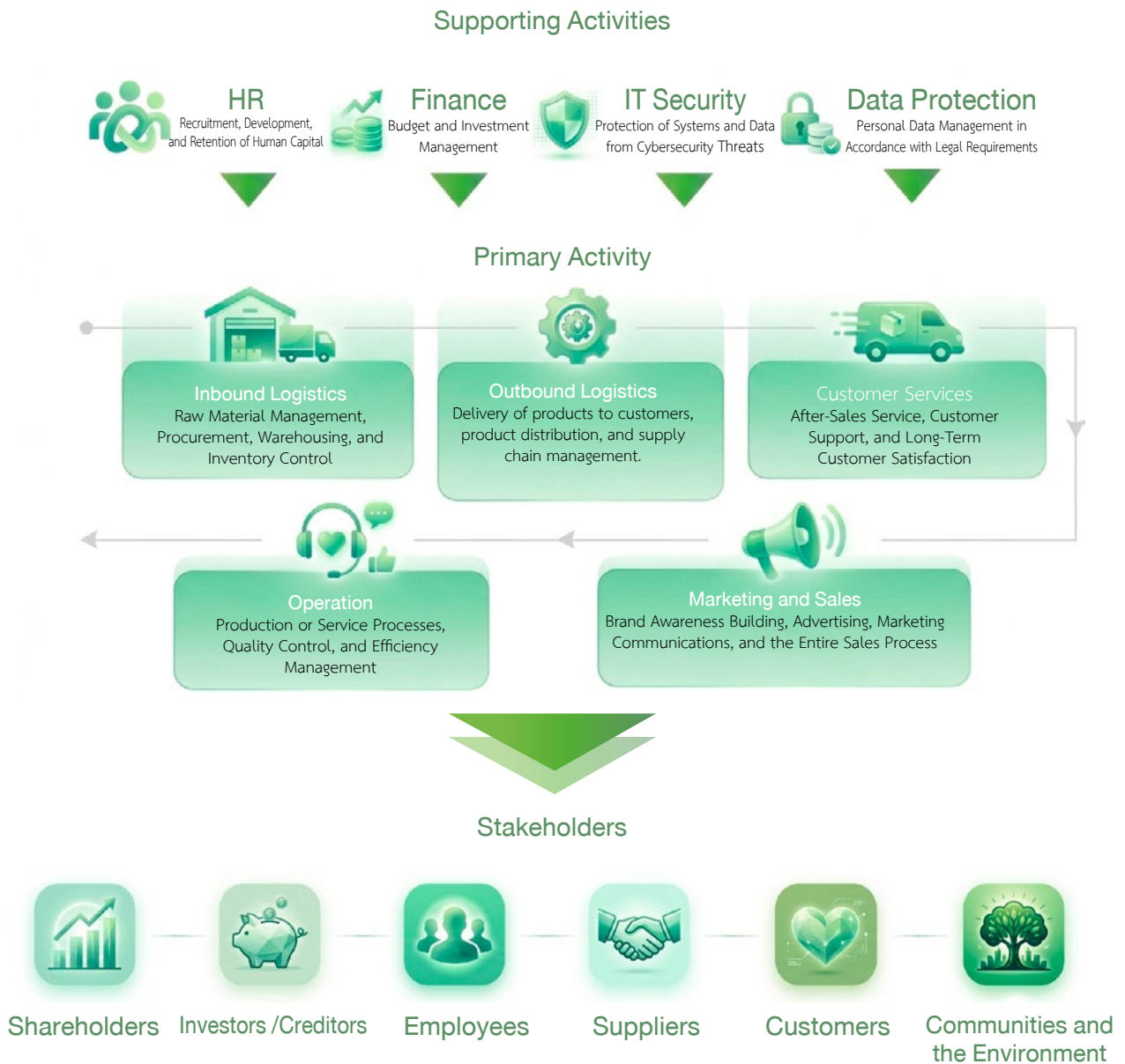
### 2. Support Activities



## Stakeholder Analysis

The Company places strong emphasis on effective stakeholder management across its entire value chain, guided by the principles of **Customer-Centric and Stakeholder-Centric** engagement. This approach ensures that the needs, expectations, and impacts of stakeholders are considered in a comprehensive and equitable manner. The Company systematically analyzes its operating processes and key activities to identify both internal and external stakeholder groups and has established a wide range of engagement channels, both online and offline. Insights gathered from customers, communities, and business partners are actively utilized to enhance products, services, and innovations in a manner that genuinely responds to stakeholder needs.

At present, the Company has identified six key stakeholder groups: **shareholders, investors/creditors, employees, business partners, customers, and communities, including the environment**. Each of these groups plays a vital role in collectively driving the Company's long-term sustainability.



Stakeholder Group	Engagement Channels and Frequency	Needs and Expectations	Company Response
Shareholders	<ul style="list-style-type: none"> <li>- Annual General Meeting of Shareholders (once per year)</li> <li>- Extraordinary General Meetings as required for significant agendas</li> <li>- Quarterly financial disclosures via the Company’s website and the SEC</li> <li>- Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>- Strong financial performance and attractive dividend returns</li> <li>- Continuous business growth of the Company</li> <li>- Transparency in operations and good corporate governance</li> <li>- Effective risk management, joint investments, and innovation to enhance operational efficiency</li> <li>- Equal access to information</li> </ul>	<p>The Company conducts its business with transparency and efficiency to create sustainable long-term value. It is committed to delivering strong performance and stable growth for the maximum long-term benefit of shareholders, while ensuring transparent, reliable, and timely disclosure of information.</p>
Investors / Creditors	<ul style="list-style-type: none"> <li>- Quarterly performance briefings</li> <li>- On-site visits</li> <li>- Participation in stakeholder assessment activities organized by banking groups</li> <li>- Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>- Strong financial performance</li> <li>- Continuous business growth</li> <li>- Transparency and good corporate governance</li> <li>- Business operations that integrate environmental, social, and governance (ESG) considerations</li> <li>- Joint investment and innovation to improve operational efficiency</li> </ul>	<p>The Company operates transparently and efficiently to create sustainable value, with a focus on delivering solid performance and stable growth for investors and creditors. The Company ensures transparent and credible disclosure and strictly complies with contractual obligations and agreed terms with creditors and stakeholders.</p>
Employees	<ul style="list-style-type: none"> <li>- Regular communication through internal channels such as the Intranet and LINE Official Account</li> <li>- Employee satisfaction surveys (once per year)</li> <li>- Feedback and suggestion channels, including suggestion boxes, surveys, Morning Talks, and Town Hall meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Capability development aligned with the Company strategic direction</li> <li>- Quality of life, well-being, and workplace safety</li> <li>- Competitive compensation and benefits, career opportunities, and advancement</li> <li>- Fair performance evaluation systems</li> <li>- Income security and equal treatment</li> <li>- Leadership development</li> <li>- Talent retention</li> <li>- Respect for human rights</li> </ul>	<p>The Company treats all employees fairly and without discrimination, providing appropriate remuneration and benefits. Continuous skill and competency development is promoted through training, seminars, and development programs with equal access for all employees. The Company emphasizes occupational health and safety, employee well-being, and quality of life, while fostering compliance with laws, regulations, and anti-corruption policies, including strict prohibition of insider information misuse.</p>
Business Partners (Suppliers)	<ul style="list-style-type: none"> <li>- Supplier audits (on-site and online) at least twice per year</li> <li>- Raw material quality and management audits at least once per year</li> <li>- Supplier satisfaction surveys (once per year)</li> <li>- Training on the Company’s supplier management system</li> </ul>	<ul style="list-style-type: none"> <li>- Fair competition and non-discriminatory practices</li> <li>- Long-term partnerships and mutual growth</li> <li>- Transparent, efficient, and auditable procurement systems</li> <li>- Clear, fair, and transparent procurement policies</li> <li>- Compliance with contractual agreements without exploitation</li> </ul>	<p>The Company applies fair and transparent supplier selection processes based on equal access to information and objective evaluation criteria. Fair and appropriate contract structures are established, with monitoring systems to ensure full compliance and prevent fraud or misconduct throughout the procurement process.</p>

Stakeholder Group	Engagement Channels and Frequency	Needs and Expectations	Company Response
Customers	<ul style="list-style-type: none"> <li>- Regular customer visits, market surveys, and meetings (online and on-site)</li> <li>- Close coordination throughout service delivery - Customer satisfaction surveys (once per year)</li> <li>- Open access for customers to visit production processes</li> <li>- Complaint and inquiry channels such as email, hotline, and LINE</li> <li>- Convenient, fast, and accessible communication channels</li> </ul>	<ul style="list-style-type: none"> <li>- High-quality products and services delivered in accordance with contractual terms at fair, regulated prices</li> <li>- Stability and reliability of power generation and distribution systems</li> <li>- Prompt and effective response to customer needs by competent teams</li> <li>- Equal treatment of all customers in compliance with applicable laws</li> <li>- Technological development to reduce environmental impacts</li> <li>- Opportunities for joint business development</li> </ul>	<p>The Company is committed to maintaining product and service quality and standards, responding comprehensively to customer needs, and fostering long-term customer satisfaction. Accurate and complete information is provided, secure complaint channels are maintained for timely resolution, and customer confidentiality is strictly protected.</p>
Communities and the Environment	<ul style="list-style-type: none"> <li>- Responsible operations with consideration of social and community impacts</li> <li>- Regular community engagement and site visits</li> <li>- Community development and livelihood enhancement programs</li> <li>- Annual community perception surveys</li> <li>- Feedback, emergency notification, and complaint channels via hotline and community LINE groups</li> </ul>	<ul style="list-style-type: none"> <li>- Effective management of environmental impacts from operations</li> <li>- Safe and environmentally responsible business operations</li> <li>- Clear communication and understanding of Company operations</li> <li>- Job creation, income generation, and cost-of-living support</li> <li>- Ongoing community engagement and participation</li> <li>- Local employment opportunities</li> <li>- Efficient resource utilization and responsible water use</li> <li>- Sustainable co-growth of business, society, economy, and the environment</li> </ul>	<p>The Company strictly complies with all applicable laws and regulations, promotes local employment and diverse livelihood programs, supports education, and prioritizes hiring from local communities based on suitability and competencies. The Company actively participates in environmental conservation, social development, and the preservation of local culture in areas where it operates.</p>

Furthermore, in 2025, the Company established structured engagements with stakeholder representatives, adhering to the AA1000 Stakeholder Engagement Standard (AA1000SES) and GRI Standards. Input from stakeholders will guide the selection of sustainability priorities vital to the Company's interests. Moreover, moving forward, stakeholders' opinions and recommendations will guide the formulation of action plans aimed at fostering robust stakeholder relationships. This strategic approach underscores its commitment in enhancing, refining, and optimizing Company's operations to ensure sustained effectiveness. This is to improve, develop, and enhance the company's operations for greater efficiency in the future.

# Key Sustainability Issues

## Identification of Sustainability Issues

The Company has established a process for assessing material sustainability issues in alignment with the Sustainability Reporting Standards (GRI Standards) of the Global Reporting Initiative (GRI). This process is designed to reflect issues that are material to the Company’s economic, social, and environmental impacts, as well as their influence on the assessments and decision-making of stakeholders throughout the business value chain. The assessment also includes periodic reviews to capture changes in material issues relevant to the Company and its stakeholders, enabling effective management and response. The materiality assessment process consists of three key steps, as follows:

### 1. Identification of Issues Relevant to the Organization and Stakeholders

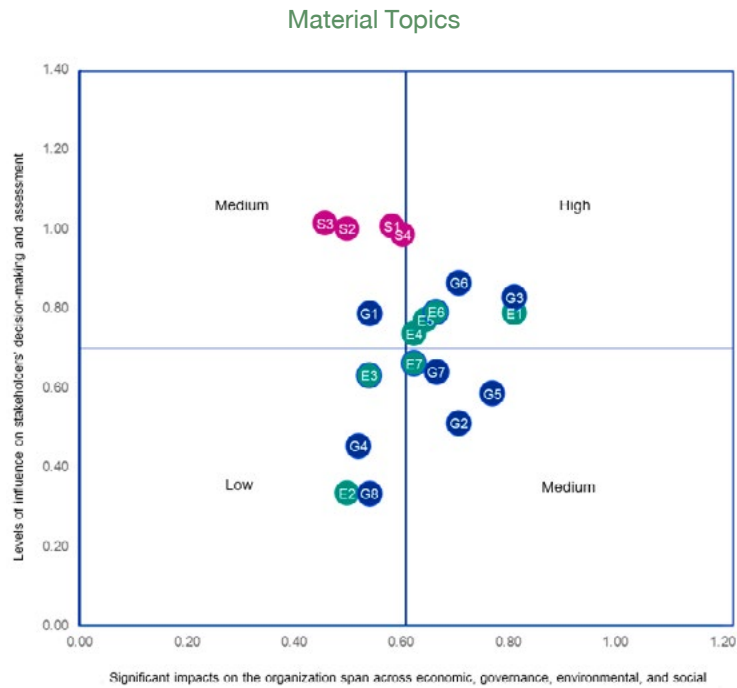
The Company considers and analyzes sustainability issues relevant to its business across economic, social, and environmental dimensions. This assessment is based on applicable international standards, requirements, and best practices, and is aligned with the Company’s sustainability context, operational activities, and stakeholder expectations. The scope of sustainability issues is defined based on the impacts arising from operations across the entire value chain, covering both internal and external aspects of the organization.

### 2. Assessment of Materiality Level

The assessment of the materiality level of key sustainability issues is conducted by considering opportunities and impacts on the Company’s value creation across economic, social, and environmental dimensions. This also includes evaluating the level of stakeholder interest, the significance of impacts, and the importance of each issue to stakeholders.

### 3. Verification and Approval of Assessment Results

The results of the materiality assessment are reviewed for accuracy and completeness by the designated working team prior to being submitted to senior management for consideration, review, and endorsement. Final approval is granted to confirm the Company’s material sustainability issues.



Economic and Governance Dimension	Environmental Dimension	Social Dimension
<ul style="list-style-type: none"> <li>G1 – Corporate Governance and Business Ethics</li> <li>G2 – Supply Chain Management</li> <li>G3 – Risk and Crisis Management</li> <li>G4 – Cyber Security and Data Privacy</li> <li>G5 – Technology and Innovation</li> <li>G6 – Sustainable growth and business opportunities</li> <li>G7 – Product Quality Management</li> <li>G8 – Customer Relationship Management</li> </ul>	<ul style="list-style-type: none"> <li>E1 – Greenhouse Gas emissions and Climate Change Management</li> <li>E2 – Water Stewardship</li> <li>E3 – Waste Management</li> <li>E4 – Energy Management</li> <li>E5 – Environmental Policy and Compliance</li> <li>E6 – Air Quality Management</li> <li>E7 – Resource Efficiency and Circular Economy</li> </ul>	<ul style="list-style-type: none"> <li>S1 – Labor Practices and Employee Development</li> <li>S2 – Occupational Health and Safety</li> <li>S3 – Human Rights and DE&amp;I</li> <li>S4 – Community Engagement and Social Responsibility</li> </ul>

The Company places strong emphasis on conducting its business in a sustainable manner across three core dimensions: Environmental, Social, and Governance (ESG). The key issues and examples of implementation are summarized as follows:

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### Environmental

1. **A Safety, Occupational Health, and Environment Committee** has been established to oversee and monitor environmental impacts arising from business operations.
2. The Company has obtained **ISO certifications related to environmental management** and safety, which are systematically applied across operational processes.
3. **Waste generated from production processes is reduced** and resource efficiency is enhanced to promote responsible resource utilization and minimize environmental impacts.
4. The Company **calculates its organizational carbon footprint** to prepare for long-term greenhouse gas emission management and potential participation in carbon credit mechanisms.
5. **Renewable energy projects** are expanded to reduce dependence on fossil fuels and to support the transition toward clean energy.

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### Social

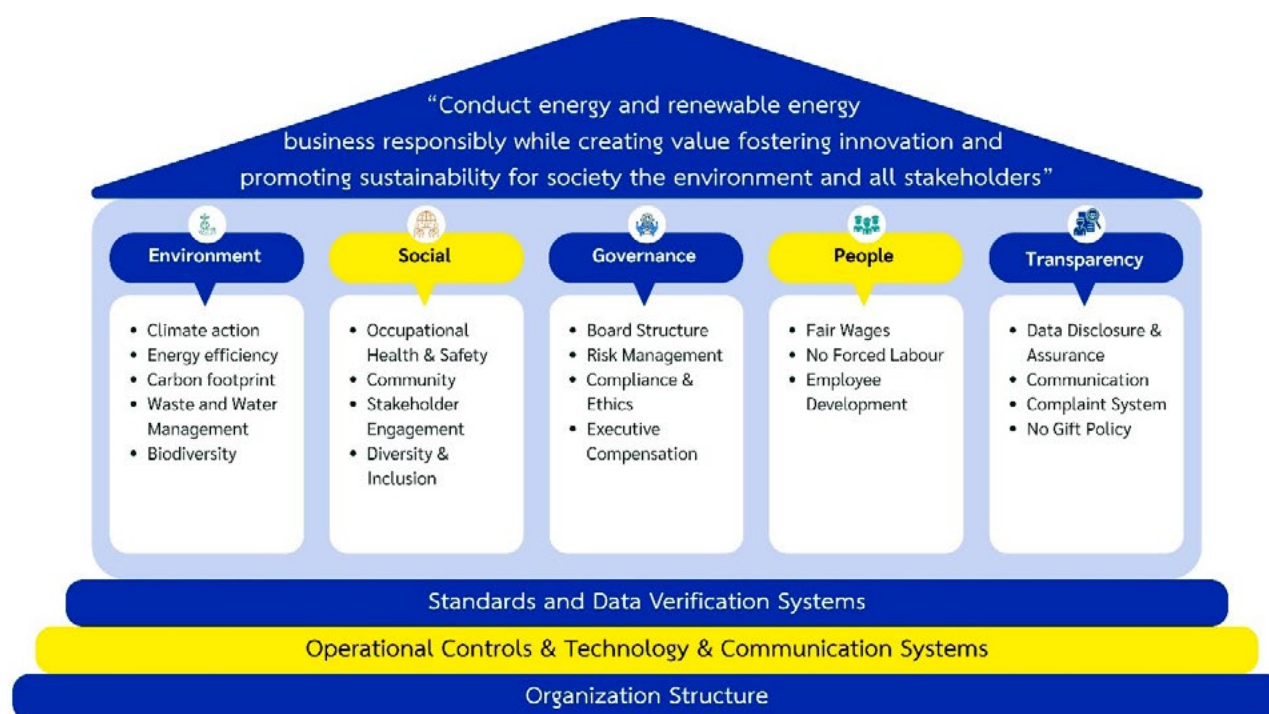
6. **support stakeholders and local community engagement** to promote community development in education, youth development, environment, health, and local traditions, including assistance during times of crisis. The Company also conducts regular meetings, listens to feedback, and continuously manages suggestions and complaints.
7. **Promote the development of employees' skills and capabilities** through training programs, career development pathways, and volunteer activities, thereby enhancing knowledge and fostering social awareness in parallel.
8. **Enhance employee welfare and quality of life** by prioritizing health, safety, and work-life balance. Well-being programs covering physical, mental, and financial aspects are implemented to improve overall employee well-being.
9. **Foster an organizational culture that respects human rights, equality, and diversity** by promoting Diversity, Equity, and Inclusion (DEI) through human rights policies, extending such principles throughout the supply chain, and supporting diverse employee groups.

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### Governance

10. **Improve and regularly review business ethics measures** to promote responsible and transparent operations, and further enhance proactive initiatives such as anti-corruption training and transparent whistleblowing systems.
11. **Conduct comprehensive risk assessment and management** across strategic, financial, environmental, and operational dimensions, including the assessment of climate change risks that may have significant long-term impacts on the business.
12. **Review and strengthen corporate governance systems** to enhance effectiveness and support sustainable growth.
13. **Prioritizing cybersecurity and data privacy** to build trust among customers and stakeholders, while closely monitoring the increasing prevalence and sophistication of cyber threats.

## The Company's Sustainability Development Framework



The Company's Sustainability Development Framework serves as a fundamental guiding principle that outlines appropriate practices in alignment with sustainability development concepts. The Company is committed to strengthening its operations through the responsible conduct of energy and renewable energy businesses, creating value, fostering innovation, and promoting sustainability for society, the environment, and stakeholders. This is driven through five key sustainability strategies and principles as follows:

### 1. Environmental

#### 1) Climate Action

Undertaking initiatives to manage risks and opportunities arising from climate change, including reducing greenhouse gas emissions and adapting to potential impacts.

#### 2) Energy Efficiency

Enhancing energy efficiency across operations by adopting technologies and innovations to sustainably reduce energy consumption and costs.

#### 3) Carbon Footprint Management

Measuring, controlling, and reducing greenhouse gas emissions from organizational activities, along with establishing systematic carbon reduction targets and action plans.

#### 4) Waste and Water Management

Managing waste efficiently in accordance with circular economy principles, while promoting efficient water use and water conservation to minimize environmental and community impacts.

#### 5) Biodiversity

Preventing, mitigating, and restoring impacts on ecosystems and biodiversity within operational areas, while ensuring activities maintain ecological balance.

## 2. Social

### 1) Occupational Health & Safety

Promoting a safe working environment by reducing workplace accidents and occupational illnesses, with continuous implementation and monitoring of preventive measures.

### 2) Community Development

Supporting improvements in the quality of life for communities surrounding operational areas through sustainable livelihood, education, and environmental initiatives.

### 3) Stakeholder Engagement

Encouraging stakeholder participation through open dialogue, feedback mechanisms, and integrating inputs into operational improvements.

### 4) Diversity & Inclusion

Promoting equality in the workplace, respecting differences, and ensuring non-discrimination in all aspects.

## 3. Governance

### 1) Board Structure

Establishing clear, transparent, and independent roles and responsibilities to ensure effective corporate governance.

### 2) Risk Management

Assessing and managing risks across strategic, financial, legal, and ESG dimensions to mitigate long-term business impacts.

### 3) Compliance & Business Ethics

Conducting business in accordance with applicable laws, regulations, and ethical standards, supported by robust internal control systems.

### 4) Executive Compensation

Determining compensation aligned with performance, responsibilities, and the Company's sustainability objectives.

## 4. People

### 1) Fair Wages

Providing appropriate remuneration in compliance with legal requirements, industry standards, and performance outcomes.

### 2) No Forced Labour & Human Rights

Respecting human rights by prohibiting forced labor and child labor, and extending these principles throughout the supply chain.

### 3) Employee Development

Supporting continuous learning, training, and skills development to enhance capabilities and career advancement.

## 5. Transparency

### 1) Data Disclosure & Assurance

Disclosing accurate and complete information that has been verified to build stakeholder confidence.

