



ESG Performance Report for Listed Companies in 2025

AI ENERGY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : AI ENERGY PUBLIC COMPANY LIMITED Symbol : AIE
Market : SET Industry Group : Resources Sector : Energy & Utilities

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

The Company recognizes the importance of conducting business responsibly towards society (Corporate Social Responsibility: CSR). Therefore, Quality, Security, Safety, Occupational Health, and Environment (QSHE) are integral components of the Company's business operations. The Company has established guidelines to enhance awareness among relevant parties and to effectively manage QSHE risks in order to deliver products and services to stakeholders and to achieve excellence in alignment with the principles of good corporate governance, as follows:

1. The Company is committed to strict compliance with all applicable QSHE-related laws, regulations, rules, internal requirements, and relevant industry standards, which shall serve as fundamental benchmarks for its operations.
 2. The Company is committed to producing high-quality products and delivering them in accordance with customer requirements, in order to ensure customer satisfaction while conducting operations in an environmentally responsible manner.
 3. The Company promotes and supports the continuous development and improvement of its Quality, Security, Safety, Occupational Health, and Environmental management systems, alongside conducting business in compliance with applicable laws, international standards, and other requirements adopted by the Company. This aims to foster a strong safety and environmental culture, where safety and environmental responsibility are regarded as the foremost duty of all employees in performing their work.
 4. The Company manages risks and prevents potential losses arising from incidents, accidents, emergencies, and work-related injuries or illnesses that may impact life, property, and the environment. This is achieved through stringent safety measures in accordance with the Occupational Health and Safety Management System (ISO 45001) and environmental measures in accordance with the Environmental Management System (ISO 14001), ensuring the safety of all stakeholders and minimizing environmental impacts.
 5. The Company supports and promotes occupational health, safety, and a healthy working environment for its employees. It also continuously develops and provides training to enhance employees' skills, knowledge, and awareness of QSHE, recognizing that all employees are valuable assets of the Company.
6. The Company recognizes the importance of controlling, preventing, and minimizing environmental and ecosystem impacts arising from its operations. Emphasis is placed on integrated pollution management at the source, including air, water, waste, and noise management. The Company also ensures the efficient use of

resources and fuels, and continuously improves energy efficiency in a sustainable manner. These efforts aim to foster an environmental culture, enhance resilience to climate change, reduce greenhouse gas emissions, and contribute to a low-carbon society.

7. The Company communicates and raises awareness among employees at all levels regarding safety and environmental protection. Opportunities are provided for all employees to participate and offer feedback, and they are responsible for cooperating in efforts to improve workplace conditions to ensure safety and a healthy environment. This approach ensures that the QSHE policy delivers tangible benefits.

8. The Company communicates its QSHE policy and performance to all stakeholder groups through appropriate communication channels. It is committed to listening to stakeholder needs and feedback for the purpose of reviewing and improving its operations. Furthermore, management and employees at all levels are responsible for continuously implementing the QSHE policy, in parallel with fulfilling their responsibilities to achieve the Companys objectives.

9. The Company communicates its QSHE policy and performance to all stakeholder groups through appropriate communication channels. It is committed to listening to stakeholder needs and feedback for the purpose of reviewing and improving its operations. Furthermore, management and employees at all levels are responsible for continuously implementing the QSHE policy, in parallel with fulfilling their responsibilities to achieve the Companys objectives.

Reference link for environmental policy and guidelines : <https://www.aienergy.co.th/en/oshe-policies>

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

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

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

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

The Company regularly reviews its environmental policies to ensure alignment with applicable laws, standards, and international environmental requirements, and to maintain consistency with the Companys current operations. In 2025, the Company revised the content of its **Quality, Security, Health, Safety, and Environment (QSHE) Policy** with a focus on enhancing management practices in environmental, social, and sustainability aspects, serving as a guiding framework for the Companys organizational operations.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The Company has established an environmental management plan to ensure compliance with all relevant environmental laws and regulations.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company places strong emphasis on energy management, with a focus on the efficient and prudent use of energy through a systematic energy management approach. The Company collects and monitors data on energy and fuel consumption across all operational processes in order to assess its overall energy performance and to identify areas with potential for improvement or opportunities for reducing energy consumption.

The Company has established strategic targets to control and reduce energy consumption by managing energy intensity per unit of production in accordance with the operational capacity of each business unit. These targets are aligned with the Company's overall greenhouse gas (GHG) emission reduction objectives. The Company emphasizes energy conservation initiatives in parallel with the adoption of high-efficiency technologies.

In addition, in 2025, the Company has initiated and implemented renewable energy and clean energy projects, including the installation of solar photovoltaic systems (Solar Rooftop), to reduce reliance on fossil fuel-based energy sources and to lower greenhouse gas emissions under Scope 1 and Scope 2. The Company also has ongoing plans to continuously develop and implement measures related to energy conservation, the deployment of high-efficiency technologies, the promotion of renewable energy, and the enhancement of energy-saving awareness among employees at all levels. These efforts support the Company's long-term sustainability objectives, with continuous performance monitoring and regular reviews of objectives and targets.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2025 : electricity consumption from renewable sources 480,000.00 Kilowatt-Hours	2026 : Increased by 25% or 120,000.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company manages energy efficiently in both steam and electricity consumption. In 2025, steam consumption used in the production process totaled 127,175 tons. When compared with total production volume, this was equivalent to 0.74 tons of steam per ton of product. Steam consumption per ton of product decreased by 0.27 tons, or decreased by 26.73 percent, compared with the previous year. In addition, in 2025 the Company's total electricity consumption amounted to 15,937,495.34 kilowatt-hours. When compared with total production volume, electricity consumption was 92.14 kilowatt-hours per ton of product. Electricity consumption per ton of product decreased by 33.40 kilowatt-hours per ton, or 26.61 percent, compared with the previous year.