### 2) Communication

Ensuring clear, timely, and accessible communication of key information to stakeholders.

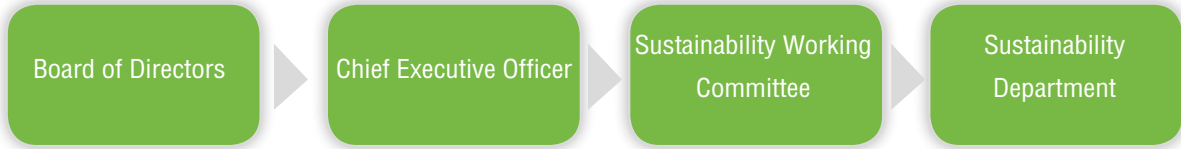
### 3) Complaint System

Providing independent, secure, and traceable channels for receiving complaints and feedback.

### 4) No Gift Policy

Establishing a policy prohibiting the acceptance of gifts or benefits that may lead to conflicts of interest.

**Roles, Responsibilities, and Governance Structure for Driving Sustainable Development**



In 2025, The Board of Directors has established the Sustainability Committee, which is responsible for overseeing the Company sustainability initiatives and corporate governance practices. The Sustainability and Corporate Governance Committee ensures that all operations align with the Company guidelines, policies, and strategies for sustainable development and good corporate governance.

Structure	Roles and Responsibilities	Frequency
Board of Directors	Reviews and monitors the Company’s sustainability performance.	Quarterly (4 times)
Chief Executive Officer	Approves sustainability strategies, targets, and budgets. Provides direction to align sustainability with the Company’s overall strategy and oversees performance to ensure the achievement of sustainability objectives.	Quarterly (4 times)
Sustainability Working Committee	<p>Sustainable Development</p> <ol style="list-style-type: none"> <li>1. Establishes sustainability goals, policies, frameworks, and operational plans aligned with the Company’s business, promoting innovation and social and environmental development, and proposes them to the Board of Directors for approval.</li> <li>2. Reviews sustainability goals, policy frameworks, and practices to ensure responsiveness to global trends, evolving business environments, legal requirements, and international standards, while considering shareholder expectations, and proposes any changes to the Board of Directors for approval.</li> <li>3. Acknowledges and considers sustainability strategies and supports initiatives to achieve the Company sustainability objectives.</li> <li>4. Reviews annual budgets related to sustainability and proposes them to the Board of Directors for approval and/or acknowledgment.</li> <li>5. Regularly reports performance and progress on sustainability, covering key environmental, social, and sustainability management issues, to the Board of Directors.</li> </ol> <p>Corporate Governance</p> <ol style="list-style-type: none"> <li>1. Establishes and/or reviews corporate governance objectives, policy frameworks, and practices in compliance with applicable laws, regulations, and governance guidelines, and proposes them to the Board of Directors for approval and/or acknowledgment.</li> <li>2. Monitors the implementation of corporate governance practices to ensure alignment with policies and objectives.</li> <li>3. Regularly reports progress and performance outcomes to the Board of Directors.</li> </ol>	Quarterly (4 times)
Sustainability Department	<ol style="list-style-type: none"> <li>1. Proposes sustainability goals, policies, plans, and performance results reviewed by the CEO to the Sustainability and Corporate Governance Committee.</li> <li>2. Communicates the sustainability framework and collaborates with relevant departments to define policies, strategies, targets, and action plans.</li> <li>3. Monitors and reports sustainability performance and progress across departments.</li> </ol>	Quarterly (4 times)

# ENVIRONMENTAL PERFORMANCE

## Material Sustainability Issues

- Pollution and Greenhouse Gas Management
- Energy Efficiency
- Effluent and Waste Management / Spillage  
& Leakage
- Water Management



## Environmental Performance

### Environmental Policy and Management

The Company remains committed to producing high-quality electricity and steam, while continuously enhancing service quality to achieve the highest level of customer satisfaction. The business is conducted in a sustainable manner, with due consideration for environmental protection and efficient resource utilization. The Company has established policies on environment, safety, occupational health, and sustainability, and has appointed dedicated committees and responsible departments to ensure that operations align with international standards, such as ISO 14001, GRI, and relevant legal requirements.

The Company is committed to the continuous improvement of its environmental and safety management systems. Safety, Occupational Health, and Work Environment Committees (OHSE Committees) have been established across operational sites, comprising representatives from both management and employees. These committees are responsible for monitoring, auditing, and managing safety practices, chemical control, accident prevention, and emergency preparedness for incidents such as earthquakes, floods, and fires. They also oversee environmental impact mitigation, develop risk mitigation measures, and ensure ongoing compliance through quarterly monitoring. At present, the Company has expanded its operational focus to address global priority issues, including climate change management and the transition toward net-zero greenhouse gas emissions (Net Zero), renewable energy development and clean energy innovation, resource efficiency and circular economy practices, as well as respect for human rights, diversity, equity, and inclusion (DEI). Additionally, the Company promotes biodiversity conservation and nature-positive approaches.

The Company places strong emphasis on raising awareness and fostering engagement across the organization by establishing structured frameworks, key performance indicators, and action plans. These efforts support effective risk management and reporting to the Board of Directors. Furthermore, the Company continuously communicates and cultivates a sustainability-oriented culture to ensure that all functions operate in alignment with its vision of stable and sustainable growth for all stakeholders.

In 2025, the Company's key environmental performance and material aspects have been monitored as follows:

Category	Content
1. Environmental and Safety Management System	<ol style="list-style-type: none"> <li>1. Develop and enhance the environmental management system in compliance with ISO 14001 and applicable environmental laws and regulations.</li> <li>2. Establish safety, occupational health, and working environment committees and operational units.</li> <li>3. Assess risks related to quality, occupational health, environment, and quality management systems, and continuously implement risk mitigation measures.</li> <li>4. Prepare and submit Environmental Impact Assessment (EIA) monitoring and mitigation reports.</li> </ol>
2. Energy Management and Greenhouse Gas Reduction	<ol style="list-style-type: none"> <li>1. Establish an energy management working team and an internal energy management audit committee.</li> <li>2. Develop and implement an energy conservation action plan (2023–2025), such as improving steam system efficiency through steam trap optimization.</li> <li>3. Increase the proportion of clean energy use and transition electricity generation systems from coal to biomass.</li> <li>4. Initiate the calculation of the organizational carbon footprint and establish a dedicated working team.</li> <li>5. Set a target to achieve Net Zero Greenhouse Gas Emissions.</li> <li>6. In 2025, conduct analyses of carbon emissions from production processes and water distribution, and define greenhouse gas reduction measures to support Net Zero targets.</li> </ol>
3. Waste and By-product Management	<ol style="list-style-type: none"> <li>1. Reduce waste from production processes through research and development of technologies and innovations to utilize waste within the Company and across supplier networks.</li> <li>2. Segregate waste types at operational sites and collaborate with external organizations for sustainable waste management.</li> <li>3. Study industrial by-product management research to convert residues into organic fertilizer and utilize fly ash and other by-products as base materials for water retention ponds.</li> <li>4. Establish systems for monitoring and reporting waste management and environmental impact reduction.</li> <li>5. Implement measures to prevent unauthorized waste disposal and ensure proper waste transportation tracking.</li> <li>6. Reuse fly ash from biomass power plants and cassava residue for soil improvement.</li> <li>7. Develop waste management innovations in 2025, such as reusing ozone-treated wastewater in production processes to reduce raw water consumption and enhance wastewater management efficiency.</li> </ol>
4. Air Emissions and Odor Control	<ol style="list-style-type: none"> <li>1. Use low-sulfur fuels to reduce sulfur dioxide emissions.</li> <li>2. Install electrostatic precipitators to capture particulate matter from combustion processes.</li> <li>3. Utilize limestone to capture sulfur dioxide, reducing air pollution and greenhouse gas emissions.</li> <li>4. Construct sedimentation ponds for wastewater prior to treatment at the Industrial Park 304 wastewater treatment system.</li> <li>5. Install noise control systems in production processes to meet community-friendly standards.</li> <li>6. Implement a road-sweeping vehicle rental project to reduce dust within factory premises.</li> <li>7. Establish real-time odor monitoring plans around the facility and expand monitoring stations in 2025.</li> <li>8. Annual average air quality monitoring results for 2025 remained within regulatory standards, with four monitoring stations located around the facility covering prevailing wind directions throughout the year.</li> </ol>

Category	Content
5. Water Management	<ol style="list-style-type: none"> <li>1. Prepare water demand forecasts for customer groups to assess raw water supply risks.</li> <li>2. Install modern and environmentally friendly water production systems.</li> <li>3. Construct large reservoirs to store water for dry seasons and mitigate flooding risks in surrounding areas.</li> <li>4. Establish sedimentation ponds prior to wastewater treatment within the industrial park system.</li> <li>5. Continuously monitor weather forecasts and local water conditions to assess water-related risks, while ensuring wastewater quality complies with legal environmental standards.</li> </ol>
6. Management of Impacts on Surrounding Communities	<ol style="list-style-type: none"> <li>1. Install noise control systems in production processes in accordance with community-friendly standards.</li> <li>2. Continuously monitor and report odor, noise, and dust levels.</li> <li>3. Implement structured programs to receive and address community complaints and feedback.</li> <li>4. Develop projects tailored to local contexts, such as dust and pollution management, waste management, and public health protection. The Company also emphasizes equitable access to clean energy by promoting accessible energy projects for remote communities, alongside providing education on energy conservation and environmental protection to foster responsible resource use.</li> </ol>

## Pollution and Greenhouse Gas Management

### Management Approach

#### Pollution Management

The Company is committed to developing its environmental and safety management systems in alignment with international standards, including ISO 14001, as well as full compliance with applicable laws and regulations. To support this commitment, the Company has established a Safety, Occupational Health, and Environment Committee, along with a dedicated quality management function, to oversee, plan, monitor, and control operations closely. This includes accident prevention, chemical and hazardous material management, emission control, and the maintenance of environmental quality within operational areas, with the objective of preventing adverse impacts on employee health, surrounding communities, and ensuring strict legal compliance.

At the same time, the Company conducts regular risk assessments covering quality, occupational health, safety, environment dimensions. These include lost-time injuries, chemicals and hazardous materials, fire hazards, and potential toxic. Appropriate

risk control and mitigation measures are established in all cases. In addition, workplace safety measures have been further strengthened, with continuous monitoring and evaluation conducted on a quarterly basis to ensure the effectiveness of implemented measures and to keep them updated in line with evolving conditions.

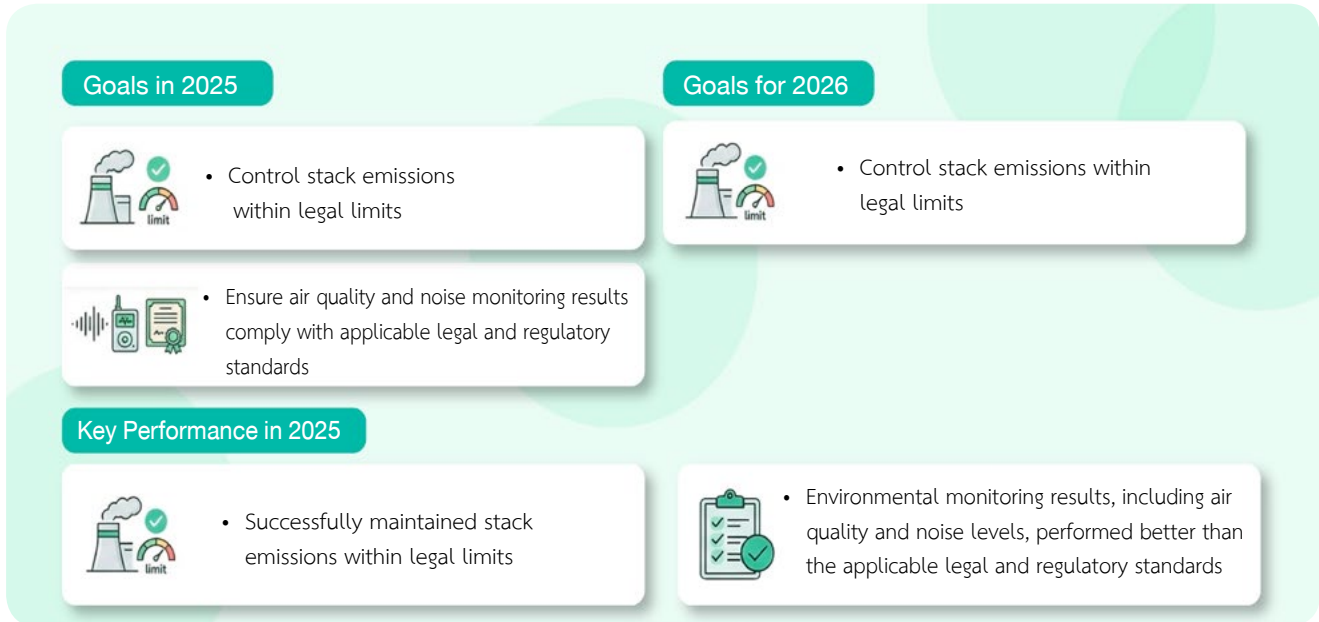
Beyond systematic management, the Company places strong emphasis on fostering an organizational culture that promotes awareness, understanding, and active participation among employees at all levels. This is achieved through ongoing training programs, seminars, and internal communications to enhance awareness of safety and sustainability. The Company also supports ethical practices and social responsibility, working collectively to drive long-term environmental and safety objectives in a sustainable manner.

#### Compliance with Environmental Policies and Standards

The Company fully recognizes the importance of complying with applicable laws, regulations, and standards related to the environment, occupational health, safety, and operational quality. These are critical factors that directly contribute to the Company’s long-term sustainability, as well as its reputation and credibility among all stakeholder groups. The Company regularly reviews its policies on quality, environment, occupational health, and safety to ensure alignment with evolving legal requirements, international standards, and industry best prac-

tices. This approach enables the Company to effectively respond to emerging challenges and opportunities within a rapidly changing business and social environment.

The revised policies emphasize enhancing awareness and accountability among employees at all levels, particularly in relation to the management of risks and opportunities that may impact the organization comprehensively. The Company also establishes clear frameworks and appropriate operational standards to ensure that all processes are conducted safely, in an environmentally responsible manner, and in strict compliance with relevant requirements.



### Air Emissions Management Activities

The Company places strong emphasis on continuous environmental and pollution management, guided by internationally recognized standards such as Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), ISO 45001:2018, and ISO 14001:2015. Clear pollution management policies have been established to serve as operational guidelines for all personnel. The Company has also appointed Safety, Occupational Health, and Environment Committees, along with environmental representatives at all levels, to oversee, supervise, and continuously monitor pollution management activities. These include air quality control, water management, and industrial waste management in full compliance with relevant standards and regulations.

In 2025, the Company implemented several key measures, including the use of high-efficiency combustion technologies to control air emissions, noise control measures to minimize community impact, and comprehensive dust management practices. Particular attention was given to PM<sub>2.5</sub> control through preventive and control measures across all stages, including material handling, water spraying, enclosed systems, and the installation of dust collection equipment from combustion processes. In addition, limestone has been utilized to capture sulfur dioxide (SO<sub>2</sub>), thereby reducing air pollutants and greenhouse gas emissions.

Furthermore, the Company has enhanced its real-time pollution and odor monitoring system (E-nose) around the plant to promote transparency and build trust with surrounding communities. Regular community engagement initiatives have been conducted, along with the establishment of complaint channels to ensure timely communication in the event of any malfunction in pollution control systems.

This report provides detailed insights into the progress and performance of the Company's pollution management efforts, as well as proactive measures implemented to address emerging challenges and achieve long-term targets in reducing emissions and pollutants from its production processes sustainably.

## Operations in 2025

### Pollution Control through Combustion Technology

The primary source of air pollution arising from power generation operations is fuel combustion. Accordingly, the Company has implemented pollution control measures through the application of high-efficiency, low-temperature combustion technologies to reduce the formation of nitrogen oxides (NO<sub>x</sub>). In addition, high-quality fuels with low sulfur content are selected to minimize sulfur dioxide (SO<sub>2</sub>) emissions. Electrostatic precipitators are installed to capture particulate matter generated from combustion processes, and limestone is utilized to absorb sulfur dioxide, thereby reducing air pollutants and greenhouse gas emissions.

### Noise Pollution Management

The Company has installed noise control systems to ensure that noise generated from production processes within the plant remains within community-friendly regulatory standards. Environmental quality monitoring measures are also implemented to enhance confidence among all stakeholder groups. To date, the results of the Company's environmental management system monitoring have consistently complied with the applicable regulatory requirements.

### Particulate Matter Management Measures

The Company recognizes the impacts of particulate matter particularly PM2.5 on air quality, community health, and the surrounding environment. Preventive and Control measures have therefore been systematically implemented to comprehensively manage dust emissions at all stages of operations, as outlined below:

#### 1. Material Handling and Transportation Control

- Wet loading and unloading methods are employed, with the installation of dust curtains and mandatory covering of materials during transportation.
- Truck speeds are limited to a maximum of 30 km/hour, and designated parking areas are established to minimize dust dispersion.
- All vehicles are required to wash wheels and vehicle bodies before exiting the premises.

#### 2. Water Spraying and Cleaning Measures

- Regular water spraying is conducted in open yards, on roads, and in material handling areas, with increased frequency during dry weather conditions.
- Road-sweeping vehicles are used to clean roads and operational areas daily or several times per week.
- High-risk areas prone to dust accumulation are continuously cleaned during both day and night shifts.

#### 3. Infrastructure and Equipment Improvements

- Closed systems are adopted for conveyor belts, loading points, and fuel storage areas.
- Dust collectors and wet scrubbers are installed, maintained, and operated at 100% efficiency.
- Dust curtains, walls, and protective barriers are repaired or installed around operational areas to prevent dust dispersion.

#### 4. Operational and On-Site Control Measures

- Material stockpiling and dumping procedures are strictly controlled, particularly during strong winds or dry seasons, to prevent dust emissions.
- Direct loading systems are used, and crushing or grinding processes are controlled in conjunction with dust-capturing systems.
- Fuel handling and storage are continuously supervised to ensure that materials remain fully enclosed at all times.

#### 5. Monitoring and Performance Evaluation

- Regular monitoring of particulate matter concentrations, including PM2.5, is conducted, and results are disclosed to stakeholders.
- The most recent average PM2.5 levels are within national air quality standards, and particulate emissions from all power plants remain below established control limits.

### Real-Time Odor Monitoring Plan

In 2025, the Company implemented an environmental quality surveillance program through the continuous development of an electronic nose (E-nose) system, which has been in operation since 2024 and continues to the

present. Four monitoring stations have been installed around the plant, covering the prevailing wind directions throughout the year, to ensure comprehensive monitoring and tracking of environmental quality.

The system monitors the following parameters:

- Odor intensity
- Particulate matter (PM10 and PM2.5)
- Noise intensity levels

All parameters are monitored in real time and integrated with wind direction data to assess potential correlations with emission sources from the plant. In the event that abnormal readings are detected, the system immediately issues alerts, enabling prompt investigation of root causes and timely corrective actions.

This initiative not only helps mitigate risks associated with environmental and community impacts, but also plays a significant role in:

- Enhancing trust and confidence among surrounding communities
- Providing assurance to investors that the Company's operations prioritize environmental stewardship and long-term sustainability
- Promoting effective environmental management to reduce social and environmental impacts over the long term

Furthermore, the system supports the Company's commitment to assuring communities that robust and highly effective measures are in place to respond to chemical leakage incidents or instances where pollution levels do not meet regulatory standards.

### Air pollution emissions in 2025

Power Plant	Average Concentration of Air Pollutants from Fuel Combustion Emissions at the Power Plant		
	NO <sub>x</sub> ppm	SO <sub>2</sub> ppm	TSP mg/m <sup>3</sup>
PP3	180.0	30.0	105.0
PP4			
PP5	89.1	1.3	89.3
Target (below legal limits)*	200	60	120
PP6	58.8	1.3	110.0
PP11	148.0	1.0	73.3
Target (below legal limits)*	180	54	120
PP7	141.0	89.0	8.8
PP8			
Target (below legal limits)*	315	576	108
PP9	68.0	<1	5.7
Target (below legal limits)*	90	50	50
PP10	128.0	1.0	35.9
Target (below legal limits)*	160	50	80

Note : \* Standard Limits in Accordance with the Notification of the Ministry of Industry on the Determination of Air Pollutant Concentration Limits from Factory Emissions, 2006

\* Standard Limits in Accordance with the Notification of the Ministry of Industry on the Determination of Air Pollutant Concentration Limits from Power Plant Emissions, 2024

### Management Approach

#### Greenhouse Gas Management

At present, the world is facing an environmental crisis arising from the impacts of climate change, which are increasingly evident through more frequent and severe natural disasters such as floods, wildfires, intense storms, and droughts. These events reflect the consequences of global warming, primarily driven by the accumulation of greenhouse

gases resulting from human activities, particularly the consumption of fossil fuels.

To avoid severe future impacts, stakeholders across the globe have collectively committed to limiting the increase in the global average temperature to no more than 1.5°C above pre-industrial levels, and well below 2.0°C, in line with the Paris Agreement. The energy sector, in particular, plays a critical role as a key mechanism for reducing greenhouse gas emissions across the entire value chain.

As an electricity producer with coal-based generation as part of its energy mix, the Company recognizes its significant role and responsibility in addressing global warming in a concrete and proactive manner. Accordingly, the Company has established long-term goals to transition its business toward becoming a 100% clean energy organization and to achieve Net Zero Greenhouse Gas (GHG) Emissions. This commitment encompasses actions to reduce both direct emissions (Scope 1) and indirect emissions (Scope 2 and Scope 3) through improvements in production processes, increased utilization of renewable energy, a transition from fossil fuels to biomass, and the continuous development of advanced technologies and more efficient energy management systems.

### Climate Strategic Projects



#### EV Truck

The Company has successfully implemented the initial phase of its EV Fleet Transition plan, achieving its target of deploying 215 electric trucks. To support this transition, comprehensive infrastructure has been developed, including a total of 11 service stations comprising both battery swapping and battery charging stations. These facilities are designed to ensure operational continuity, enhance efficiency, and minimize vehicle downtime.

This initiative forms part of the Company's broader energy management and climate transition strategy, with long-term objectives to reduce reliance on fossil fuels, mitigate risks associated with energy price volatility, and lower direct greenhouse gas emissions (Scope 1). The implementation covers the replacement of internal combustion engine vehicles, strategic placement of stations aligned with operational routes, and optimization of charging management to maximize utilization rates.

The Company has also designed supporting systems to enhance operational efficiency, including optimized charging and battery lifecycle management. These measures aim to reduce environmental impacts and long-term costs.

To ensure transparent monitoring and alignment with international standards such as Global Reporting Initiative (GRI), the Company is currently developing a data collection system and establishing a baseline for fleet energy consumption. The system focuses on recording electricity usage and benchmarking it against previous fuel consumption, enabling the Company to assess performance and disclose tangible greenhouse gas emission reductions in future reporting cycles.

Investment in the EV fleet and related infrastructure represents a significant step toward achieving the Company's climate goals. It also enhances operational efficiency, reduces strategic energy risks, and reflects the Company's strong commitment to driving sustainable business practices.

#### NPS Floating Solar Power Plant Project (Solar Floating)

In line with its vision to become a green renewable energy provider, the Company has continuously enhanced the capacity of its floating solar power project under NPS Solar. Currently, the installed capacity has been expanded to 157 megawatts (MW).

This project serves as a key model for integrating clean energy technology with water resource management. It helps reduce water evaporation while maximizing land-use efficiency. Moving forward, the Company has set clear targets to further invest in and expand solar power generation capacity to meet increasing demand for clean energy and support long-term greenhouse gas reduction goals.



## Greenhouse Gas Management Performance

The Company has conducted assessments of its carbon footprint, covering both direct and indirect greenhouse gas emissions (Scopes 1–3), to establish a baseline for monitoring and evaluating environmental performance.

In 2025, the Company expanded its production capacity and business operations, resulting in an increase in Scope 1 and Scope 2 emissions in line with operational growth. Nevertheless, the Company recognizes the importance of climate change management and has established plans and strategies to reduce greenhouse gas emissions in the coming years.

	unit	2023	2024	2025*	GRI Standard
Greenhouse Gas Emissions (Scope 1 & 2)	tCO <sub>2</sub> e	2,297,461	2,231,834	2,544,791	305-1
• Scope 1 Greenhouse Gas Emissions	tCO <sub>2</sub> e	2,246,137	2,189,591	2,490,403	
• Scope 2 Greenhouse Gas Emissions	tCO <sub>2</sub> e	51,324	42,243	54,388	
Greenhouse Gas Intensity (Scope 1 & 2)	tCO <sub>2</sub> e/MWh	0.63	0.67	0.83	305-2
Greenhouse Gas Emissions (Scope 3)	tCO <sub>2</sub> e	3,744,283	2,230,440	1,818,676	305-4
Greenhouse Gas Emissions Intensity (Scope 3)	tCO <sub>2</sub> e/MWh	1.03	0.67	0.59	

\* : Data under verification

## Energy Efficiency

### Management Approach

NPS recognizes that effective energy management is a key driver in enhancing long-term business competitiveness, while simultaneously minimizing negative environmental impacts. The Company is therefore committed to promoting responsible energy use across all operations and fully supporting the transition toward clean energy.

The Company's management approach focuses on integrating advanced technologies with process optimization to achieve tangible reductions in greenhouse gas emissions. This aligns with global efforts to limit the increase in average global temperature to no more than 1.5°C under the Paris Agreement, while also supporting Thailand's national target of achieving carbon neutrality by 2050.

### Implementation Plan

In 2025, the Company strengthened its energy management practices through dedicated governance mechanisms and working teams. Key initiatives include accelerating the transition to clean energy by expanding floating solar projects and biomass power plants to reduce coal consumption, alongside the development of green logistics through the deployment of electric vehicles (EV trucks). The Company has also initiated the preparation of its Carbon Footprint for Organization (CFO) to systematically manage greenhouse gas emissions in accordance with international standards.

At the same time, the Company has improved machinery efficiency to reduce energy losses in production processes. Key measures include enhancements to water pumping systems, heat exchange systems, and office equipment. In parallel, the Company actively promotes an energy conservation culture among employees through capacity-building training programs, environmental awareness campaigns, and participation in national knowledge-sharing platforms. These efforts collectively contribute to achieving the Company's sustainability goals in a tangible and measurable manner.

## Energy Management and Conservation within the Organization

The Company emphasizes systematic energy management to promote sustainability, reduce environmental impacts, and enhance operational efficiency, with the following key approaches:

### 1. Equipment Improvement and Efficiency Enhancement

The Company implemented measures to improve the efficiency and sustainability of critical equipment, including:

- **Overhaul Motor Raw Pump**  
Upgrading pump motors to improve efficiency, reduce energy consumption, and minimize breakdown risks associated with aging equipment.
- **Replacement of Steam Traps**  
Enhancing steam system efficiency and reducing energy losses.
- **Increased Cleaning Frequency of Air Filters at HEX Units**  
Improving heat transfer efficiency and reducing energy consumption.
- **Improvement of Vent Valves and Steam Traps in Steam Distribution Systems**  
Reducing steam losses from vent valves, steam traps, and leaking steam pipelines.
- **Replacement of Air Conditioning Units**  
Reducing electricity consumption in office buildings.
- **Air Heater Pipe Replacement Project**  
Restoring heat exchange surfaces of air heaters to improve heat transfer efficiency.

### 2. Knowledge Building and Energy Awareness

**การจัดการและการอนุรักษ์พลังงานในองค์กร**

การจัดการพลังงานอย่างมีประสิทธิภาพสามารถลดต้นทุน เพิ่มประสิทธิภาพ และสร้างความยั่งยืนให้แก่องค์กร

- การปรับปรุงอุปกรณ์และเพิ่มประสิทธิภาพ**
  - การ Overhaul Motor Raw Pump เพื่อเพิ่มประสิทธิภาพของมอเตอร์ ซึ่งจะช่วยลดความเสี่ยงที่อุปกรณ์จะเสียหายหรือขาดการเดิน
  - การเปลี่ยน Steam Trap เพื่อปรับปรุงประสิทธิภาพของระบบไอน้ำให้ดียิ่งขึ้น
  - เพิ่มความถี่ในการทำความสะอาดและเปลี่ยนไส้กรองความร้อน (HEX) เพื่อเพิ่มประสิทธิภาพในการถ่ายเทความร้อน
- ฝึกอบรมและสร้างจิตสำนึก**

การฝึกอบรมการมีพลังงานอย่างมีประสิทธิภาพ

  - การอบรมพนักงานในองค์กร
  - การนำชุมชนเข้ามามีส่วนร่วม
  - การมีกิจกรรมเชิงรุกอย่างถูกวิธี
- เข้าร่วมสัมมนาและแลกเปลี่ยนความรู้**
  - เข้าร่วม Thailand Energy Executive Forum
  - แลกเปลี่ยนความรู้กับหน่วยงานและชุมชน
- การพัฒนาอย่างต่อเนื่อง**
  - พัฒนาพลังงานทดแทน
  - ใช้วิศวกรรม 4.0 ในการจัดการพลังงาน
  - ตรวจสอบติดตามและแลกเปลี่ยนความรู้เพื่อความยั่งยืน

The Company conducts continuous training and awareness programs to promote energy consciousness, with key examples including:

- **Energy Conservation Awareness in the Organization**  
Enhancing employee awareness and commitment to energy conservation.
- **Energy Reporting Training**  
Developing maintenance staff capacity in collecting and analyzing energy consumption data.
- **Basic Energy Conservation Techniques for Commercial Buildings**  
Introducing practical approaches to reduce energy consumption in offices and commercial buildings.
- **Energy Management Monitoring and Assessment**  
Developing internal audit teams to assess energy efficiency and propose improvement measures.
- **Energy Awareness Campaigns and Communications**  
Such as promoting the use of adjustable-flow showerheads, reducing electricity consumption, and engaging employees through environmental quizzes and activities.

### 3. Participation in Seminars and Knowledge Exchange

- Participation in national-level energy seminars, such as the Thailand Energy Executive Forum, to stay informed of emerging technologies and international best practices.
- Encouraging employees to exchange knowledge and best practices on energy conservation with other organizations and local communities.

## Energy Performance

	Unit	2023	2024	2025	GRI Standard	
<b>Power Production and Electricity Sold</b>						
Power generation capacity – total	MW	775.75	805.75	826.11	302-1	
- NPS Group (Biomass and Coal)		715.75	715.75	715.75		
- NPS Solar		60.00	90.00	110.36		
Net output	'000 MWh				302-1	
- NPS Group (Biomass and Coal)		3,624	3,347	3,069		
- NPS Solar		20	97	157		
Electricity sold – total	MWh	4,496,729	4,083,989	3,794,495	302-1	
<b>Steam Production</b>						
Steam generated	ton	16,073,512	14,774,704	13,761,857		
Steam sold	ton	4,405,815	3,806,921	3,954,657	302-1	
Steam sale-to-production ratio	%	27.41%	25.77%	28.74%		
<b>Energy consumption</b>						
<b>Renewable Energy consumption</b>						
- Biomass	ton	2,577,671.44	2,109,274.22	1,578,207.84	301-1	
- Solar	kWh/m <sup>2</sup>	448	1,778	1,779		
<b>Non - Renewable Energy consumption</b>						
- Coal	ton	1,286,463.47	1,137,247.00	1,335,542.00		
- Black liquor	TDS	1,292,994.36	1,015,646.89	1,093,658.89		
- Fuel Oil	liter	1,374,933.04	1,495,488.00	1,684,448.64		
- Diesel Oil	liter	1,733,994.79	1,857,546.94	1,390,035.83		

### NPS Floating Solar Power Plant Project (Solar Floating)



National Power Supply Public Company Limited (NPS) has developed a fully integrated floating solar power project with the objective of serving as a green renewable energy source. The project aims to reduce reliance on fossil fuels and imported energy, while promoting water resource conservation and environmental protection.

Under its clean energy transition strategy, the NPS Group is committed to developing sustainable power generation sources that minimize environmental impacts and increase the share of renewable energy within its portfolio. The floating solar power plant has been established as a model for integrating advanced technology with efficient water resource utilization, reflecting NPS's commitment to balancing economic growth with long-term environmental responsibility.

### Vision

The NPS Floating Solar Project represents not only an investment in clean energy, but also serves as a “green power plant model for Thailand’s industrial sector.” It maximizes the use of water surface areas, increases the share of renewable energy in the national grid, and enhances long-term energy security for surrounding communities and industries.

## Research and Development for Enhancing Production Efficiency and Sustainability

### Electric Truck Energy Efficiency Project

This project aims to improve transportation efficiency, reduce operational costs, minimize environmental impacts, and establish a data foundation for long-term clean energy innovation. Two pilot routes have been implemented as follows:

- Energy consumption analysis of electric truck operations on the 304 Industrial Park – Laem Chabang route using MATLAB
- Energy reduction optimization for electric truck operations on the 304 Industrial Park – Nakhon Luang route using MATLAB

### Study on the Use of Vinasse as a Substitute for Black Liquor in Power Generation

This research and development initiative focuses on improving production efficiency through the use of alternative fuels derived from by-products of industrial processes. The use of vinasse as a substitute for black liquor helps reduce energy costs and dependence on fossil fuels, while strengthening energy security under the concept of a circular economy.

In addition, the project contributes to reducing waste management burdens and greenhouse gas emissions, thereby supporting environmental sustainability and the Company's long-term sustainable development goals.

## Effluent and Waste Management / Spillage & Leakage

### Management Approach

#### Waste Management

NPS recognizes the importance of efficient resource utilization and effective waste management in minimizing environmental impacts. The Company adopts the 3Rs principle Reduce, Reuse, and Recycle by minimizing resource consumption to only what is necessary, promoting reuse, and maximizing recycling efforts. At the same time, the Company strictly complies with environmental laws and standards to mitigate risks related to environmental impacts, community health, and potential regulatory violations.

All types of waste, including hazardous and non-hazardous waste, as well as by-products from coal and biomass combustion, are systematically managed to reduce landfill disposal and enhance opportunities for resource recovery and reuse.

In addition, the Company identifies opportunities to create added value from waste utilization through research and development of recycling processes and by-product applications. Materials such as fly ash and bottom ash are repurposed for use in the construction industry, reducing waste disposal while generating additional revenue. These initiatives also strengthen the Company's credibility in conducting sustainable business operations.

#### Leakage Prevention

NPS places the highest priority on safety across all operations, including production processes, supporting activities, and transportation, where potential spills or leakages of products and chemicals may impact surrounding communities. The Company implements systematic risk identification processes, along with the development of appropriate equipment and operational procedures to mitigate such risks.

Regular reviews are conducted on manuals and procedures related to spill prevention, control, and emergency response. In addition, the Company organizes structured training programs and emergency drills on chemical and product spill containment and recovery at least once annually. These initiatives are designed to enhance the effectiveness of emergency response teams and reduce recovery time in the event of actual incidents.

## Waste Management Policy

The Company manages waste in accordance with ISO 14001:2015, as well as its Quality, Environmental, and Occupational Health and Safety policies. The Company places strong emphasis on ensuring that both hazardous and non-hazardous waste are managed in full compliance with applicable laws and industry standards.

In 2025, the Company adopted the Zero Waste approach and aligned its practices with the Sustainable Development Goals (SDGs). Key focuses include reducing the volume of waste sent to landfill, increasing reuse and recycling rates, and promoting waste management awareness among employees and stakeholders. These efforts aim to foster an organizational culture centered on resource efficiency and environmental responsibility.

## Implementation Plan

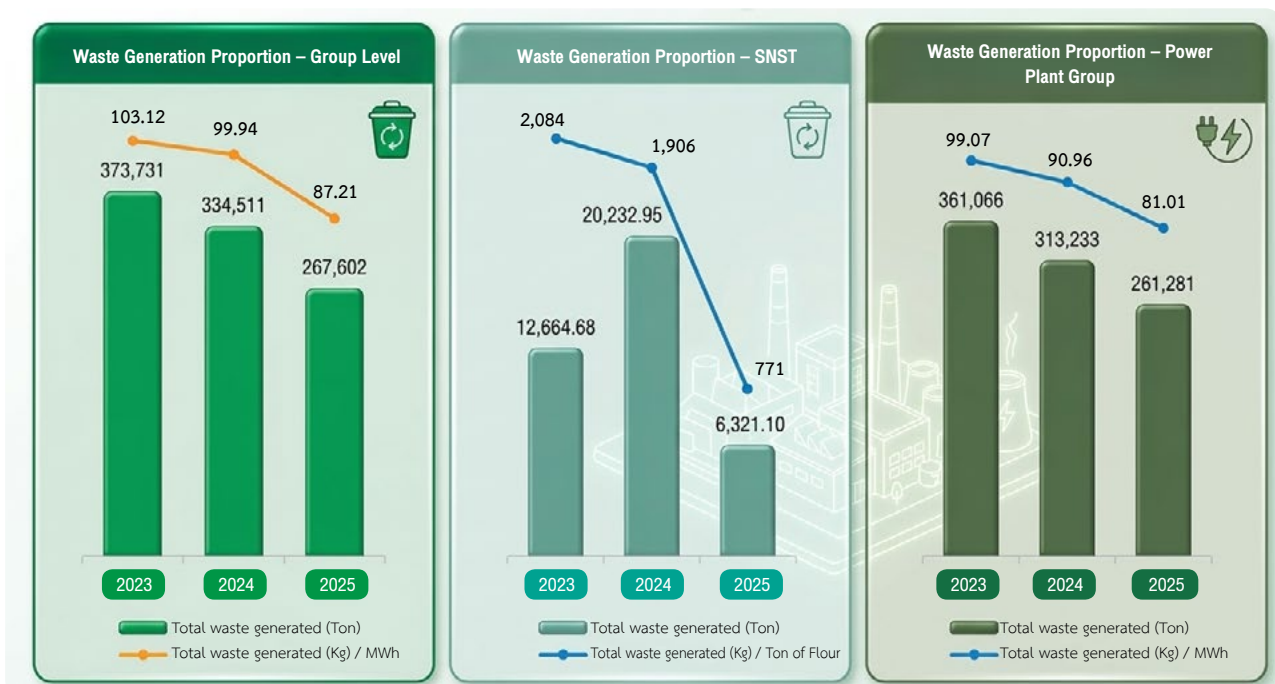
The Company is committed to improving waste segregation and management processes for waste generated from power generation and industrial operations, ensuring proper classification of hazardous and non-hazardous waste. The Company has set a target to increase the recycling rate of total waste by 5%. All activities are conducted in strict compliance with legal requirements and environmental standards, alongside ongoing research and development to enhance the utilization of by-products such as fly ash and bottom ash. These materials are increasingly used in the construction industry to reduce reliance on landfill disposal.

The Company has engaged licensed contractors approved by the Department of Industrial Works to handle the collection, transportation, and disposal of waste in compliance with regulations. Waste management performance is continuously monitored and reported through the Department of Industrial Works system, as well as through Environmental Impact Assessment (EIA) Monitoring Reports submitted to relevant authorities every six months.

In addition, real-time tracking technology has been implemented for waste transportation to mitigate the risk of unauthorized disposal. The Company also maintains active communication with surrounding communities to gather feedback and address complaints effectively.

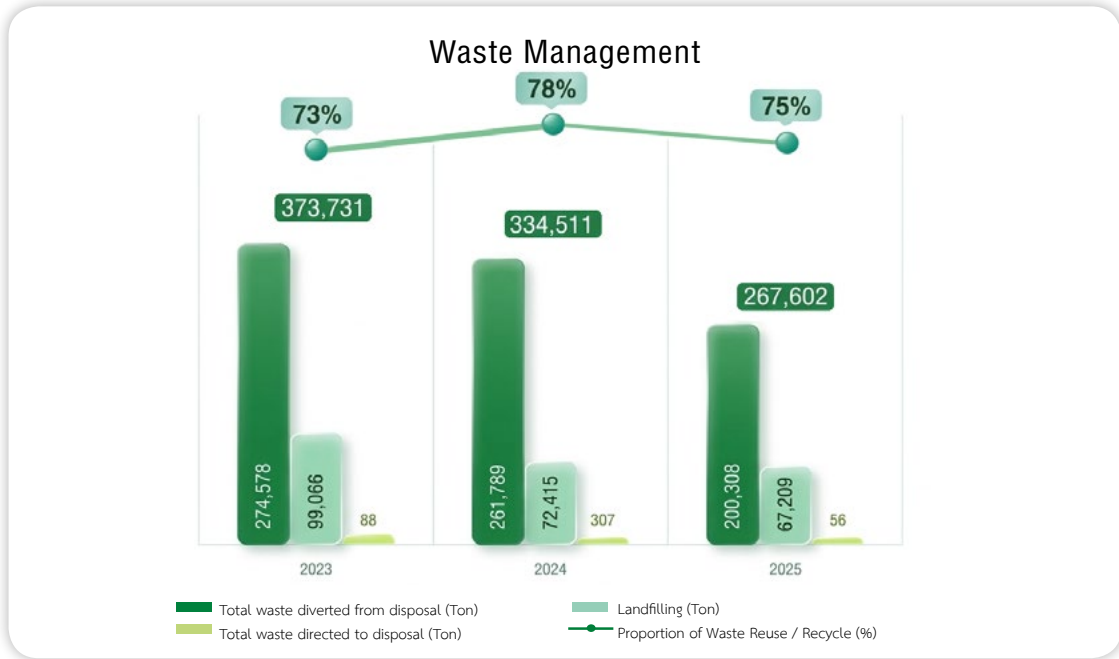
## Waste Management Performance

In 2025, the Company's total waste volume decreased significantly compared to 2024. This improvement was driven by the implementation of the 3Rs principle Reduce, Reuse, and Recycle resulting in a clear downward trend in waste generation.



### Proportion of Waste Reused and Recycled

In 2025, the Company continued to emphasize waste management in accordance with the 3Rs principle. This is reflected in the proportion of total waste that was reused and recycled, which accounted for 75% of the total waste generated.



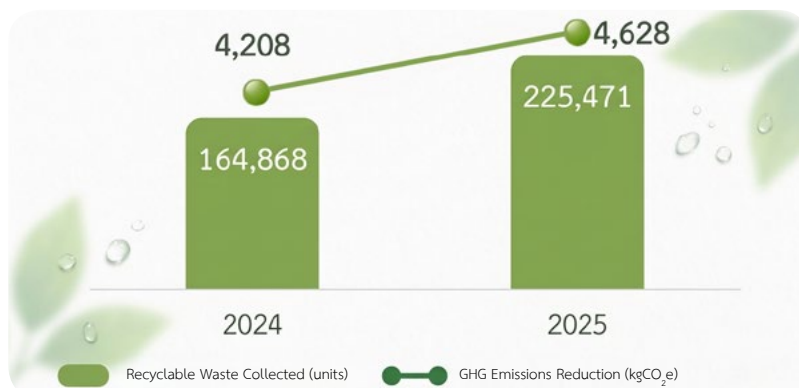
### Project Implementation in 2025

#### “Waste to New Life” Project

To promote a sustainable waste management culture within the organization, the Company implemented the “Waste to New Life” project during November–December 2024. The project focused on enhancing employees’ knowledge, understanding, and skills in proper waste segregation through awareness-raising activities and the establishment of recycling collection points in the workplace. These efforts encouraged active participation and behavioral change, shifting waste disposal practices from mixed waste to systematic waste segregation for recycling. The project not only reduced the volume of waste sent to landfill, but also delivered significant qualitative outcomes, including increased employee awareness of environmental and climate change issues, the extension of waste segregation practices to households, inclusive participation across all employee levels, and a clear demonstration of the Company’s commitment to ESG principles.

The project is aligned with **SDG 12: Responsible Consumption and Production** and **SDG 13: Climate Action**, supporting efficient resource utilization and the reduction of greenhouse gas emissions associated with waste.

In 2025, the project successfully collected and segregated 225,471 items for recycling, resulting in a cumulative reduction of 8,836 kgCO<sub>2</sub>e in greenhouse gas emissions. The results are currently under certification review by the Thailand Greenhouse Gas Management Organization (TGO).

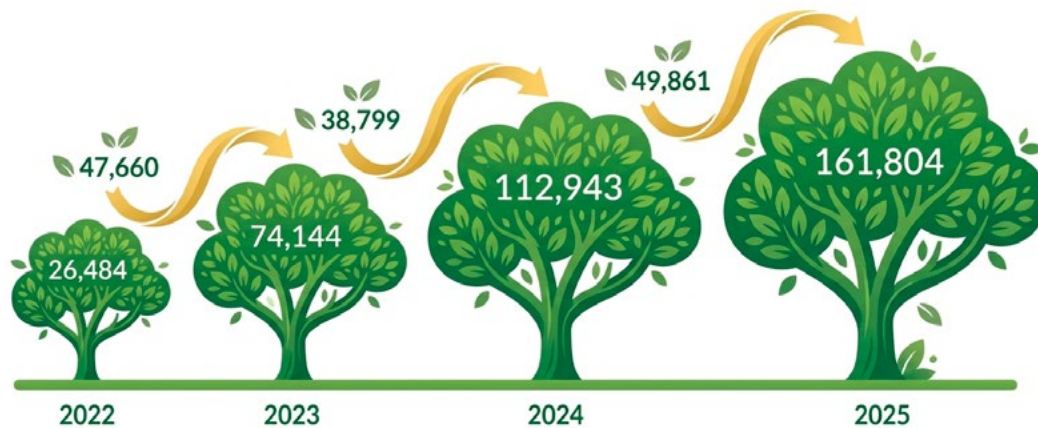


### Fly Ash–Based Cementitious Materials

The Company sells fly ash as a supplementary material to replace cement in ready-mixed concrete, utilizing both coal fly ash and biomass ash. At present, coal fly ash is commercially supplied to cement manufacturing plants, as fly ash from coal-fired power plants possesses quality characteristics and coloration comparable to conventional cement, ensuring consistent product quality and enabling continuous sales.

Biomass ash, however, is currently under research and development to further improve its quality. In parallel, the Company is providing technical knowledge and information to cement manufacturers, as concerns remain regarding the darker coloration of biomass ash, which may affect quality control in standard cement applications.

Volume of Fly Ash Utilized (tons)



### Waste Management Complaints

In 2025, there were no complaints related to waste management.

### Leakage Prevention

In 2025, there were no incidents of waste spillage, including air pollutant releases and wastewater discharges.

## Water Management

### Management Approach

In 2025, water resource challenges continued to intensify, including both water scarcity and flooding, driven by increasingly severe climate change impacts. These conditions have led to fluctuations in both water quantity and quality, affecting industrial operations, ecosystems, and the quality of life of surrounding communities.

As a provider of raw water supply and industrial water production, NPS recognizes these risks and has implemented efficient and sustainable water resource management practices. The Company focuses on maintaining water quality, minimizing environmental impacts, complying with relevant legal requirements, and closely monitoring water conditions to comprehensively assess risks across environmental, social, and governance dimensions.

### Water Management Policy

In 2025, the Company integrated its water management policy into its Quality, Health, Safety, and Environment (QHSE) Policy. The objective is to produce industrial water that meets required standards under the ISO 9001:2015 framework, while ensuring compliance with customer requirements, applicable laws, and regulations. The Company also communicates its policies and performance internally and discloses relevant information to stakeholders appropriately.

### Operational Targets

1. Enhance water use efficiency and reduce dependence on natural water sources
2. Control wastewater quality and increase the proportion of water recycling
3. Strengthen preparedness for water-related risks, including droughts and floods, to ensure business continuity

## Implementation Plan

The Company adopts a proactive approach to water management to address both drought and flood scenarios. Close coordination between operational teams and customers is maintained to accurately forecast water demand, reduce losses, and minimize reliance on natural water sources in high-risk areas. In addition, water reuse is promoted within industrial water production processes to increase recycling rates and optimize resource utilization.

The Company continuously monitors weather forecasts and local water conditions to assess water-related risks. At the same time, wastewater quality is strictly controlled to comply with legal environmental standards, with regular reporting submitted to relevant government authorities.

Furthermore, training programs and internal communications are conducted to enhance awareness and encourage participation among employees and stakeholders in promoting efficient and sustainable water use.

## Performance in 2025

### Efficient Water Use and Reduced Dependence on Natural Water Sources

In 2025, despite the Company’s continued growth in industrial water production where water serves as a key raw material sale of industrial water increased by 4% compared to the previous year. As a result, total water withdrawal and consumption increased by 3% from 2024. Nevertheless, the Company has implemented effective water management practices as outlined below:

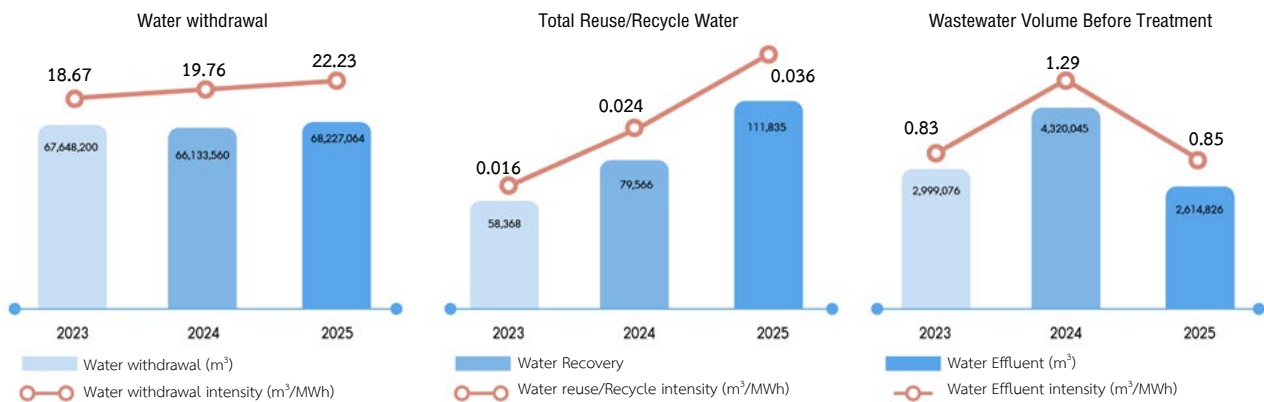
#### 1. Industrial Water Production System

The Company’s industrial water supply business covers the entire process, beginning with the sourcing of raw water into its reservoirs from natural sources, including rainfall, the Prachinburi River, and public canals. Raw water is then treated using advanced and environmentally friendly PCF (Pore Controllable Filter) technology. This technology utilizes fine fibers arranged longitudinally as a filtration medium, creating micro-scale gaps capable of removing suspended solids as small as 0.1 microns before delivering industrial water to customers.

#### 2. Reservoir Development

The Company has constructed large-scale reservoirs to strengthen water management security. These reservoirs enable the Company to store water during the rainy season, helping to mitigate flooding in surrounding areas. During the dry season, the stored water can be utilized for operations without affecting water availability for domestic consumption, agriculture, or saltwater intrusion control.

Historically, the Company has implemented wastewater treatment and water recycling systems, with no discharge of wastewater outside the facility. As a result of these measures, in 2025, the Company increased its recycled water usage to 111,835 cubic meters, accounting for 41% of total water use.



## Overall Implementation Plan

### Safety, Occupational Health, and Environment Committee: A Key Mechanism for Sustainable Pollution Management

The Company places strong emphasis on comprehensive governance of safety, occupational health, and environmental management. Dedicated SHEQ (Safety, Health, Environment, and Quality) functions have been established, along with Safety, Occupational Health, and Work Environment Committees, safety officers, and environmental representatives at various levels. These bodies play a critical role in overseeing, controlling, and continuously improving pollution management practices to ensure that environmental parameters—such as air quality, water quality, and industrial waste management—are maintained in compliance with regulatory standards and aligned with the Company’s policies.

In addition, the committees are responsible for assigning internal units to prepare Environmental Impact Assessment (EIA) Monitoring Reports, which are submitted to the Board of Directors, tripartite committee meetings, and relevant government authorities, including the Department of Industrial Works. The Company also engages qualified external experts to conduct standardized environmental monitoring. Furthermore, annual budgets are allocated for air and water quality assessments to ensure the highest level of environmental assurance for communities surrounding the Company’s operations.

## Environmental Performance

### Air Pollutant Emissions

	Unit	2023	2024	2025	GRI Standard
Nitrogen Oxides (NO <sub>x</sub> )	ton	548.3	622.6	585.1	305-7
	kg/MWh	0.15	0.19	0.19	
Sulfur Oxides (SO <sub>x</sub> )	ton	931.8	465.5	276.9	
	kg/MWh	0.26	0.14	0.09	
TSP	ton	117.7	84.8	124.0	
	kg/MWh	0.03	0.03	0.04	

### Water Management

	Unit	2023	2024	2025	GRI Standard
Total water withdrawal	m <sup>3</sup>	67,648,200	66,133,560	68,227,064	303-3
Freshwater TDS ≤ 1,000 mg/l		67,648,200	66,133,560	68,227,064	
Surface water					
• Prachinburi River	m <sup>3</sup>	49,791,800	41,842,100	38,281,894	
• Public Canal (Khlong Chalong Waeng)		17,856,400	24,291,460	29,945,170	
Ground water		-	-	-	
Total water consumption	m <sup>3</sup>	67,648,200	66,133,560	68,227,064	303-5
Total Reuse/Recycle Water		58,368	79,566	111,835	
• Reuse	m <sup>3</sup>	0	0	0	
• Recycle		58,368	79,566	111,835	

	Unit	2023	2024	2025	GRI Standard
Wastewater Volume Before Treatment	m <sup>3</sup>	2,999,076	4,320,045	2,614,826	303-4
Water Effluent		3,286,115	4,320,045	68,2597,588	
• Total Dissolved Solid ≤1,000 mg/L	m <sup>3</sup>	3,286,115	4,320,045	2,597,588	
• Total Dissolved Solid >1,000 mg/L		0	0	0	

\* : No water discharge to external water sources

### Waste Management

	Unit	2023	2024	2025	GRI Standard
Total waste generated	ton	373,731	334,511	267,602	306-3
	kg/MWh	103.12	99.94	87.21	
Total hazardous waste generated	ton	99	151	59	306-3
	kg/MWh	0.027	0.045	0.019	
Total non-hazardous waste generated	ton	373,632	334,360	267,544	306-3
	kg/MWh	103.09	99.90	87.19	
Total waste diverted from disposal	ton	274,578	261,789	200,338	306-4
Total hazardous waste diverted from disposal		5	5	3	
• Reuse		0	0	0	
• Recycle		3	0	0	
• Composting	ตัน	0	0	0	
• Anaerobic Digestion		0	0	0	
• Other recovery operations		0	0	0	
• Separating to distribution or selling		2	5	3	
Total non-hazardous waste diverted from disposal		274,573	261,784	200,335	306-5
• Reuse		1	0	3	
• Recycle		4,808	4,665	5,313	
• Composting	ตัน	2,458	5,725	4,785	
• Anaerobic Digestion		0	0	0	
• Other recovery operations		211,039	186,779	134,006	
• Separating to distribution or selling		56,268	64,615	56,228	

	Unit	2023	2024	2025	GRI Standard
Total waste directed to disposal	ton	99,153	72,722	67,264	306-5
Total Hazardous Waste directed to disposal		95	146	56	
• Incineration (with energy recovery)		8	0	0	
• Incineration (without energy recovery)	ton	0	0	0	
• Landfilling		7	52	0	
• Other disposal operations		80	94	56	
Total Non-hazardous Waste directed to disposal		99,059	72,576	67,209	
• Incineration (with energy recovery)		0	213	0	
• Incineration (without energy recovery)	ton	0	0	0	
• Landfilling		99,059	72,363	67,209	
• Other disposal operations		0	0	0	

### Legal and Regulatory Non-Compliance

	หน่วยวัด	2566	2567	2568
Incidents of Non-Compliance with or Violations of Greenhouse Gas and Climate Change Management Policies	case	0	0	0
Incidents of Non-Compliance with or Violations of Energy Management Policies	case	0	0	0
Incidents of Non-Compliance with or Violations of Pollution Management Policies	case	0	0	0
• Wastewater Discharge Exceeding Regulatory Limits	case	0	0	0
• Air Quality Exceeding Regulatory Standards	case	0	0	0
Environmental Complaints*	case	24	21	9
Cost of Complaint Resolution	Bath	0	0	0

\* : All complaints were resolved without fines or compensation payments.



# SOCIAL PERFORMANCE

## Material Sustainability Issues

- Safety, Occupational Health, and Workplace Safety Awareness
- Community and Social Engagement
- Human Resource Management and Development
- Employee Training and Education Promotion



## SOCIAL PERFORMANCE

### Social Policy and Management

In conducting its energy and renewable energy businesses, the Company recognizes that its operations are inherently and directly connected with society. This includes both the internal community (employees) and the external community (surrounding communities), through activities across its operational areas. These include, among others, local employment, community engagement, and collaboration with stakeholders—particularly those in communities surrounding the Company’s facilities.

The Company places strong emphasis on ensuring employee safety, as well as continuously developing employees’ skills and capabilities, in order to drive sustainable engagement and participation. In alignment with its corporate vision, the Company attaches great importance to communities and society. Accordingly, it has established a Corporate Social Responsibility (CSR) Policy to serve as a guideline for effective social and environmental management.

In the past year, the Company has prioritized responsible social practices, with a focus on human rights, diversity and inclusion, human capital development, as well as occupational health and safety. In addition, the Company continues to promote community engagement and implement ongoing social responsibility initiatives.

### Safety, Occupational Health, and Workplace Safety Awareness

#### Management Approach

The Company places great importance on occupational health and safety (OHS) across its operations, recognizing it as a key factor influencing both business continuity and employees’ quality of life. The Company has established policies and developed management systems in accordance with ISO 45001:2018 across several operational sites, while strictly complying with all applicable laws and regulations. These efforts aim to prevent accidents, promote a safe working environment, and minimize labor-related risks.

In addition, the Company encourages employees to be aware of their rights, including the right to refuse unsafe work, and has implemented clear risk reporting mechanisms. These measures help foster a strong safety culture within the organization and reflect the Company’s commitment to responsible and sustainable business practices. The Company consistently emphasizes that...

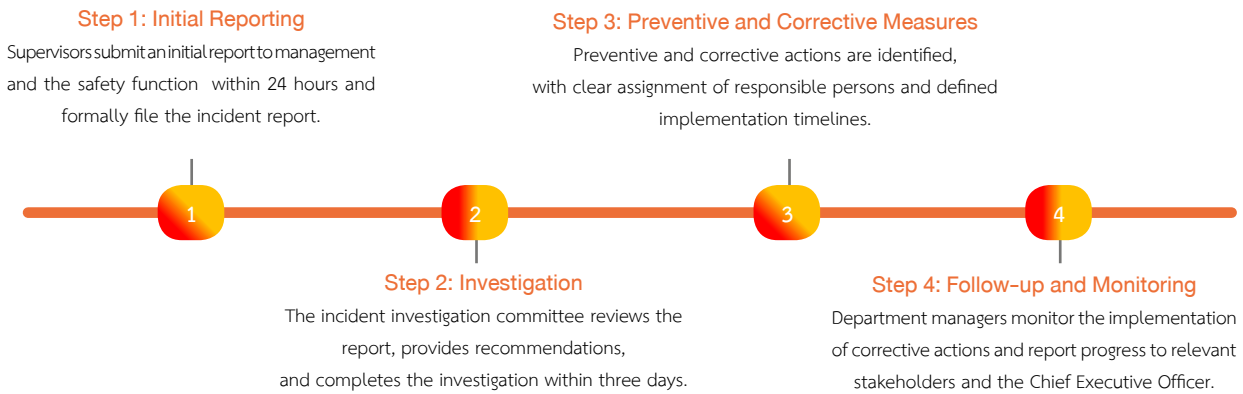
“Employees have the right to refuse to perform work that lacks appropriate safety measures. Such refusal may be reported to a supervisor or manager if unsafe conditions or unsafe work practices are identified. Employees are encouraged to notify their supervisors so that corrective actions can be taken to restore safe working conditions

**Performance Targets**

The Company has set a target to reduce the number of work-related accidents resulting in lost-time injuries by at least 50% compared with the previous year.

**Work-Related Incident Investigation Process**

The Company has established clear procedures for reporting and investigating work-related incidents. Supervisors are required to report incidents to management and the safety department within 24 hours, together with incident details and supporting photographic evidence. An incident investigation committee reviews the preliminary report and conducts an investigation within three days to identify root causes, categorized as unsafe acts or substandard conditions. Comprehensive corrective and preventive measures are then defined, including responsible persons and implementation timelines. Follow-up and corrective action status are reported in weekly or monthly meetings to ensure organization-wide awareness and continuous monitoring of progress.



**Operational Objectives**

The Company is committed to reducing the rate of employee lost-time injuries compared with the previous year. To achieve this objective, the following key performance indicators (KPIs) have been established:

Quality objectives	Unit	Planning actions to achieve objectives	Resource
1. Injury Frequency Rate (IFR)	Persons	1) Compile accident statistics for comparison with the previous year 2) Classify and prioritize reported incidents 3) Analyze incident data and identify preventive measures	Personnel, equipment, and budget
2. Injury Severity Rate (ISR)	Days	1) Compile accident statistics for comparison with the previous year 2) Classify and prioritize reported incidents 3) Analyze incident data and identify preventive measures	Personnel, equipment, and budget
3. Availability of Fire Protection Systems	%	1) Prepare layout plans for fire protection equipment 2) Conduct monthly inspections 3) Implement corrective actions based on inspection findings	Personnel, equipment, and budget

Quality objectives	Unit	Planning actions to achieve objectives	Resource
4. Number of Non-Compliance Issues with Occupational Safety Laws (Compliance)	Cases	1) Establish and maintain a legal register and assess compliance status 2) Summarize assessment results 3) Implement corrective actions for identified non-compliances	Personnel, equipment, and budget
5. Occupational Diseases	Persons	1) Compile statistics on workplace incidents and medically certified sick leave to identify work-related illnesses 2) Classify and prioritize identified cases 3) Analyze data and establish preventive measures	Personnel, equipment, and budget

### Action plan

The Company continues to place strong emphasis on strict compliance with occupational safety laws and standards, while regularly reviewing and updating its Quality, Health, Safety, and Environment (QHSE) Policy to align with sustainable management principles. Recently, the Company has strengthened its work permit system to enhance rigor and control, covering the screening of personnel who have completed required safety training through to verification of all necessary permits. All personnel must undergo verification and receive formal authorization from the Company prior to entering any plant area.

In addition, the Company has continuously established Occupational Health, Safety, and Environment Committees at each operational site. These committees are responsible for monitoring, inspecting, and managing incidents or unsafe events, including accidents, occupational illnesses, chemical leaks, and fire incidents. Monthly meetings are held to review safety performance, assess emerging risks, and regularly improve safety measures.

The Company has further strengthened the functions of its Safety, Occupational Health, Environment, and Quality Management units. In addition to supporting policy development and monitoring compliance with legal requirements, the Company has established clearer operational frameworks and performance indicators to enhance enterprise risk management. These efforts also support effective internal communication and raise safety awareness across the organization, encouraging greater employee participation at all levels and fostering a sustainable safety culture.

### Governance of Responsibilities Related to Quality, Environmental, Occupational Health, and Safety Policies

The Company has established a governance structure for the oversight of its Quality, Environmental, Occupational Health, and Safety (QEHS) policies to ensure effective implementation and continuous improvement of related performance. All employees are required to participate in and comply with these policies as part of their responsibilities. The key bodies responsible for policy governance are as follows:

#### 1. Board of Directors

The Board is responsible for overseeing and approving QEHS policies, setting strategic direction, and reviewing the effectiveness of the quality, environmental, occupational health, and safety management systems.

#### 2. Corporate Governance Committee

The Corporate Governance Committee is responsible for reviewing, assessing, and providing recommendations on policies, practices, and initiatives related to quality, environmental, occupational health, and safety performance. The committee comprises members of the Board and senior executives with expertise in operations management, compliance, and the review of adherence to applicable legal, environmental, occupational health, and safety requirements.

#### 3. Occupational Health, Safety, and Environment Committee

This committee is responsible for monitoring, inspecting, and managing incidents and unsafe conditions affecting employees within the Company's areas of responsibility, such as workplace accidents, chemical leaks, flooding, or fire incidents. Sub-committees are established at each operational site and include employee representatives responsible for site-specific operations.

#### 4. Safety, Occupational Health, and Environment Function

This function supports the development of QEHS policies and regularly monitors compliance with occupational safety and health regulations. It is also responsible for the continuous development of environmental management systems and occupational health and safety systems. In addition, the function leads the establishment of operational frameworks, key performance indicators, and action plans aligned with Company policies and enterprise risk management, provides relevant information to the governing committees, and promotes internal communication, awareness, and employee engagement across the organization.

##### Occupational Health and Safety Training

The Company places strong emphasis on continuously enhancing employees' occupational health and safety capabilities. Safety training is provided to employees at all levels, including basic fire-fighting and evacuation drills, chemical spill response, and confined space safety. A training matrix is established based on job positions, and post-training evaluations are conducted for every program. In addition, comprehensive occupational health, safety, and environmental manuals are developed to ensure employees can perform their duties safely and effectively.

No.	Legal Reference	Training Program	Hours	Frequency	Target Group	Key Topics
1	Occupational Safety Act B.E. 2554 / Ministerial Regulation B.E. 2565	Safety Officer (Supervisor Level)	12	As required	Supervisors / Section Managers and above	Safety responsibilities, hazard identification, accident prevention
2	Occupational Safety Act B.E. 2554 / Ministerial Regulation B.E. 2565	Safety Officer (Management Level)	12	As required	Management / Deputy Department Managers and above	Safety management, oversight and monitoring, incident reporting
3	Communicable Diseases Act B.E. 2562	Occupational Health Diseases	6	Annually	All employees	Health risk factors, prevention and control measures, health surveillance
4	Fire Prevention Ministerial Regulation B.E. 2555	Firefighting and Evacuation	6	As required	All employees	Fire extinguisher use, evacuation procedures, emergency drills
5	Machinery and Crane Ministerial Regulation B.E. 2564	Crane Operation Control	18	Every 2 years	Crane operators	Crane operation, signaling, load rigging, safe work practices
6	Hazardous Chemicals Notification B.E. 2565	Chemical Safety Training	6	As required	Chemical-handling employees	Chemical storage and use, accident prevention, personal protective equipment (PPE)
7	Working at Height Ministerial Regulation B.E. 2564	Working at Height Safety	6	As required	Employees working at heights $\geq$ 2 meters	Safety harness use, equipment inspection, fall prevention
8	Scaffolding Requirements	Scaffolding Techniques	-	As required	Maintenance staff responsible for scaffolding	Scaffolding installation, stability inspection, accident prevention
9	Confined Space Ministerial Regulation B.E. 2562	Confined Space Work	15	Every 5 years	Operations and maintenance staff at all levels	Risk assessment, respiratory protection equipment, emergency response
10	Electrical Safety Ministerial Regulation B.E. 2558	Electrical Safety	3	As required	Electrical workers	Electrical shock prevention, tool usage, electrical system inspection
11	Noise, Light, and Heat Ministerial Regulation B.E. 2559	Hearing Conservation	2	Annually	Employees exposed to noise $\geq$ 85 dB	Noise assessment, PPE use, hearing loss prevention

No.	Legal Reference	Training Program	Hours	Frequency	Target Group	Key Topics
12	PPE Ministerial Regulation	PPE Usage and Maintenance	1	Annually	All employees	PPE selection and usage, care and inspection
13	Fire Prevention Ministerial Regulation B.E. 2555	First Aid and CPR	6	As required	All employees	Basic life support, first aid, emergency response
14	Electrical Safety Ministerial Regulation B.E. 2558	Work Permit and LOTO	6	As required	Operations and maintenance staff	Work permit issuance, Lock Out/Tag Out, electrical hazard prevention
15	Fuel Control Act B.E. 2552	LPG Control Worker Training	12	As required	LPG operators	LPG storage, handling, leak prevention
16	Occupational Safety Act B.E. 2554	Contractor Safety / Fuel Transportation Safety	3	Every 6 months / Annually	Contractors / Fuel transportation employees	Worksite safety, chemical risk prevention, regulatory compliance

### Occupational Health and Safety Communication

The Company regularly communicates occupational health and safety (OHS) information to employees through multiple channels, including announcements on policy updates and invitations to participate in activities via corporate email and the Company's Line Official Account. Daily safety communication is also conducted during morning meetings, along with safety talks held whenever production processes are temporarily shut down for maintenance activities. The Human Resources function is assigned as the coordinating body to encourage employee participation in Company-organized activities.

### Occupational Health and Safety Programs and Activities

#### 1. Fire Check Point – Fire Risk Area Inspection

The Safety and Occupational Health team conducts on-site inspections of fire risk areas to develop preparedness plans for unexpected incidents and to establish fire prevention measures. These activities form part of the annual fire prevention planning and fire drills, including inspections of fire-fighting equipment to support decommissioning plans and the replacement of equipment with units that are ready for use.

#### 2. One Voice One More Safety – Employee Safety Improvement Suggestions

Employees at all levels, including supervisor-level safety officers, are encouraged to participate in identifying and proposing improvements for workplace risk areas. The Safety and Occupational Health team reviews these suggestions and collaborates with operational personnel to implement appropriate risk management measures, supporting the development of a strong safety culture.

#### 3. KYT (Kiken Yochi Training) – Hazard Prediction Before Work

Each department is required to regularly discuss and analyze potential risks and prepare appropriate personal protective equipment before commencing work, reinforcing awareness of personal and co-worker safety.

#### 4. Safety Talk – Safety Knowledge Sharing

The Safety team conducts on-site engagements with supervisors and employees to discuss, exchange information, and provide guidance on workplace safety management.

#### 5. SHE Moment – SHE Knowledge and Experience Sharing

Safety, Health, and Environment (SHE) updates or experience sharing sessions are conducted at the beginning of all meetings to promote awareness and engagement.

#### 6. 5S for All – Workplace Organization Program

The program begins with employee training and on-site assessments conducted by external specialists during the kick-off phase, followed by performance evaluations, scoring, and recognition awards in 2024.

#### 7. SHE Culture Program

Training and assessments are conducted to evaluate organizational safety culture, identify gaps, and define targets and strategies to strengthen the Company's safety culture.

- 8. Emergency Response Drills
  - a. Fire evacuation drills
  - b. Chemical spill response drills
  - c. Oil spill response drills
  - d. Confined space emergency drills
  - e. Boiler emergency drills
  - f. Earthquake response drills
- 9. SHEQ Day

Recreational and engagement activities are organized for employees to enhance participation and awareness, together with annual safety education.

10. White Factory Program – Drug Testing

The Company implements the White Factory Program by conducting quarterly drug testing for employees. By year-end, all employees are required to undergo drug testing to promote a drug-free workplace and to enhance the protection of employees’ safety and the Company’s assets.

Safety talks



Risk Area Inspection Activities



### Safety Inspections During Plant Shutdowns



### SHEQ Day



## Occupational Health and Safety Grievance Mechanism for Employees

The Company assigns supervisors as the primary point of contact for receiving occupational health and safety (OHS) complaints. Supervisors are responsible for reporting such complaints to the Occupational Health, Safety, and Working Environment Committee for incident and risk assessment, review, and the development of appropriate management plans. Material issues are escalated and reported to the Board of Directors and the Corporate Governance Committee in accordance with their respective charters. The Company also monitors the progress and effectiveness of the management of material complaints that may have a significant impact on business operations. **OHS grievance performance:** No occupational health and safety complaints were reported during the reporting period.

### Health and Safety Performance

	Unit	2023	2024	2025	GRI Standard
<b>Number of Fatalities</b>					403-9
• Employees	Cases	0	0	0	
• Workers		0	0	0	
<b>Total Recordable Work-Related Injury Rate (Beyond First Aid) (IR)</b>					403-9
• Employees	Cases /1,000,000	4.44	10.15	3.00	
• Workers	Hours worked	7.21	22.71	32.40	
<b>Work-Related Lost Time Injury Frequency Rate (LTIFR)</b>					403-9
• Employees	Cases /1,000,000	2.96	2.31	1.31	
• Workers	Hours worked	0.00	6.99	11.14	
<b>Occupational Disease Rate</b>					403-9
• Employees	Cases /1,000,000	0	0	0	
• Workers	Hours worked	0	0	0	
<b>Hours Worked</b>					
• Employees	Hours Worked	2,699,705	4,332,952	5,339,844	
• Workers		416,107	572,398	987,728	
Number of Work-Related Health and Safety Complaints	Cases	0	0	0	403-2
Number of Employees Receiving Risk-Based Health Examinations	Cases	1,216	1,946	1,890	403-3
Number of Employees Trained in Occupational Health and Safety	Cases	574	453	875	403-5
Total Hours of Occupational Health and Safety Training	Hours	1,110	780	426	403-5

## Community and Social Engagement

### Management Approach

The Company recognizes that its operations must take into account all stakeholders as well as the environment. Accordingly, the Company has established a Corporate Social Responsibility (CSR) Policy based on the principles of **ISO 26000: Guidance on Social Responsibility** as a framework for implementation.

The policy is anchored in the concept of “**sustainable business operations with responsibility toward society and communities,**” which serves as its core principle. The Company works with communities and

stakeholders to identify needs and create solutions. This approach aims to foster sustainable development across economic, social, and environmental dimensions.

Furthermore, the Company aims to extend its CSR approach toward strengthening community resilience and adaptability in a rapidly changing global context, while minimizing operational impacts through systematic management. These efforts are aligned with principles of good governance and internationally recognized sustainable development practices.

### Action Plan

The Company has established a Community Relations function to foster engagement with surrounding communities. Its scope covers communication processes and the implementation of community-focused initiatives, including vocational skills development and social contribution activities. The Company allocates an annual budget of over THB 2 million for social and community programs, representing an increase of 9.9% compared to the previous year.

In addition, the Company conducts regular assessments of social responsibility-related risks, which are identified as material risks requiring systematic management on an annual basis. Measures have been implemented to address complaints and manage organizational risks, including the following:

- Conducting site visits to monitor environmental impact issues in surrounding communities at least twice per month, or more frequently when communities may be affected.
- Implementing community development and social projects monthly as appropriate, ensuring alignment with local community activities and relevant government agencies.
- Establishing communication channels for disseminating company information, reporting irregularities, or notifying incidents that may impact communities, enabling timely prevention and mitigation. This includes the use of digital platforms (social media), such as LINE groups and the Company's website, to enhance outreach and accessibility to target stakeholders.

### Community and Social Engagement Performance

	Unit	2023		2024		2025		GRI Standard
		IP1	IP2	IP1	IP2	IP1	IP2	
Community Complaints and Feedback								413-1
• Number of Community Complaints	Cases	16	6	13	5	14	7	
• Community Complaint Resolution Rate	Cases %	16 100%	6 100%	13 100%	5 100%	14 100%	7 100%	
• Number of Community Suggestions Received	Cases	15	0	18	0	17	0	
• Response Rate to Community Suggestions	Cases %	15 100%	0 100%	17 94.44%	0 100%	15 88.24%	0 100%	
Community Engagement Budget								413-1
• Environmental		97,000	68,000	97,000	15,000	137,000	50,200	
• Social		762,000	210,000	762,000	180,000	795,000	148,000	
• Governance	THB	0	0	0	0	0	0	
• Donations and Public Benefit Contributions		704,000	203,800	698,000	138,500	735,000	213,000	
Community Satisfaction	%	98.75%	NA	96.72%	NA	98.69%	NA	413-1

Note : NA (Not Applicable)

## Local Economic Empowerment

### Sustainable Community Development Project through IRR3 Treated Water Pond Management



The Company places strong emphasis on fostering a mutually supportive relationship with surrounding communities and is committed to conducting its business alongside the creation of sustainable social value under the ESG framework, particularly in the Social dimension. In this regard, the Company has implemented a landscape improvement project for the IRR3 treated wastewater pond to support sustainable community development. The project is led by NPS Solar and is carried out on a monthly basis.

The key objective of the project is to promote employment and generate income for local communities by engaging community labor in the removal of aquatic weeds and debris within the IRR3 pond, which is shared with a floating solar power system. This initiative not only improves environmental cleanliness and orderliness but also helps mitigate impacts on the operational efficiency of the solar system, while fostering harmonious coexistence between the Company and the surrounding community.

In terms of objectives, the project aims to enhance clean energy generation efficiency by reducing surface water coverage from aquatic plants such as morning glory and water hyacinth, which may obstruct sunlight absorption by solar panels. At the same time, the project supports community development by creating employment and supplementary income for local residents, while strengthening relationships and collaboration between the Company and surrounding communities. The project is implemented with a monthly budget of THB 30,000.

The outcomes of the project demonstrate tangible effectiveness. The IRR3 pond area has been maintained in a clean condition, free from weeds and debris that could disrupt solar system operations, resulting in stable and continuous performance of the floating solar system. At the same time, local communities have directly benefited from employment opportunities, leading to increased income and active participation in the stewardship of shared resources.

Based on performance indicators, areas previously covered by aquatic weeds have been reduced from high levels to minimal or none, representing a 100% reduction. Meanwhile, community employment has increased from no prior engagement to consistent hiring, reflecting a 100% increase. These results demonstrate the project's success in both environmental and social dimensions.

In addition to financial benefits—such as reduced risks of power generation efficiency loss and lower long-term maintenance costs—the project also delivers non-financial value. These include job creation for local communities, enhanced knowledge and experience in environmental management, reduced complaints or conflicts with surrounding communities, and improved corporate reputation as a socially responsible organization.

The project is also aligned with the United Nations Sustainable Development Goals (SDGs), particularly Decent Work and Economic Growth through job creation and income generation for local communities (SDG 8), and Sustainable Cities and Communities through systematic management of shared environmental resources (SDG 11).

## Environmental Activities

The Company places strong emphasis on environmental conservation and the promotion of clean energy through the development of various renewable energy power plants, including floating solar power systems, biomass power plants, and rubberwood oil power plants. In addition, the Company utilizes electric trucks (EVs) powered by solar energy to reduce carbon dioxide emissions. Furthermore, the Company implements a range of environmental initiatives, including fish release activities to restore aquatic ecosystems in local communities, the “Khao Hin Son Forest Conservation Project under the Royal Initiative” to expand green areas through tree planting, and community engagement activities such as distributing tree seedlings and supporting the use of ash from biomass power plants for botanical gardens, as well as the “Knock on Every Door: No Burning, Stop Dust, For You and For Us” campaign to raise awareness and reduce air pollution from open burning. All of these initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), particularly Affordable and Clean Energy (SDG 7), Climate Action (SDG 13), and Life Below Water (SDG 14).



### Aquatic Resource Restoration Activity

The Company organized an environmental conservation and ecosystem restoration activity by releasing aquatic species back into their natural habitat in celebration of the auspicious birthday anniversary of Her Majesty Queen Suthida Bajrasudhabimalalakshana. Fish were released into the Prachin Buri River at the pier of Wat Aranyapraisri, Ban Tham Subdistrict, Si Maha Phot District, Prachin Buri Province, with the objective of restoring and enhancing aquatic ecosystems within the local community.

### Seedling Distribution and Biomass Ash Support Activity

The Company also participated in a community initiative to distribute plant seedlings and provide ash from biomass power plants to Somdet Phra Pinklao Botanical Garden under the Forest and Plant Conservation Research Office, located in Khao Hin Son Subdistrict, Phanom Sarakham District, Chachoengsao Province. This activity aims to support environmental conservation efforts, enhance green spaces, and promote the sustainable utilization of by-products from renewable energy operations.



### Education and Youth Development Activities

The Company is committed to promoting education and youth development in communities surrounding its operations through a range of initiatives. These include the “Nong Im Tong, Phi Im Jai” program, which provides recreational activities, knowledge on renewable energy, and lunch for students; the “Energy Conservation Mentorship” program to educate youth on clean energy and environmental conservation; and the improvement of electrical systems at Wat Bu Yai Bai School to enhance safety. Additional activities include promoting reading in collaboration with the Provincial Learning Promotion Office, the Back to School program providing school supplies, free haircut services for students, and volunteer painting and school landscape improvement projects.

All initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), particularly Quality Education (SDG 4), Affordable and Clean Energy (SDG 7), and Reduced Inequalities (SDG 10). The Company also provides ongoing educational scholarships to children of community leaders to continuously support youth potential development in local areas.



“Nong Im Tong, Phi Im Jai”



“Energy Conservation Mentorship”



Improvement of Electrical Systems at Wat Bu Yai Bai School”



“Reading Promotion Activity”

### Community Health and Well-being Activities

The Company places strong emphasis on promoting the health and well-being of communities surrounding its operational areas through a wide range of initiatives and programs. These include mobile medical units that provide medical equipment to facilitate access to healthcare services; youth sports promotion programs in Muay Thai and badminton to enhance physical health and athletic skills; and anti-drug sports initiatives aimed at encouraging youth to engage in constructive use of their free time. The Company also implements road safety campaigns by distributing helmets to improve public safety. In addition, the Company supports health system development foundations and charitable organizations to assist underprivileged groups. Through the “NPS Energy Care for Community Well-being” project, essential consumer goods are provided to the elderly, bedridden patients, and persons with disabilities. Furthermore, the Company supports the construction of pétanque courts, provides essential supplies to disadvantaged groups, and contributes sports equipment and funding for the improvement of sports facilities. It also donates medicine cabinets and waiting chairs to local health-promoting hospitals to enhance the quality of healthcare services in the area. All of these initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), particularly Good Health and Well-being (SDG 3), Reduced Inequalities (SDG 10), and Sustainable Cities and Communities (SDG 11).



“Mobile Medical Outreach Program”



“Youth Sports Development Program”



“Anti-Drug Sports Program”



“NPS Energy for Community Well-being Program”

## Religious, Cultural, and Traditional Activities

The Company supports and helps preserve religious, cultural, and traditional practices in communities surrounding its operational areas by actively participating in and sponsoring key local festivals and traditions. These include Songkran, Loy Krathong, Buddhist Lent (Khao Phansa), Kathin ceremonies, and gold leaf offering ceremonies at temples, all of which aim to promote unity and sustain valuable local cultural heritage. The Company also supports the “117 Years of Royal Handwriting” annual event in Si Maha Phot District, which focuses on the conservation of historical sites and promotes cultural tourism to generate income and foster long-term community sustainability. These initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), particularly Sustainable Cities and Communities (SDG 11) and the promotion of community well-being.



“Buddhist Lent Candle Offering Activity”



“117 Years of Royal Handwriting”



“Songkran and Elderly Day Celebration Activities”

## Human Resource Management and Development

### Management Approach

The Company recognizes the critical importance of human capital in driving its business operations amid rapid changes in the economy, evolving workforce skills, and increasing competition in the labor market. The Company believes that systematic and holistic employee care and development are fundamental to strengthening competitiveness, supporting business growth, and ensuring long-term organizational sustainability.

The Company’s human resource management vision is to promote employees’ career advancement alongside a good quality of life and work–life balance. The Company places strong emphasis on developing the skills and capabilities of employees at all levels to enable them to adapt to and effectively respond to potential changes. In addition, employee satisfaction surveys are utilized as a key tool to gather feedback, conduct analysis, and continuously improve human resource management practices.

In 2025, the Company published its Human Capital Management Statement on its corporate website to establish clear guidelines for human resource management in alignment with its strategic objective of achieving sustainable growth. This framework emphasizes talent acquisition and employment practices, employee capability development, and fair and transparent employee care, with the aim of attracting, retaining, and fostering long-term employee engagement.

### Human Capital Management and Development Policy

The Company assigns the Human Resources Department to assess and analyze various risk factors, including employee turnover rates, professional skill gaps, and risks associated with dependency on key personnel. Appropriate mitigation plans are established to address potential impacts related to employee care and development. These risks are regularly reported to the Company's Risk Management Committee.

Following the risk assessment, the Company evaluates training and learning needs to develop the knowledge and skill sets required for each position. In 2025, the Company plans to implement an e-learning system, featuring core training programs applicable to employees at all levels and across all functions, as well as tailored courses designed to enhance role-specific competencies. This approach enables flexible, self-directed learning and promotes lifelong learning, thereby supporting the Company's sustainable human capital development and retention strategy.

### Pre-Employment Preparation Program

The onboarding program for new employees is designed to support effective job performance and smooth integration into the organizational environment. A structured onboarding process is used as a tool to monitor and evaluate employee performance during the initial employment period. In addition, a mentorship system is established to enable new employees to seek guidance and advice on work-related matters. This approach facilitates efficient adaptation and enhances collaboration between employees and the organization.

### Succession Planning and Key Position Development Program

The Company has adopted an Individual Development Plan (IDP) based on the 70:20:10 development framework to enhance employee capabilities in terms of knowledge and skills aligned with current responsibilities and future leadership roles. The program also aims to strengthen competencies and operational effectiveness in preparation for career advancement, with quarterly performance evaluations conducted to monitor development progress.

Through this process, the Company has identified that the development of technical skills alone is insufficient to ensure sustainable organizational growth. Management skills must also be developed in parallel, requiring continuous and long-term investment, typically over a period of no less than three years.

Accordingly, the Company has established the "NPS Management Trainee Program" to systematically develop high-potential employees for future key positions. This initiative supports business continuity and enables structured succession planning by clearly defining the required skills, knowledge, experience, competencies, and attributes for each role. As a result, employees gain a clear understanding of career pathways and development directions within the organization.

### Annual Certification and Promotion Assessment Program (Certify Level)

This program aims to establish clear career pathways and formally recognize employees' knowledge, skills, and competencies. Employees who successfully pass the certification assessment are eligible for additional remuneration and receive professional certifications aligned with their experience, competencies, and expertise. These certifications support long-term career development and advancement within the organization.

### Re-Employment of Retired Employees as Advisors

The Company has implemented a program to re-employ retired employees as advisors and trainers to transfer institutional knowledge and professional experience to the current workforce. This initiative mitigates the risk of critical skill shortages while enabling retired personnel to generate income and continue contributing their accumulated expertise in a meaningful manner.

## Employee Care and Well-Being

The Company places strong emphasis on employee retention and operates under a strategy that promotes happiness and well-being in the workplace. Comprehensive welfare benefits and compensation systems are provided to both permanent employees and contract workers to enhance productivity and foster employee engagement and organizational commitment.

### “Happy Workplace” Initiative (Program Progress and Cumulative Outcomes)

#### Happy Money

This initiative promotes financial well-being by encouraging effective income and expense management, debt reduction, responsible financial planning, and appropriate investment strategies tailored to individual needs. As part of this initiative, the Company piloted an advance savings withdrawal program through the Mula x NPS application, which helps reduce reliance on informal lending while enhancing employees’ monthly liquidity and financial stability.

#### Happy Heart

This initiative encourages kindness, mutual support, and positive relationships among employees to foster a harmonious working environment. The Company organized the “NPS Freshy Day 2025” for employees who joined in 2025, providing a warm welcome and team-building activities to help new employees understand the Company’s core values (“PRIDE+S”), build workplace relationships, and adapt effectively to the organizational culture.

#### Happy Body

This initiative promotes physical health and well-being through activities designed to strengthen relationships and encourage employee participation. One such activity was the annual NPS Football Tournament 2025, which aimed to enhance teamwork, reduce generational gaps, and promote unity across the organization.

In addition, the Company promotes employee health by providing appropriate welfare benefits. The Human Resources Department has introduced additional fitness-related benefits to encourage employees to engage in physical activity during their leisure time, supporting both health improvement and stronger organizational engagement.

### Other Recreational Activities

Activities are organized to motivate employees to actively participate in improving their work environments and to foster organizational unity. Examples include 5S activities conducted at PP7, PP8, and PP9, featuring slogan contests, 5S area competitions, and interactive games with prizes. These activities promote continuous workplace improvement and provide opportunities for interaction between management and employees.

The Company also organizes activities on special occasions such as New Year celebrations, retirement events, and birthday activities to promote employee happiness and demonstrate the Company’s care and appreciation for its workforce.

### Promotion of Equality and Non-Discrimination

Fair and equitable treatment of employees is a fundamental principle of modern human resource management. The Company recognizes the value of diversity and non-discrimination across all stages of the employment lifecycle, from recruitment and selection to performance evaluation, compensation, career advancement, and employee development. Under its Recruitment Policy and Procedure, aligned with the Company’s Human Rights Policy, discrimination on the basis of race, color, religion, gender, age, or any other status is strictly prohibited, with all candidates assessed through a structured, merit-based approach based solely on job-relevant qualifications. Following recruitment, employee performance and potential are evaluated in accordance with the Company’s Job Competency Framework, which defines the required knowledge, skills, and attributes for each role, with assessments conducted through a multi-level supervisory review process to ensure transparency and fairness in promotion and career progression decisions. The Company recognizes that promoting equality is essential not only as a matter of principle but also as a key driver in attracting and retaining talent, and therefore regularly prepares recruitment reports and conducts ongoing monitoring and analysis to continuously enhance the effectiveness of its human resource management practices.

**Freedom of Association Indicator**

	Unit	2025
Proportion of females	%	20.84%
Proportion of local employees to total employees	%	19.22%
Employees with Disabilities	People	2

**Human Capital Management, Engagement, and Talent Retention Performance**

	Unit	2025	GRI Standard
<b>Talent attraction and retention Hiring</b>			401-1a
• Total new employee hires	People	1621	
• Open positions filled by internal candidates	People	993	
	%	61.26%	
<b>Employee turnover rate</b>			
• Number of Voluntary Employee Turnover	People	968	
• Total Turnover Rate	%	26.20%	
<b>Trend of employee well-being</b>			
• Employee engagement	%	52.35%	
• Total Activity	Activity	50	
• Employee Satisfaction	%	55.92%	
<b>Employee Leave and Absenteeism</b>			
• Total Sick Leave	%	1.87	
• Employee Absenteeism Rate	%	0.01	
• Employees on Parental Leave	People	11	
• Return-to-Work Rate after Parental	People	11	

**Human Resource Management and Development**

**Management Approach**

To leverage essential expertise in alignment with the Company’s learning and development approach, all employees are provided with access to training and career development opportunities tailored to their experience and capabilities. Continuous learning is deeply embedded in the Company culture, with employees at all levels recognizing the importance of consistently enhancing their knowledge and skills. As such, a strong commitment to learning is considered a fundamental attribute in the Company’s recruitment process. Various training formats, including e-learning programs and on the job training, are continuously refined to address specific development needs. Each operating entity is encouraged to maximize the use of local and regional resources to support learning initiatives. Training programs prioritize highly practical, hands-on learning approaches, while minimizing traditional lecture-based methods, with online learning platforms serving as a supplement or alternative to formal training. These learning resources are designed to be accessible to operational-level employees, and managers in each department are responsible for assessing and monitoring employee progress resulting from training activities.

## Employee Skills Development

The Company has established annual training plans and programs to continuously support employee learning and skills development. Training programs are categorized into two main types, as follows:

**1. Employee Training Programs Aimed at Skills Development** Training programs designed to enhance both professional competencies (hard skills) and behavioral or competency-based capabilities (soft skills).

### 1.1 Internal Training Programs

Topic	Description
SD & ESG Awareness Training	To enhance knowledge and understanding of sustainable development and the ESG framework, and to link these concepts to the Company's strategy and operations, enabling employees to recognize their roles and apply ESG principles in their work in a practical, transparent manner aligned with international standards.
Refresh Training: Boiler Safety Act	To review legal requirements and safety standards related to boiler operations, ensuring that operators understand proper control, inspection, and accident prevention practices.
Purpose of Kraft Recovery Process	To explain the chemical recovery process in the pulp and paper industry, improving resource efficiency and energy generation from process by-products, while enabling employees to understand the linkage between process efficiency, safety, and environmental impact reduction.
Occupational Safety for New Employees, Including Work-Related and Environmental Diseases	To explain the chemical recovery process in the pulp and paper industry, improving resource efficiency and energy generation from process by-products, while enabling employees to understand the linkage between process efficiency, safety, and environmental impact reduction.
Hearing Conservation Measures Training Program	To provide fundamental knowledge of occupational health and safety, including workplace risk factors and occupational diseases, enabling new employees to recognize risks and comply with preventive measures effectively.
Confined Space Safety Training for Workers and Attendants (AEC)	To provide knowledge on noise hazards in the workplace, risk assessment, and the proper use of hearing protection equipment to prevent occupational hearing loss and ensure strict compliance with occupational health standards.
Basic First Aid Training Program	To develop basic emergency response skills, including CPR and first aid, enabling employees to assist injured persons prior to medical treatment, reduce injury severity, and enhance workplace safety preparedness.
"Herb-Herb" Program: Enhancing Life Balance (NPS Stand By You Initiative)	To promote knowledge on physical and mental health care, stress management, and work-life balance, thereby strengthening employee well-being, engagement, and fostering a sustainable employee care culture within the organization.

### 1.2 External Training Programs

Training Topics	Number of Participants	Training Hours
TFRS Update 2568	14	7
Development of T-VER Projects across Energy, Transportation, and Waste Management, including the Preparation of Supporting Documentation for Carbon Credit Registration and Verification	12	2
Risk Management Program for Corporate Leaders	1	12

Training Topics	Number of Participants	Training Hours
How to Blend ESG into your marketing Strategies	1	4
Energy Conservation and AI Assistant Program, including Study Visits on AI Data Centers, Energy Efficiency, and Green Energy toward Sustainable Net-Zero Transition	1	12
Thailand Voluntary Emission Reduction Program	5	1
Climate Change and Sustainable Development	2	4

**Innovation-driven People Development**

**KM Day Project**

The Company places strong emphasis on the continuous development of employee capabilities in innovation, aiming to establish systems and a working culture that encourage employee participation in ideation, creativity, and the advancement of new concepts that can be practically implemented and generate sustainable business value. One of the key mechanisms is the KM Day program, which has been designed as a strategic tool to drive organizational innovation through cross-functional employee engagement. This initiative aligns with the United Nations Sustainable Development Goals (SDGs), particularly Decent Work and Economic Growth (SDG 8), Industry, Innovation and Infrastructure (SDG 9), and Responsible Consumption and Production (SDG 12).

A key initiative under this approach is the KM Day program, which provides employees with opportunities to propose ideas and innovations, supported by structured evaluation and recognition mechanisms to incentivize high-potential concepts and enable their development into practical applications. The program directly contributes to SDG 9 by fostering innovation across processes, products, services, and business models, while also supporting SDG 8 through the enhancement of employee skills, capabilities, and productivity.

Under the KM Day program, implementation is carried out through two key sub-initiatives as follows:

**1. ThinkAble Project**

The ThinkAble Program aims to promote analytical thinking and the development of innovations that address business needs. The program establishes clear objectives, including cost reduction and control (Cost Analysis & Control), process efficiency improvement, time reduction, profit growth, and energy and resource savings. All proposed projects are required to include an assessment of cost savings or economic value creation over a continuous period of three years, in order to demonstrate sustainable business outcomes.

Under the ThinkAble initiative within the Company’s KM Day program, three teams were awarded the Bronze Award, namely:

- 1) iSPARE TRACKER an intelligent spare parts tracking and management system
- 2) AI For Tree a mobile-based timber measurement system designed for accuracy and transparency
- 3) A project to improve the water volume measurement system.

Awarded projects receive support in terms of knowledge, resources, and funding to further develop and scale their implementation in the future. This reflects the Company’s commitment to advancing employee-driven innovation into tangible value creation.



## 2. The KM Space initiative

The KM Space initiative is designed to foster a culture of lifelong learning and knowledge sharing within the organization by providing employees with opportunities to propose learning topics and share practical experiences from their work. This approach enhances both team and organizational performance and contributes to the United Nations Sustainable Development Goal (SDG 4: Quality Education) through the development of skills and competencies aligned with evolving technologies and future ways of working.

The KM Space activities, conducted between 3–23 December 2025, engaged 50 employees and generated a total of 54 proposed topics, reflecting strong employee enthusiasm for continuous learning and self-development across multiple dimensions. These topics covered routine operations, technical work, maintenance, communication, teamwork, and the application of AI and digital technologies, thereby supporting SDG 8 (Decent Work and Economic Growth) through the enhancement of workforce skills and productivity.

KM Space serves as an “open platform” for exchanging ideas, challenges, and practical solutions derived from real work experiences. It enables the organization to identify operational pain points directly from the field while integrating knowledge from employees across functions and generations, forming a critical foundation for innovation development and effective knowledge management within the organization.



### ESG DNA Project

National Power Supply Public Company Limited (NPS) and its affiliated companies were awarded a Certificate of Recognition from the Stock Exchange of Thailand (SET) under the “ESG DNA: Sustainability Knowledge Program for Employees at All Levels” initiative. This recognition serves as a testament to the Company’s achievement and strong commitment to enhancing workforce capabilities to effectively drive business operations in alignment with Environmental, Social, and Governance (ESG) principles.

The implementation of this program covers affiliated companies, including FG and NPS, with the objective of strengthening employees’ knowledge, understanding, and essential skills in sustainability. This enables employees to appropriately apply ESG principles in their daily operations and business decision-making, in alignment with the Company’s strategic direction.

The program plays a significant role in establishing a “culture of sustainability” within the organization, reinforcing adherence to good governance principles and responsible environmental and social practices. Participating companies that meet the program’s evaluation criteria are awarded a certification of completion, which can be used as supporting evidence in ESG performance assessments and scoring.

#### Human capital development Performance

	Unit	2023	2024	2025
Legal and compliance		0.34	1.37	0.84
Technical and operational		6.12	14.67	7.45
Leadership and management	Hours/FTE	0.20	0.63	1.00
Cyber Security User Awareness		0.00	0.14	0.87
Occupational health and safety		3.88	2.01	2.33

#### Employee Performance Index

	Unit	2025			GRI Standard	
		Male	Female	Total		
Number of All Employees	People	2,925	770	3,695	2-7	
• by Age Group < 30 years	People		1,399			
• by Age Group 30 - 50 years	People		1,887			
• by Age Group > 50 years	People		409			
Workforce breakdown by type of contract						
• Permanent	People		3,069			
• Contract	People		626			
Employees with disabilities	People		2			
Human capital development						404-1
• Average amount spent on training and development per Year	M THB		10.78			
• Average hours of training	Hours/FTE		12.48			



# ECONOMIC AND GOVERNANCE PERFORMANCE

## Material Sustainability Issues

- Corporate Governance, Business Ethics, and Anti-Corruption
- Cybersecurity Management
- Risk Management
- Technology and Innovation
- Supply Chain Management
- Product Quality Management
- Customer Service Management



## Economic and Governance Performance

### Corporate Governance, Business Ethics, and Anti-Corruption

#### Corporate Governance

#### Management Approach

The Company places significant importance on good corporate governance, not merely as a matter of regulatory compliance, but as a framework that must remain aligned with and responsive to current circumstances. As a core mechanism for enhancing transparency, accountability, and fairness in business operations, corporate governance serves as a fundamental pillar for sustainable organizational development. The Company has adopted its Corporate Governance Policy and Code of Conduct as guiding principles and minimum standards for employees at all levels to adhere to throughout the value chain, thereby fostering trust among all stakeholder groups and ensuring alignment with the Company's strategic direction.

In 2025, the Company strengthened its corporate governance system by enhancing its governance framework to align with internal policies, the principles of good corporate governance set forth by the Securities and Exchange Commission (SEC), and ESG guidelines. A dedicated Sustainability Working Committee was established to define directions and set operational principles in line with international standards. The Company also closely monitored performance and actively promoted a corporate culture grounded in governance principles through key initiatives, including:

- Communicating knowledge on business ethics, anti-corruption, and conflict of interest to employees at all levels
- Developing secure and anonymous whistleblowing channels
- Regularly evaluating the performance of the Board of Directors and executives
- Strengthening personal data protection and cybersecurity measures
- Expanding ESG risk assessments to cover suppliers across the value chain

The Company's corporate governance practices over the past year encompassed key areas, including governance and business ethics, risk management, supply chain management, sustainability of business opportunities, personal data protection, innovation and technology, product quality management, and customer relationship management.

## Good Corporate Governance Action Plan

The Company places high importance on Good Corporate Governance, which serves as a foundation to build stakeholder confidence and ensures business operations are transparent, ethical, and socially and environmentally responsible. To implement effective and verifiable governance, the Company has established the following approaches and mechanisms:

- The Governance Committee oversees overall corporate governance operations to ensure alignment with policies, laws, and relevant standards.
- Employees at all levels are required to acknowledge and comply with the Code of Conduct whenever it is reviewed or updated, reaffirming their commitment to ethical practices.
- Continuous reporting of potential conflicts of interest is conducted, including annual reporting in December and/or whenever events arise that may create conflicts during the year.
- Conduct surveys to assess employees' knowledge and understanding of the Code of Conduct and compliance behaviors, identifying strengths and risk areas, and planning measures to enhance effective adherence.
- Provide online training on business ethics and anti-corruption for all new employees within 30 days of joining, ensuring understanding from the outset of employment.
- Enhance tracking and evaluation of governance and ethics awareness through the HRD system to inform policy and planning for the following year.

## Management Approach

Category	Management Approach
1. Policies and Code of Conduct	<ul style="list-style-type: none"> <li>• Establish and regularly review the Corporate Governance Policy and Code of Business Conduct.</li> <li>• Require directors, executives, and employees to acknowledge and sign the Code of Conduct.</li> <li>• Require business partners and suppliers to formally acknowledge and strictly comply with the Code of Business Conduct.</li> <li>• Conduct annual disclosure of conflicts of interest.</li> </ul>
2. Anti-Corruption and Grievance Mechanisms	<ul style="list-style-type: none"> <li>• Establish and continuously improve secure channels for whistleblowing and grievance reporting related to governance and corruption.</li> <li>• Communicate and provide training on the Code of Conduct and anti-corruption to directors and employees at all levels.</li> </ul>
3. Risk Management and Business Continuity	<ul style="list-style-type: none"> <li>• Develop policies for enterprise risk management and business continuity.</li> <li>• Appoint a Risk Management Committee to regularly review the risk management charter and policies.</li> <li>• Apply COSO ERM and ISO 31000 as risk assessment frameworks.</li> <li>• Define Key Risk Indicators (KRIs), Risk Appetite, and Risk Tolerance.</li> <li>• Promote a risk management culture across the organization and maintain a crisis management plan.</li> </ul>
4. Supplier and Supply Chain Management	<ul style="list-style-type: none"> <li>• Implement supplier management practices in compliance with applicable laws and ISO 9001.</li> <li>• Ensure fair procurement contracts and conduct random quality inspections.</li> <li>• Establish raw material traceability systems.</li> <li>• Plan raw material sourcing to mitigate fuel and supply risks.</li> <li>• Consider potential impacts on surrounding communities.</li> </ul>
5. Circular Economy and Sustainability	<ul style="list-style-type: none"> <li>• Operate in alignment with the BCG Economy model and sustainable economic principles.</li> </ul>
6. Cybersecurity and Personal Data Protection	<ul style="list-style-type: none"> <li>• Establish cybersecurity and data protection management in compliance with legal requirements and international standards.</li> <li>• Appoint a Cyber Security and Disaster Recovery Planning (DRP) working team in coordination with the Risk Management function.</li> <li>• Develop cyber incident response and emergency preparedness plans.</li> <li>• Provide employee training on cyber threats and vulnerabilities.</li> <li>• Collect and assess cybersecurity risk data at least once a year.</li> </ul>

Category	Management Approach
7. Technology and Innovation	<ul style="list-style-type: none"> <li>• Continuously invest in research and development of innovation.</li> <li>• Encourage employee-driven innovation initiatives.</li> <li>• Disseminate beneficial innovations to society.</li> <li>• The Board of Directors promotes innovation to enhance efficiency and value creation.</li> <li>• Apply technology to improve the efficiency of electricity and water production.</li> </ul>
8. Product Quality and Customer Service	<ul style="list-style-type: none"> <li>• Continuously improve product and service quality.</li> <li>• Develop product strategies aligned with customer needs.</li> <li>• Comply with relevant standards such as ISO9001, ISO14001, TIS18001, ISO45001, and CSR-DIW.</li> <li>• Subsidiaries develop innovative raw materials.</li> <li>• Establish end-to-end processes from delivery to after-sales services.</li> <li>• Provide technical training to CRM personnel.</li> <li>• Conduct customer satisfaction and feedback surveys annually and quarterly.</li> <li>• Organize regular customer relationship-building activities.</li> </ul>

### Business Ethics and Anti-Corruption

The Company is committed to conducting its business with transparency, fairness, and accountability, guided by the principles of good corporate governance and business ethics. This commitment aims to enhance organizational credibility and reduce risks arising from misconduct that may result in negative impacts, such as corruption, legal violations, or conflicts of interest, which could adversely affect the Company’s reputation, stakeholder trust, and long-term revenue.

### Corporate Governance Structure

The Company has established a comprehensive corporate governance structure covering all aspects of its operations, based on the Good Corporate Governance Principles for Listed Companies B.E. 2560 (2017) issued by the Securities and Exchange Commission (SEC) of Thailand. These principles comprise eight key practices that the Board of Directors adopts as guidelines to ensure effective governance and ethical oversight of the organization.

### Key Policies and Practices

The Company has implemented key policies and guidelines related to corporate governance, including:

- Good Corporate Governance Policy
- Anti-Corruption Policy
- Corporate Social Responsibility Policy
- Conflict of Interest Prevention Policy
- Code of Business Ethics for Directors, Executives, and Employees

The Board of Directors has assigned the Corporate Governance Committee to oversee and closely monitor compliance with these policies. Key practices include:

- Requiring all directors, executives, and employees to acknowledge and sign the Code of Business Ethics
- Requiring all business partners to acknowledge and sign the Supplier Code of Conduct and strictly comply with its requirements
- Conducting conflict of interest disclosures on an annual basis and whenever reportable circumstances arise
- Providing whistleblowing and grievance channels through the Company’s website and internal units, with defined investigation procedures and reporting to the Board of Directors
- Supporting continuous communication and training on corporate governance to foster an organizational culture grounded in integrity and ethical conduct

## Complaint and Whistleblowing Management on Corruption

The Company has established a systematic process for handling complaints and whistleblowing related to corruption. Reports can be submitted through designated channels. If the preliminary fact-finding review indicates reasonable grounds to believe that misconduct has occurred, the Company will appoint an investigation committee to examine the case, determine wrongdoing, and impose disciplinary actions in accordance with the Company's regulations. Legal proceedings will also be undertaken where necessary. The outcomes are regularly reported to the Audit Committee and the Corporate Governance and Sustainability Committee.

In 2025, the Company recorded a total of 2 complaints related to corporate governance and violations of the Code of Conduct, including legal violations, as follows:

	Unit	2023	2024	2025
Fraud or bribery	Cases	1	2	2
Discrimination or harassment		0	0	0
Conflict of interest		0	0	0
Money laundering or insider trading		0	0	0
Fraudulent activities		0	0	0
Violation of customer data privacy		0	0	0
Other criminal offenses		0	0	0

In cases where investigations confirm that misconduct has occurred, the Company has taken appropriate disciplinary actions against the offenders in accordance with its regulations. In addition, the Company has reviewed and strengthened its internal control systems to prevent recurrence. Such incidents have not had any material impact on the Company's financial position or operating results.

## Enhancing Awareness and Preventing Corruption Risks

### Ethics and Conflict of Interest Seminar 2025

In 2025, the Company placed strong emphasis on good corporate governance and transparent business practices by organizing the Ethics and Conflict of Interest Seminar 2025 for supervisory-level employees. The seminar was conducted under the oversight of the Corporate Governance Committee and the Governance Department, with the objective of enhancing knowledge, understanding, and awareness of roles and responsibilities in preventing corruption risks within the organization—forming a key foundation for sustainable business operations.

The seminar focused on sharing lessons learned from incidents that occurred within the Company in the previous year, enabling executives and supervisors to reflect on and improve their operational processes with greater diligence. This approach helps reduce the likelihood of losses or damages that may impact the organization in the future. It also reinforced awareness of individual accountability, including the responsibility to supervise subordinates to ensure strict adherence to ethical standards and legal requirements.

In addition, the Company emphasized the prevention and management of conflicts of interest by providing knowledge on situations that may constitute conflicts, guidance on compliance with relevant policies, and proper and transparent procedures for reporting interests. These efforts aim to foster an open organizational culture that encourages the reporting of suspected misconduct or inappropriate behavior when observed or identified.

This initiative reflects the Company's commitment to strengthening corporate governance in alignment with the ESG reporting framework, particularly the Governance (G) dimension, and to supporting the United Nations Sustainable Development Goals (SDGs), including Peace, Justice and Strong Institutions (SDG 16) through the promotion of transparency, accountability, and anti-corruption practices at all levels, as well as Decent Work

and Economic Growth (SDG 8) by fostering fair, ethical working systems and mitigating risks that could affect stakeholder confidence.

A total of 94 employees participated in the seminar, comprising 13 director-level and above employees, 40 division managers, and 41 department managers. This initiative serves as a key mechanism in driving a strong governance culture and effective anti-corruption practices in a concrete and sustainable manner across the organization.



### Enhancing Awareness and Preventing Risks of Corruption

In addition, to enhance awareness and prevent risks of corruption, the Company has implemented the following measures:

#### 1. Policy Communication and Guidelines

- o Regularly communicate the anti-corruption policy and related guidelines to the Board of Directors, executives, and employees at all levels.
- o Publish supporting documents such as the Code of Conduct, anti-corruption policy, and whistleblowing channels.

#### 2. Training and Awareness Building

- o Provide anti-corruption training for employees at all levels, both online and on-site.
- o Training covers corruption risks, types of corruption, whistleblowing procedures, and preventive measures.
- o Systematically monitor training participation to ensure employees acquire knowledge and understanding comprehensively.

#### 3. Promoting an Ethical Organizational Culture

- o Encourage employees to voice concerns regarding behavior that violates the Code of Conduct.
- o Foster a transparent, accountable organizational culture that does not tolerate any form of corruption.

### Operational Goal

Continuously reduce complaints related to breaches of business ethics, corruption, and asset loss, aiming to achieve zero complaints by 2026.

### Budget Allocation for Corporate Governance and Business Ethics

The Company has allocated a budget for corporate governance and business ethics activities under administrative expenses, covering costs associated with the following activities:

No.	Description	Remarks / Estimated Budget
1	Expenses related to corporate governance and business ethics, knowledge communication and training, data monitoring, and case reporting	Depends on the number of cases (provide a budget range)
2	Expenses for investigation and fact-finding	
3	Expenses for on-site visits, filing police reports, litigation, legal defense, and other related activities	

### Corporate Governance and Business Ethics Performance

The Company requires all employees and personnel at every level to formally acknowledge and sign the Code of Conduct, affirming their understanding and commitment to adhere to it as a guiding principle in performing their duties to the best of their abilities. In addition, employees are required to disclose any interests and conflicts of interest on an annual basis, including upon appointment to a new position or when any changes in status occur. This ensures transparency and accountability in accordance with good corporate governance principles.

	Unit	2023	2024	2025	GRI Standard
<b>Code of Conduct (CoC) Acknowledgement and Conflict of Interest (Col) Disclosure</b>					2
• Employees who have acknowledged and signed the Code of Conduct (CoC)	%	91.1	90.4	93.2	2-23
• Employees who have completed Conflict of Interest (Col) disclosure forms	%	91.1	89.8	93.2	2-24
• Suppliers who have acknowledged and signed the Supplier Code of Conduct	ราย	6	27	1	
<b>Employee Training on Business Ethics</b>					
• New employee orientation (NPS Orientation) covering the Code of Conduct for directors, executives, and employees	คน	203 (100%)	305 (100%)	387 (100%)	205-2
• Employees who have completed anti-corruption training	คน	NA	103 (100%)	93 (100%)	

NA : Not Applicable (No data collected)

### Cybersecurity Management

#### Management Approach

Amid increasingly severe and sophisticated cyber threats, as evidenced by high-profile attacks on organizations and critical infrastructure over the past year, the Company has elevated cybersecurity to a key strategic risk requiring proactive management. The Company focuses on building cyber resilience to safeguard critical data and ensure uninterrupted operations. All related efforts are closely driven and overseen by the Cyber Security and Disaster Recovery Planning (DRP) Committee, in collaboration with the Risk Management function, integrating efforts to control, monitor, and strengthen preventive measures in compliance with the Cybersecurity Act. In parallel, the Company continuously enhances its incident response framework and conducts intensive cyber drills to ensure that all functions have clearly defined roles and responsibilities, enabling rapid response to breaches while maintaining business continuity at the highest level of efficiency.

With regard to personal data protection, the Company places strong emphasis on safeguarding the confidentiality of customer and employee data at all levels. Confidentiality has been established as one of the Company's core values. The Company is currently in the process of developing policies in compliance with the Personal Data

Protection Act (PDPA) and has designed its operational framework in alignment with the international standard ISO 27001. In addition, employees are trained to identify activities that may pose risks related to cyber threats and personal data breaches. Emergency response plans are also in place, with designated Data Protection Officers responsible for preventing and mitigating the impacts of cyber threats and data breaches.

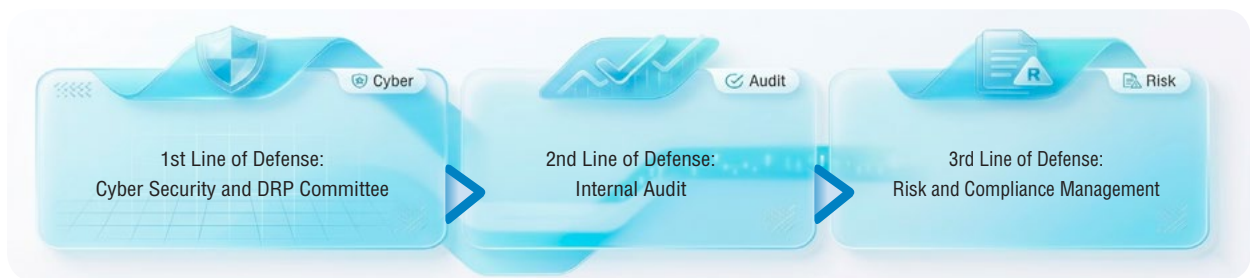
The Company also ensures regular data collection and risk reviews by assigning the Cyber Security and Information Technology Committee to oversee, monitor, audit, and develop preventive measures against cyber threats and data breaches involving stakeholders’ personal data as well as the Company’s confidential business information. Risk assessments are conducted at least annually, along with the development of mitigation plans to enable the organization to promptly return to normal operations in the event of an incident.

For communication on policy development and employee engagement in cybersecurity and personal data protection initiatives, the Company utilizes internal channels such as its Line Official Account, intranet, and email. For external stakeholders, the Company publishes its relevant policies in full on its official website to ensure transparent communication and comprehensive understanding of its management approach.

### Cybersecurity and Personal Data Protection Implementation Plan

The Company has established a governance structure in accordance with the Three Lines of Defense model, with clearly defined roles and responsibilities as follows:

- 1. First Line of Defense (1st Line of Defense):** The Cyber Security and Disaster Recovery Planning (DRP) Committee is responsible for operational controls, covering both Information Technology (IT) and Operational Technology (OT).
- 2. Second Line of Defense (2nd Line of Defense):** The Internal Audit function is responsible for evaluating operations and overseeing the effectiveness of controls implemented by the first line of defense.
- 3. Third Line of Defense (3rd Line of Defense):** The Risk and Compliance Management function is responsible for assessing and managing cybersecurity risks, including personal data protection (PDPA), in compliance with applicable legal requirements.



### Identity Authentication and Network Access Control (NAC / 2MFA)

In 2025, the Company placed strong emphasis on data protection and information security by implementing robust authentication and network access control measures. These include the adoption of Network Access Control (NAC) and Two-Factor / Multi-Factor Authentication (2MFA) as key components of its cybersecurity risk management framework.

The NAC system has been deployed to regulate access to the Company’s network by verifying user identity and assessing the security status of devices prior to granting access. The Company has also implemented role-based access control to ensure that access rights are aligned with job responsibilities, thereby preventing unauthorized access to data and systems and reducing risks associated with non-compliant devices.

At the same time, the Company has strengthened system security through the implementation of 2MFA for access to critical information systems and networks. Users are required to verify their identity using more than one authentication factor, such as a password combined with a one-time password (OTP) or other authentication devices. This enhances the reliability of system access and mitigates risks related to credential theft.

These measures contribute to a layered cybersecurity defense approach (defense in depth), reinforcing stakeholder confidence that the Company effectively manages and mitigates information security risks in a systematic manner, in alignment with good corporate governance principles and international cybersecurity standards.

## Cybersecurity Systems

### 1) FortiGate Firewall

The FortiGate Firewall is a network security system that serves as the first line of defense in controlling and filtering data traffic between an organization's internal network and external networks such as the internet. Developed by Fortinet, it plays a critical role in preventing intrusions, mitigating external cyberattacks, and blocking unauthorized access.

From a risk management perspective, FortiGate helps reduce infrastructure-level risks through its Next-Generation Firewall (NGFW) capabilities, including an Intrusion Prevention System (IPS), web filtering, application control, and secure VPN for remote connectivity. It also enables network segmentation, allowing critical systems—such as financial platforms or industrial control systems—to be isolated from general networks, thereby minimizing the spread of threats.

In addition, the system provides log management and security event reporting to support audit trails, regulatory compliance, and standards such as ISO 27001. These capabilities also support management in making informed and systematic cyber risk decisions.

### 2) CrowdStrike Antivirus

CrowdStrike Antivirus is an endpoint security solution developed by CrowdStrike. It operates via a cloud-based platform, deploying a lightweight agent on computers or servers to monitor, detect, and respond to threats such as viruses, malware, and ransomware.

A key strength of this solution lies in its use of artificial intelligence (AI) and behavior-based detection, enabling rapid identification of emerging threats, including zero-day attacks, without relying solely on traditional signature-based methods. It can also immediately isolate compromised devices from the network to prevent lateral spread.

In terms of risk management, CrowdStrike helps mitigate risks associated with human factors, which are often the root cause of cyber incidents, such as phishing link clicks or malicious file downloads. The system also supports incident reporting and advanced analytics, contributing to business continuity planning (BCP) and strengthening the organization's cyber governance and overall corporate governance framework.

## Cybersecurity Performance

	Unit	2023	2024	2025	GRI Standard
<b>Information security / cybersecurity</b>					418-1
• Total number of IT system and infrastructure attacks	Cases	NA	0	2	404-2
- Time from incident occurrence to detection	MTTD	NA	NA	2.40	
- Response time to contain and control the incident	MTTR	NA	NA	2.30	404-1
• Employees trained in information security or cybersecurity	People	NA	NA	150	
• Cybersecurity User Awareness training	Hours/ FTE	0.00	0.14	0.97	
<b>Cybersecurity</b>					418-1
• Number of cybersecurity or personal data-related complaints	Cases	0	0	0	
• Total number of cyber attacks	Cases	NA	NA	2	

NA : Not Applicable (No data collected)

## Risk Management

### Management Approach

Amid increasing uncertainty driven by a rapidly changing, complex, and volatile global business environment—commonly referred to as VUCA—organizations are required to continuously manage risks and proactively adapt. In addition to establishing an enterprise risk management policy, the Company has developed a framework for managing external risks using the PESTEL framework to systematically assess and prioritize risks across six dimensions: Political (energy policies and tariff structures), Economic (interest rates, inflation, exchange rates, fuel costs, and industrial demand), Social (community expectations and ESG), Technological (digitalization, power generation and energy storage systems), Environmental (carbon regulations and GHG emissions), and Legal (licenses, Grid Code, and Power Purchase Agreements: PPA). The assessment results are then used to define key strategic risks for each year.

The Company identifies and assesses risk levels prior to controls (Inherent Risk) by considering both impact and likelihood. Appropriate control measures are then implemented to reduce risks to acceptable levels, followed by an evaluation of residual risk compared with the Company's acceptable risk threshold. The effectiveness of these control measures is regularly monitored.

In 2025, the Company has concretely integrated risk management into its business operations to address volatility in economic conditions, energy markets, technological developments, and ESG factors. Key approaches include:

1. Integrating risk management into strategy formulation, business planning, budgeting, and investment decisions
2. Assigning Risk Owners for each key risk, along with clearly defined indicators and monitoring thresholds
3. Monitoring and reviewing Inherent Risk and Residual Risk on a quarterly basis or upon significant events
4. Preparing transparent and timely risk status reports for management and the Board of Directors
5. Continuously updating policies and control measures in alignment with changes in regulations, technology, market conditions, and ESG requirements

### Risk Factors

The Company has reviewed and enhanced its risk management and business continuity management policies in alignment with international frameworks, including COSO Enterprise Risk Management and ISO 31000, to address changes in the energy business landscape, fuel cost volatility, environmental regulations, and emerging risks that may affect the Company's stability and performance.

The Risk Management Committee is responsible for defining the overall framework and risk appetite, as well as regularly monitoring strategic and sustainability-related risks, and reporting to the Board of Directors to support transparent and effective corporate governance.

The Risk Management Working Team, comprising representatives from key business units, is responsible for identifying, assessing, and analyzing risks at both operational and enterprise levels, developing proactive risk response plans, monitoring control effectiveness, and continuously reporting significant risk status to management and stakeholders.

In 2025, the Company is in the process of enhancing its integrated risk monitoring system by linking financial, operational, and ESG data to support deeper enterprise-level risk analysis. It is also developing its approach to disclosing material risk information in alignment with Global Reporting Initiative and Task Force on Climate-related Financial Disclosures to strengthen investor confidence and long-term capital market credibility.

### Risk Management Structure and Policy

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### Enterprise Risk Assessment Process

Risk management is a continuous process and an integral part of the Company's operations. The Company regularly monitors and assesses risks across six key dimensions to ensure that identified risks are effectively and timely managed amid a constantly evolving business environment. This assessment enables the Company to maintain resilience and respond appropriately to emerging challenges.

In 2025, the assessment identified two significant emerging risks requiring particular attention. The first is the increasing risk of cyberattacks, which may affect operational systems and critical organizational data. The second is escalating geopolitical risk in several regions, particularly the relationship between Thailand and Cambodia, which may pose significant challenges to business operations and the Company's economic environment.

#### Key Risk Dimensions

- **Strategic:** Revenue continuity, industrial customer demand, transportation and project management, and cybersecurity resilience
- **Financial:** Debt servicing capability, liquidity management, interest rates, and financial costs
- **Operational:** Operational stability, inventory management, and fuel security
- **Legal/Compliance:** Risk of penalties or license revocation and compliance with new regulations
- **ESG:** Carbon costs and greenhouse gas emission constraints
- **Reputation:** License to operate from communities and stakeholders

### Risk Management Tools

The Company has developed tools to closely monitor and manage risks effectively:

#### 1. Key Risk Indicators - KRIs

Used to track factors or events signaling potential risks affecting the organization, such as deviations in average energy production costs (Conversion Cash Cost) from budgeted plans.

#### 2. Risk Appetite

Represents the level of risk the organization can accept without affecting its ability to achieve objectives, e.g., production costs within the annual budget plan.

#### 3. Risk Tolerance

Defines the acceptable deviation of indicators from the Risk Appetite level, which may differ by one level from the defined Risk Appetite.

## 1. Quantitative Risk Indicators (Financial)

The key quantitative risk indicators for financial risk are as follows:

No.	Indicator	Unit / Measurement Criteria
1.1 Liquidity	Current Ratio = Current Assets / Current Liabilities	Ability to meet short-term obligations
	Quick Ratio = (Current Assets – Inventory) / Current Liabilities	Ability to pay obligations without relying on inventory
	Cash Conversion Cycle (CCC)	Time required to convert raw materials → cash
1.2 Debt	Debt to Equity Ratio (D/E)	Level of debt relative to equity
	Interest Coverage Ratio = EBIT / Interest Expense	Ability to pay interest
1.3 Profitability	Net Profit Margin	Net profit relative to sales
	Return on Assets (ROA)	Return from asset utilization
	Return on Equity (ROE)	Return to shareholders' equity
1.4 Volatility Risk	Earnings Volatility	Variance of net profit per quarter
	Value at Risk (VaR)	Maximum potential loss in investment portfolio
1.5 Receivables / Payables	Days Sales Outstanding (DSO)	Time required to collect receivables
	Days Payable Outstanding (DPO)	Time required to pay payables
1.6 Cost of Capital	Weighted Average Cost of Capital (WACC)	Weighted average cost of total capital

## 2. Qualitative Risk Indicators (Non-Financial)

The key qualitative risk indicators are as follows:

Category	Risk Indicators (KPIs/KRIs)	Unit / Criteria
2.1 Compliance Risk	Non-compliance incidents	Number of occurrences
	Regulatory complaints	Number of complaints
	New regulation impact analysis	% of new laws analyzed
2.2 Human Capital Risk	Critical position turnover rate	% Turnover
	Critical position retention rate	% Retention
	Time-to-fill (Critical positions)	Days (Gap period)
2.3 Reputation Risk	Negative media coverage	Number of incidents
	Customer Satisfaction Score (CSAT)	Score / Index
2.4 Operational Risk	Process errors or delays	Number of occurrences
	Outdated WI/SOPs (>1 year)	% of total WI/SOPs
	Non-compliance with WI/SOPs	Number of findings
	WI/SOP-related incidents	Number of incidents
2.5 IT & Cyber Risk	System downtime/disruptions	Number of occurrences
	Cyber-attack attempts	Number of attempts
	Phishing simulation failure rate	% Click rate
	Data backup recovery success	% Success rate

Category	Risk Indicators (KPIs/KRIs)	Unit / Criteria
2.6 ESG & Sustainability	Human rights or environmental breaches	Number of incidents
	ESG reporting timeliness	Days of delay
	ESG data coverage	% Data coverage
	Climate risk assessment completion	% of projects assessed

#### Risk Level Assessment

After defining the Key Risk Indicators (KRIs), the Company uses a Risk Matrix to assess key risks by considering 2 factors:

- **Impact**
- **Likelihood**

Each type of risk is then prioritized and managed with different levels of intensity according to the Risk Matrix, as shown below:

Likelihood Rating	5	1x5	2x5	3x5	4x5	5x5
	4	1x4	2x4	3x4	4x4	5x4
	3	1x3	2x3	3x3	4x3	5x3
	2	1x2	2x2	3x2	4x2	5x2
	1	1x1	2x1	3x1	4x1	5x1
		1	2	3	4	5
		Impact Scale				

Color	Risk Level	Acceptability	Mitigation / Action
Red	Very High	Unacceptable	<ul style="list-style-type: none"> <li>• Report to management immediately</li> <li>• Implement urgent risk reduction plan</li> <li>• Risk owner must closely monitor</li> </ul>
Orange	High	Unacceptable	<ul style="list-style-type: none"> <li>• Implement urgent risk reduction plan</li> <li>• Risk owner must closely monitor</li> </ul>
Yellow	Medium	Acceptable	<ul style="list-style-type: none"> <li>• Develop risk reduction plan</li> <li>• Risk owner must monitor regularly</li> </ul>
Light Blue	Low	Acceptable	<ul style="list-style-type: none"> <li>• No formal plan required</li> <li>• Monitor to ensure risk remains within acceptable level</li> </ul>
Light Green	Very Low	Acceptable	<ul style="list-style-type: none"> <li>• Insignificant / no action required</li> </ul>

## Key Performance Highlights

### 1. Policy and Awareness Building

The organization has reviewed its risk management policy to ensure alignment with the evolving business context and changing external factors. It has continuously communicated risk assessment and management approaches at both corporate and operational levels. In addition, a risk management program for executives has been incorporated into the annual personnel development plan to strengthen understanding of risk governance and the determination of risk appetite.

During the reporting year, the organization conducted workshops for various departments to establish a common understanding and standardized practices for risk identification and assessment. The PESTEL analysis framework was also adopted to monitor external factors, supporting proactive risk management and systematic strategic decision-making. Risk reports were regularly submitted to the Risk Management Committee and the Board of Directors on a quarterly basis.

### 2. Enterprise Risk Management

The organization identifies and monitors emerging risks, as well as risks that evolve in response to changes in the business environment each year. Risk impacts are continuously assessed across strategic, operational, financial, legal, and ESG dimensions.

Significant risks are reported and reviewed during Risk Management Committee meetings to define appropriate mitigation approaches, control measures, and acceptable risk levels in alignment with organizational direction.

Furthermore, key risk issues have been integrated into the key performance indicators (KPIs) of each department and business unit to ensure clear accountability and to embed risk management as a systematic part of routine operations.

## Significant Emerging Risks in 2025

In 2025, the Company assessed that volatility in fuel costs and uncertainties in supply, driven by geopolitical factors and energy market structures, may significantly impact the cost of electricity and steam generation. In addition, evolving regulations related to energy, carbon, ESG requirements, and climate disclosure are expected to increase compliance obligations and may influence long-term investment plans. At the same time, climate change risks, including both physical and transition risks, may affect operational stability and future cost structures.

From a technological perspective, cybersecurity of IT systems remains a critical concern, as potential attacks on production control systems could disrupt the continuity of energy supply. Furthermore, fluctuations in energy demand from industrial customers, along with risks associated with project delays or cost overruns, may affect the Company's revenue and growth plans. All such risks are continuously monitored at the executive management level.

## Key Risk Factors

Risk Factors	Description	Impacts	Mitigation
Geopolitics & Supply Chain	Managing economic relations and international policy dynamics (e.g., Thailand-Cambodia) to ensure the stability of raw material and fuel supply.	Political uncertainty or changes in international policies may affect the volume of raw material imports and increase transportation costs.	<p>Enhancing supply chain flexibility through the following measures:</p> <ul style="list-style-type: none"> <li>- Diversify Source: Expanding sourcing channels to reduce reliance on any single supplier</li> <li>- Bidding Policy: Implementing transparent bidding processes to select the most capable suppliers</li> <li>- Inventory Planning: Regularly reviewing stockpiling plans to align with current conditions and maintaining close monitoring</li> </ul>
Cybersecurity Risk	Strengthening information systems against vulnerabilities and cyber threats (e.g., phishing and malware), while enhancing digital security awareness among personnel.	Inadequate control measures may lead to data breaches, unauthorized system access, or user-related errors, potentially affecting the Company's reliability and business continuity.	<p><b>1. Technical Shield:</b></p> <ul style="list-style-type: none"> <li>- Enforcing 100% multi-factor authentication (MFA)</li> <li>- Applying geo-blocking to restrict access from foreign locations</li> <li>- Ensuring full compliance with national cybersecurity standards and regulatory guidelines</li> </ul> <p><b>2. People Firewall:</b></p> <ul style="list-style-type: none"> <li>- Providing Digital Culture and Cybersecurity Awareness training for all new employees</li> <li>- Conducting phishing simulations to enhance practical response capabilities</li> <li>- Continuously communicating cybersecurity awareness through quarterly email campaigns</li> </ul>
Industrial Customer Risk	<p>1. Demand Volatility: Existing customers exhibit unstable electricity consumption, and the Company may be unable to acquire new industrial users (New IU) as targeted.</p> <p>2. Customer Concentration: Reliance on a limited number of large private customers, with insufficient diversification across industrial sectors.</p>	<p>1. Operational: Potential steam losses due to delayed load adjustments and missed opportunities for reserve capacity utilization.</p> <p>2. Financial: Significant impact on profitability if key customers relocate or if certain industries experience downturns.</p>	<p><b>1. Technology Investment:</b> Deployment of energy storage systems to stabilize load management.</p> <p><b>2. Marketing Strategy:</b> Offering incentives to customers with stable (flat load) consumption and expanding the customer base beyond capacity.</p> <p><b>3. Portfolio Management:</b> Diversifying customer segments and closely monitoring global trends and technological developments on a quarterly basis.</p>

Risk Factors	Description	Impacts	Mitigation
Tax Policy & Global Economic Conditions Risk	Trade protectionism and geopolitical uncertainties affecting: 1) Exchange rates: High THB volatility 2) Costs: Rising prices of imported raw materials/spare parts and shortage of agricultural fuels 3) Financials: Fluctuating interest rates and low confidence in capital/debt markets 4) Customers: Delayed investment decisions pending tax policies	1) Reduced profitability due to higher production and financing costs 2) Liquidity constraints if bond issuance targets are unmet or projects are delayed 3) Disruptions to expansion plans and strategic execution	<p>1) <b>Financial Protection:</b> Extend FX hedging to 6–12 months and implement Interest Rate Swaps (IRS) to fix rates</p> <p>2) <b>Supply Chain Management:</b> Lock in raw material/spare part prices and secure alternative fuel sources</p> <p>3) <b>Strategic Funding:</b> Proactively manage capital structure to optimize financial costs and ensure project continuity 4) <b>Business Agility:</b> Defer non-urgent investments and closely monitor customer conditions quarterly</p>
License Compliance & Continuity Risk	Ensuring accuracy and continuity of licenses for both existing operations (Power/Non-Power) and new expansion projects in strict compliance with regulatory requirements	Delays in license renewal or approval may disrupt operations, affect partner confidence, and delay revenue recognition from new projects	<p>1) <b>Monitoring System:</b> Classify licenses and submit renewals 1–3 months in advance with clear checklists and timelines</p> <p>2) <b>Knowledge Integration:</b> Collaborate with experts/regulators and conduct internal workshops for accuracy</p> <p>3) <b>Governance:</b> Establish a Steering Committee to review status monthly and ensure alignment with business and legal requirements</p>
Spare Parts & Idle Truck Management Risk	Inefficiencies in internal controls (procurement–accounting–maintenance) and accumulation of obsolete spare parts and unused trucks	1) Sunk costs reducing working capital 2) Operational inefficiencies and weak controls 3) Hidden costs from maintenance and depreciation of underutilized assets	<p>1) <b>System Improvement:</b> Engage consultants to redesign internal control systems and implement inventory technology</p> <p>2) <b>Spare Parts Management:</b> Reduce inventory via outsourcing model and retain only critical items</p> <p>3) <b>Asset Optimization:</b> Dispose of underperforming trucks to recover working capital</p>
Transportation Safety & Service Reliability Risk	Enhancing driving safety standards (Safety Excellence) and effective spare parts management for transport operations	Accidents from driver behavior or external factors, as well as spare part mismanagement, may disrupt services and increase costs	<p>1) <b>Proactive Technology:</b> Install GPS tracking systems</p> <p>2) <b>Data Analytics:</b> Analyze driving behavior</p> <p>3) <b>Risk Management:</b> Conduct route risk mapping and implement critical spare parts strategy with predictive maintenance</p>

## Technology and Innovation

Amid rapid changes in climate conditions and global geopolitics, along with rising stakeholder expectations on environmental performance, the Company recognizes the necessity of continuously adopting green technologies and innovations in its operations. This is to enhance efficiency, reduce resource consumption, and lower greenhouse gas (GHG) emissions.

In 2025, the Company faces increasingly intensified innovation-related risks, particularly in the highly competitive renewable energy market, where competition spans across technologies, biomass energy, and solar power. In response, the Company has undertaken concrete adaptation measures, including plans to transition the fuel sources of PP7 and PP8 power plants toward co-firing, with a long-term goal of achieving 100% biomass utilization.

Additionally, the Company has invested in high-potential clean energy projects, such as floating solar power generation and research and development of Battery Energy Storage Systems (BESS). These initiatives reflect the Company's continuous monitoring of technological advancements and its commitment to applying appropriate technologies to enhance operational efficiency and strengthen long-term competitiveness.

The Company is also significantly supported by the IRC Research Center, which plays a key role in developing and exploring new technologies, serving as a critical mechanism in driving the Company's innovation and sustainability strategies over the long term.

In 2025, the Company continues to face innovation risks similar to the previous year. Therefore, it remains committed to advancing the development and application of innovations to effectively and sustainably respond to changes across all dimensions.

### Action Plan

In 2025, the Company has initiated a research and development project on a solar-powered Battery Energy Storage System (BESS) to support the transition of its fuel transportation fleet to 100% electric trucks. This project aims to reduce dependence on fossil fuels and establish a tangible renewable energy utilization process within the organization.

Upon completion of the research, electric truck batteries will be charged using solar energy and will support battery swapping without requiring additional investment in charging station infrastructure. This approach will enhance operational flexibility and reduce infrastructure costs. The Company expects the research project to be completed within 2025, marking a significant milestone in advancing environmentally friendly operations and aligning with sustainable clean energy practices.

### Operational Performance

In 2025, the Company continuously implemented new innovations to enhance the efficiency of electricity generation and industrial water production.

In power generation, the Company adopted clean technology in its co-firing power plants by installing a Circulating Fluidized Bed (CFB) boiler, which supports multiple fuel types. This system is equipped with sulfur dioxide removal through limestone injection, resulting in more complete combustion, reduced pollution, and effective control of nitrogen oxides (NOx) and sulfur dioxide (SO<sub>2</sub>) emissions below regulatory limits. In addition, the Company utilizes a closed fuel storage system together with a high-efficiency Electrostatic Precipitator (ESP), achieving up to 99.5% dust removal efficiency. A Continuous Emission Monitoring System (CEMs) has also been installed to ensure emission levels consistently remain below prescribed standards.

In renewable energy, the Company has implemented a floating solar power project to enhance its solar generation capacity. This technology helps reduce operating temperatures, lowers maintenance costs compared to conventional solar systems, and uses reservoir water for automatic panel cleaning. It also contributes to maintaining water quality by reducing algae formation and limiting underwater photosynthesis.

In industrial water production, the Company focuses on delivering high-quality water by installing an advanced filtration system from South Korea (Pore Controllable Fiber) at the NS304 water treatment plant. This technology utilizes high-performance fiber filters instead of conventional sedimentation and filtration tanks, reducing chemical usage, requiring only half the space of traditional systems, and efficiently meeting industrial water demand.

In addition, IRC, the Company’s internal research and development unit, carried out a total of six research projects in 2025, as follows:

Research Category	Project Title	Project Description
Alternative Fuel Research	1. Study on the Impact of Using Vinasse as a Substitute for Black Liquor in Power Generation	This project explores the feasibility of utilizing vinasse, a by-product from the production process, as an alternative fuel to replace black liquor in electricity generation. The objective is to improve resource efficiency, reduce reliance on fossil fuels, and lower greenhouse gas emissions in line with circular economy principles.
Energy Efficiency Research	1. Energy Consumption Reduction for Electric Trucks on the 304 Industrial Park – Laem Chabang Route using MATLAB 2. Energy Consumption Reduction for Electric Trucks on the 304 Industrial Park – Nakhon Luang Route using MATLAB	These projects focus on analyzing and optimizing energy consumption of electric trucks along key logistics routes using MATLAB-based modeling. The aim is to enhance energy efficiency, reduce electricity consumption per transport unit, and support environmentally friendly logistics operations.
Cost Reduction	1. Study on Land Preparation Methods to Increase Yield and Reduce Plantation Management Costs for Eucalyptus Clone K62 (2025, Year 1)	This research investigates optimal land preparation techniques for cultivating eucalyptus clone K62 to increase yield per area, reduce plantation management costs, and promote efficient and sustainable land use.
Plant Improvement	1. Study on the Application Rate of Vinasse Combined with Chemical Fertilizer Affecting Growth of Eucalyptus Clone K62 (2025, Year 1)	This project examines the optimal use of vinasse in combination with chemical fertilizers to enhance eucalyptus growth, reduce chemical fertilizer usage, and improve resource efficiency in agricultural and industrial practices.
Water Management	1. Enhancing Industrial Water Production Efficiency through Analysis of Factors Affecting Colloidal Silica Formation (Phase 3: Mill Trial)	This project aims to improve the efficiency of industrial water production by analyzing factors influencing colloidal silica formation at the mill trial level. The objective is to minimize resource losses, enhance water quality, and support efficient operations.

### Supply Chain Management

Suppliers are a critical part of the Company’s business operations. The Company emphasizes managing and supporting suppliers with the same level of importance as other stakeholders, ensuring respect, fairness, transparency, and equity. A strong supplier relationship is considered a foundation for long-term business partnerships.

The Company also promotes supplier capacity development by implementing quality development standards, ensuring both suppliers and the Company can grow sustainably together.

## Supplier Management Policy and Approach

The procurement process is categorized into three main groups to support business operations:

1. Spare parts and chemicals
2. Biomass fuel
3. Coal fuel

Each supplier category has specific policies and procedures aligned with the nature of the activities and the materials supplied. All suppliers must comply with legal requirements and ISO 9001 quality management standards.

### Overall Procurement Guidelines:

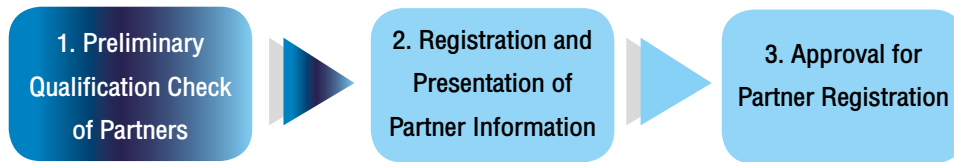
- Joint Business Policy
- Supplier Selection Procedures
- Code of Conduct for Suppliers

The Company requires all suppliers to formally acknowledge and sign the Supplier Code of Conduct, committing to strict compliance. All suppliers must meet the following qualifications:

- Conduct business ethically and transparently
- Maintain quality standards in product delivery
- Be socially and environmentally responsible
- Comply with legal requirements

The Company conducts random supplier audits through both on-site visits and online assessments. For the procurement of spare parts and chemicals, corporate suppliers are reviewed every two years, while individual suppliers are reviewed annually, while fuel suppliers are reviewed at least twice per year in accordance with ISO 9001. In addition, ad hoc inspections are carried out to verify the quality of raw materials, products, and services, ensuring that all processes are executed in full compliance with contractual requirements through to final delivery.

## New Customer Selection Process



The Company has established a procedure for sourcing new business partners, divided into three main steps as follows:

### 1. Preliminary Qualification Check of Partners

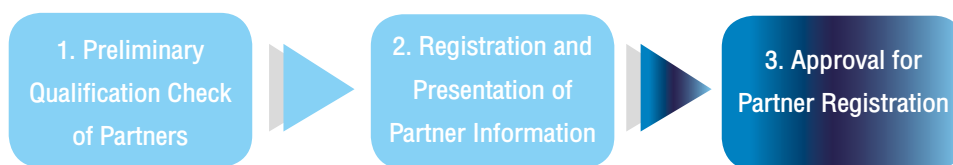
The Company conducts an initial qualification check of prospective partners, considering criteria such as:

- Clear identification of partner name and location
- Registered business operation for more than 1 year
- Verifiable history and track record



### 2. Registration and Presentation of Partner Information

After the preliminary qualification is deemed suitable for selection, the Company contacts the partner to present pricing or provide information about the new partner. The Central Procurement Department conducts contact via online systems (e.g., Zoom) or on-site visits when feasible, to support pricing evaluation and partner selection.



### 3. Approval for Partner Registration

Once the partner passes the pricing and selection process, the Company requests formal approval for partner registration. Upon completion of this step, the partner is officially registered as a Company-approved partner.

#### Operational Plan

The Company applies the ISO 9001 quality management system as a guideline for managing procurement processes. All partners are required to sign and acknowledge the partner business code of conduct. Fair contracts are used, and systems are in place to monitor proper contract compliance, preventing corruption and misconduct throughout the procurement process. The Company strictly adheres to the terms of contracts between the Company and its partners.

#### Sustainable Growth and Business Opportunities

The Company emphasizes continuous and sustainable growth, taking into account environmental, social, and governance (ESG) impacts, as well as preparing for global trends and business risks. The Company believes that sustainable growth requires collaboration with all stakeholders to drive the business while reducing negative impacts and creating positive value in all dimensions.

Over the past year, the Company implemented strategies for sourcing and developing diverse fuel raw materials to reduce fuel shortage risks and support sustainable clean energy production, particularly through research and development of renewable energy sources as biomass fuel substitutes. The Company also promotes community-based cultivation to generate income and employment for Thai farmers, reflecting responsible participation in the supply chain.

From 2025 onward, the Company will build on these initiatives by enhancing ESG Risk Management and expanding collaboration with partners and communities to use more responsible raw materials. The Company will also intensify monitoring and reporting of sustainability impacts transparently.

Additionally, the Company aligns operations with the Bio-Circular Green Economy (BCG) and Sustainable Economy concepts by utilizing biomass and by-products from production processes for energy, reducing reliance on fossil fuels, and creating added value from existing resources. Key projects include:

- Expanding electricity production from biomass to replace coal
- Solar Floating projects to reduce greenhouse gas emissions and increase renewable energy share
- Transitioning vehicle usage from natural gas fuels (LNG/NGV) to electric vehicles (EVs) alongside installation of EV Charging Stations

The Company aims for balanced growth between business expansion and environmental and social impact reduction, while strengthening Good Corporate Governance standards to enhance stakeholder confidence and support stable, long-term sustainable operations.

#### Operational Plan

The Company is committed to transitioning electricity production from coal to biomass, targeting a total cultivation area of over 312,500 rai within 10 years to support the production of approximately 6 million tons of biomass fuel per year from end-of-life plant species. The Company has also planned to strengthen fuel security in parallel, including enhancing the operational efficiency and maintenance systems of power plants to ensure optimal performance, implementing fuel raw material management systems covering quantity, quality, and logistics

to maintain risks at an acceptable level, conducting Carbon Footprint calculations, and considering participation in carbon credit market mechanisms to comply with international environmental requirements. Additionally, the Company prepares to analyze sustainability impacts and risks across environmental, social, and governance (ESG) dimensions. These plans will enable the Company to secure energy supply, reduce dependence on coal imports, and build confidence among both domestic and international stakeholders.

## Performance Results

### EV trucks in 2025

Type	Quantity (EA)	Proportion (%)	Remarks
Newly imported vehicles	211	98.14	Entered system in 2024
Converted vehicles	4	1.86	Converted from ICE to EV
<b>Total</b>	<b>215</b>	<b>100.00</b>	

### 2025 CFO emission

	Emission*	unit
Direct GHG emissions (Scope 1)	2,490,403	tonCO <sub>2</sub> e/year
Energy Indirect GHG emissions (Scope 2)	54,388	tonCO <sub>2</sub> e/year
<b>Total</b>	<b>2,544,791</b>	<b>tonCO<sub>2</sub>e/year</b>

\* : The information is currently under verification.

In addition, the Company has initiated a project to transition its fuel and logistics transport fleet to electric trucks, aiming to reduce pollution and greenhouse gas emissions while also lowering transportation costs. The Company has also planned to charge electric vehicle batteries using solar energy, supported by backup batteries powered by solar energy for drivers to perform battery swapping independently. This approach enhances operational flexibility and further reduces the need for investment in electric charging station infrastructure.

## Product Quality Management

The Company is committed to continuously improving the quality of its products and services, recognizing that quality is a key factor directly affecting customer satisfaction, competitiveness, and corporate credibility. Throughout the past year, the Company has implemented proactive measures to maintain and enhance quality at every stage—from raw material procurement, production processes, quality control, to the stable and continuous delivery of electricity—to meet the challenges of the modern energy sector. The Company has designated “Enhancing Raw Material Quality” as a key strategy, focusing on selecting high-calorific coal that meets international ISO and ASTM standards, alongside the implementation of quality management standards, including ISO 9001:2015, ISO 14001, TIS 18001, and ISO 45001, covering all 11 power plants and affiliated factories within Industrial Park 304 in Prachinburi and Chachoengsao provinces.

In electricity management, the Company emphasizes the stability of power supply, using key performance indicators such as SAIFI, SAIDI, and the number of flicker incidents to monitor impacts on electricity users and to improve systems in alignment with the needs of industrial customers who require consistent and high-quality electricity.

In addition, the Company prioritizes the continuous application of innovation to enhance quality, assigning the IRC Research Center to conduct research and development on renewable energy technologies, improve power plant efficiency, and upgrade raw material quality, while fostering collaboration with government and private agencies to strengthen business sustainability and long-term competitiveness.

### Key Performance Results

	Unit	2024	2025
<b>Reliability</b>			
• Number of supply interruptions	Cases	19	105
• Customers affected by interruptions	Cases / minute	3,145	3,517
• Total interruption duration	Cases	218	230
• SAIDI – distribution network	minutes/customer	14.4	15.29
• SAIFI – distribution network	Interruptions/customer	0.09	0.46

### Customer Relationship Management

The Company places the highest importance on customer satisfaction with its products and services, striving to maintain operational and management standards while adhering to principles of responsibility, honesty, and care in all interactions. This ensures the delivery of excellent service and user experience. The Company’s main customers are all major industrial buyers of electricity, water, and steam services.

#### Customer Relationship Policies and Management

To ensure long-term satisfaction, the Company has established comprehensive product and service quality management procedures to fully meet customer needs. Channels for feedback and reporting issues have been established via Line, telephone, email, and mail, enabling the Company to track and resolve problems efficiently and to implement preventive measures for future incidents. The Company also emphasizes the protection of customer data, ensuring personal information is not misused for private or unauthorized purposes.

#### Customer Relationship Measures

The Company prioritizes building trust and maintaining strong relationships with industrial electricity and water customers. Clear procedures are defined for incidents that may affect service, such as faulty or inaccurate meters, involving joint verification by Technical (T&D), Accounting, and CRM teams to identify causes, calculate retroactive electricity usage per contract, and propose solutions. Transparent discussions with customers are held until fair resolution is achieved. Similarly, for industrial water meter anomalies, joint checks are conducted with Distribution Water and Accounting, followed by reporting to relevant executives and discussions with customers to ensure accurate billing and collection.

The Company also implements proactive communication measures in emergencies, such as fires near customer facilities. The CRM team acts as the central coordinator, receiving notifications, reporting progress, and executing the industrial park emergency response plan. These processes demonstrate the Company’s commitment to conducting business transparently, fairly, and with strong attention to customer satisfaction. Each case is recorded and monitored for customer satisfaction feedback, which is then used to continuously improve service quality, a critical factor in ensuring long-term sustainability for both the business and its stakeholders.

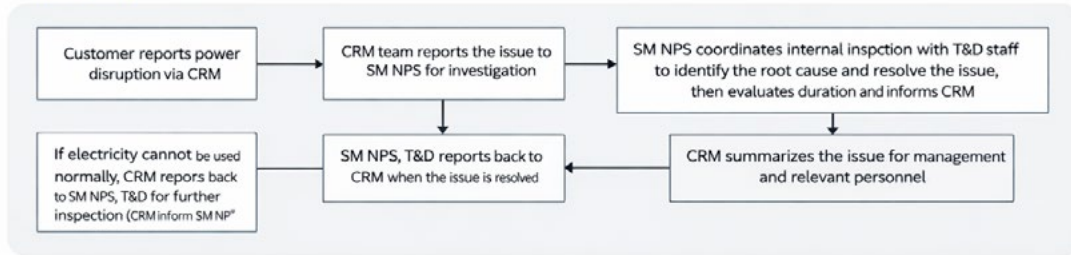
For electricity-related complaints, the Company has established a Customer Relationship Management (CRM) department to facilitate, coordinate, manage, and receive service-related issues 24 hours a day. Upon receiving a

notification, the department coordinates with technical teams and expert engineers to resolve the issue promptly, closely monitors repair progress, and immediately informs customers once completed. After completion, the CRM department collaborates with the technical team to prepare a Failure Report for statistical purposes, provides the customer with measures to prevent recurrence, and reports operational results while receiving guidance/consultation from senior management. The CRM department's coordination workflow is shown in the attached diagram below.



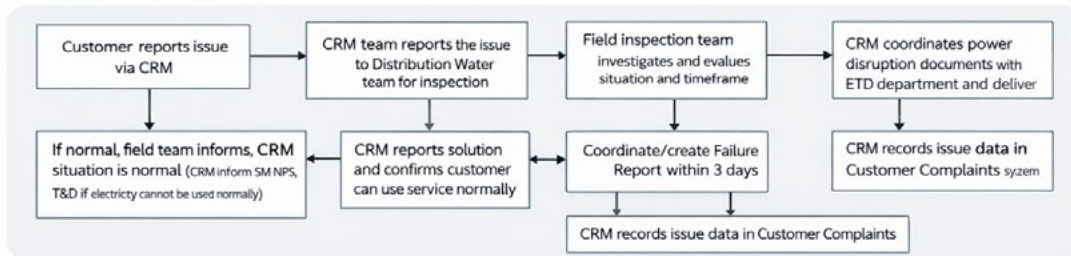
#### Case: Power Supply Disruption • WORK INSTRUCTION (WI)

##### Work Steps



#### Case: Abnormal Water Meter • WORK INSTRUCTION (WI)

##### Work Steps



### Operational Plan

The company assigns the Customer Relationship Management (CRM) department as responsible, with operational plans covering service delivery through after-sales support. The CRM department also serves as the central point of contact for receiving complaints directly from customers, coordinates with various departments, and presents key issues to the Board of Directors and management to continuously improve processes and resolve issues.

Currently, the company operates systematically in managing disruptions in electricity, water, steam, and gas systems with speed and efficiency. The company recognizes the complexity of these disruptions and therefore emphasizes technical knowledge enhancement for CRM staff, enabling them to resolve problems and provide customers with accurate initial guidance on procedures and timeframes. Weekly meetings are held between the CRM department and the technical team to strengthen understanding and effective coordination. Additionally, the company has implemented proactive measures to prevent disruptions in electricity, water, steam, and gas systems, reducing potential impacts on industrial customers and their operations.

### Plans and Procedures for Transmission System and Equipment Maintenance

The company conducts inspections and maintenance of transmission systems and electrical equipment according to internationally recognized engineering and safety standards to ensure a stable, safe, and reliable electricity supply. Key activities cover both preventive maintenance and in-depth inspections using modern technologies, including:

- **Visual Inspection**, covering poles, accessories, insulators, conductors, joints, switchgear, transformers, and protective equipment.
- **Advanced Technology Inspections, including:**
  - o Thermography (Thermo scan) to detect abnormal heat
  - o Corona and partial discharge measurement for high-voltage equipment
  - o Camera drone inspections for poles, insulators, OHGW, and joints to enhance safety and efficiency
  - o Transformer oil testing (DGA) and SF6 monitoring
- **Proactive Maintenance Measures**, such as washing insulators, cleaning equipment, and replacing lightning arresters on a scheduled basis
- **Functional Testing / Outage Testing** of switchgear, transformers, disconnecting switches, and protection systems to confirm actual system readiness

### Operational Standards

All inspections comply not only with the minimum standards required by law and regulators but also exceed these standards by integrating digital technologies, advanced diagnostics, and predictive maintenance to prevent potential issues in advance.

### Stakeholder Confidence

These measures reflect the company's commitment to creating a safe, stable, and sustainable electricity system in environment (reducing accident risks and energy loss), economic (reducing electricity outages), and social dimensions (building confidence among communities and customers). Stakeholders can be confident that the company has a meticulous, transparent, and socially responsible management system.



**GRI CONTENT  
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Statement of use	National Power Supply Public Company Limited has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.	
GRI 1 used	GRI 1: Foundation 2021	

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A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.

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GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss			Information unavailable/incomplete		
	101-2 Management of biodiversity impacts			Information unavailable/incomplete		
	101-3 Access and benefit-sharing			Information unavailable/incomplete		
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GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption			Information unavailable/incomplete		
	205-2 Communication and training about anti-corruption policies and procedures			Information unavailable/incomplete		
	205-3 Confirmed incidents of corruption and actions taken			Information unavailable/incomplete		
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<b>Supplier environmental assessment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	78				
	308-2 Negative environmental impacts in the supply chain and actions taken	76				
<b>Employment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	53				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53				
	401-3 Parental leave	53				
<b>Labor/management relations</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		a,b		In compliance with the Labor Protection Act and company regulations	
<b>Occupational health and safety</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	38				
	403-2 Hazard identification, risk assessment, and incident investigation	39				
	403-3 Occupational health services	38				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Training and education	403-4 Worker participation, consultation, and communication on occupational health and safety	38					
	403-5 Worker training on occupational health and safety	58					
	403-6 Promotion of worker health	42-44					
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40-42, 57					
	403-8 Workers covered by an occupational health and safety management system	40-42, 57					
	403-9 Work-related injuries	45					
	403-10 Work-related ill health	45					
	GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	8, 58				
		404-2 Programs for upgrading employee skills and transition assistance programs	58				
	404-3 Percentage of employees receiving regular performance and career development reviews	53					
<b>Diversity and equal opportunity</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15					
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	57					
	405-2 Ratio of basic salary and remuneration of women to men			Confidentiality constraints			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>Non-discrimination</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	62				
<b>Freedom of association and collective bargaining</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	46				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			Information unavailable/incomplete		
<b>Child labor</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor			Information unavailable/incomplete		
<b>Forced or compulsory labor</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			Information unavailable/incomplete		
<b>Security practices</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics				Information unavailable/incomplete	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures				Information unavailable/incomplete	
<b>Rights of Indigenous Peoples</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	34, 46				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>Local communities</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	46				
	413-2 Operations with significant actual and potential negative impacts on local communities	46				
<b>Supplier social assessment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	76				
	414-2 Negative social impacts in the supply chain and actions taken	76				
<b>Public policy</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 415: Public Policy 2016	415-1 Political contributions	64				
<b>Customer health and safety</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	4-7, 13-15				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	34 - 36, 79				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	36				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>Marketing and labeling</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	67				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	64, 76, 78-79				
	417-2 Incidents of non-compliance concerning product and service information and labeling			Information unavailable/incomplete		
	417-3 Incidents of non-compliance concerning marketing communications			Information unavailable/incomplete		
<b>Customer privacy</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	65				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	66				

Note : AR = Annual Report



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