In 2025, the Company installed a rooftop solar power generation system (Solar Rooftop) with a total installed capacity of 498.96 kWp. The system has been in operation since August 2025 and as of December 31st, 2025 was able to generate a total of 222,295.34 kilowatt-hours of electricity.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	22,613,680.00	19,964,480.00	15,937,495.34
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	22,613,680.00	19,964,480.00	15,715,200.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	222,295.34
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	99,182.81	94,172.08	77,366.48

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	1.63000000	1.65000000	1.14000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	107,735,904.92	84,667,412.80	65,331,383.65
Percentage of total electricity expense to total expenses (%) ^(**)	1.32	1.06	0.86
Percentage of total electricity expense to total revenues (%) ^(**)	1.31	1.03	0.85
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	472,525.90	399,374.59	317,142.64

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	56,186.00	86,218.00	92,872.67
Gasoline (Litres)	1,815.18	1,547.00	3,433.52
Fuel oil (Litres)	670,353.00	644,644.00	360,000.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	45.00	0.00	75.00

	2023	2024	2025
Steam (Metric tonnes)	188,151.00	160,401.00	127,175.00
Coal (Metric tonnes)	35,828,652.00	32,016,350.00	23,998,464.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	224,682,029.28	184,195,626.26	123,696,641.46
Percentage of total fuel expense to total expenses (%) ^(**)	2.74	2.30	1.62
Percentage of total fuel expense to total revenues (%) ^(**)	2.73	2.23	1.62

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	293,277.16	262,491.53	196,620.18

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.03564350	0.03182930	0.02570565

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	1.63000000	1.65000000	1.14000000

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company aims to manage water resources efficiently and sustainably, with a focus on reducing water consumption, increasing water reuse, and controlling wastewater quality in compliance with environmental standards. The Company also discloses water management performance transparently in accordance with good corporate governance principles.

The Company has established a water management action plan to enhance efficiency and reduce water consumption in line with the 3R principles Reduce, Reuse, and Recycle while ensuring that discharged wastewater meets applicable environmental standards. The key measures include the following:

- 1) Measuring and recording water consumption across all activities, as well as monitoring and evaluating the efficiency of water use in each activity.
- 2) Reusing water where feasible to maximize its benefits and reduce overall water consumption.
- 3) Monitoring and testing the quality of discharged wastewater to ensure compliance with environmental laws and regulations.
- 4) Reporting water resource management performance to stakeholders in a transparent manner.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 2.46 Cubic meters / Metric ton of product	2026 : Reduced by 19.92% or 0.49 Cubic meters / Metric ton of product

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company has set a target to reduce water consumption across its operational activities, including the development of projects to maximize the reuse of wastewater. This is achieved through the implementation of monitoring and recording systems, as well as regular tracking and reporting of water consumption data. The Company is committed to continuous improvement and development to ensure sustainable and balanced water use, with the aim of generating positive economic, social, and environmental impacts.

In 2025, the Company's total municipal water consumption amounted to 345,576 cubic meters, representing a decrease of 45,633 cubic meters from the previous year, or a reduction of 11.66 percent. When compared to total production volume, water consumption was 2.00 cubic meters per ton of product. However, water consumption per ton of product decreased by 0.46 cubic meters per ton, or decreased by 18.70 percent, compared with the previous year.

In 2025, the Company installed a Condensate Recovery System, enabling the recovery and reuse of hot condensate water in the boiler system. The system has an average condensate recovery rate of approximately 4 cubic meters per hour and has been in operation since July 2025. As a result, water consumption for boiler operations was reduced by 5,485 cubic meters during the year.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	874,167.00	756,570.00	669,229.00
Water withdrawal by third-party water (cubic meters)	449,326.00	391,209.00	345,576.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	424,841.00	365,361.00	323,653.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3,834.07	3,568.73	3,248.68
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.11	0.09	0.09

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	20.41	23.00	26.34
Total wastewater discharge (cubic meters)	87,256.00	90,183.00	85,282.00
Wastewater discharged to third-party water (cubic meters)	24,985.00	26,348.00	22,423.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	62,271.00	63,835.00	62,859.00

Water consumption

	2023	2024	2025
(1) Total water consumption (Cubic meters)	786,911.00	666,387.00	583,947.00

Remark: (1) Consumption of municipal water and recycled water

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	424,841.00	365,361.00	323,653.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.09563740	0.08080501	0.07634383
Intensity of total water consumption (Cubic meters / Metric ton of product)	4.37000000	4.19000000	3.86000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	11,411,967.30	9,634,715.49	8,505,213.86
Total water withdrawal expense from third-party water (Baht)	11,411,967.30	9,634,715.49	8,505,213.86
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.14	0.12	0.11
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.14	0.12	0.11
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	50,052.49	45,446.77	41,287.45

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company has a systematic waste and waste management in the business process according to the 3R principles (Reduce Reuse Recycle) for waste management from the process, focusing on compliance with the law and reducing the amount of waste as much as possible, including considering the utilization of waste in the future. The Company emphasizes preventing impacts on the environment and worker health. Effective waste management helps reduce operating costs and helps to comply with environmental laws correctly and sustainably. Waste management in the factory identifies waste items from every process through the process of identifying environmental aspects according to ISO14001:2015 standards and creates an action plan covering the following steps:

1. Waste categorization

The Company categorized waste according to its impact characteristics and utilization capabilities, with the following management;

- Hazardous waste: There is a separate storage area and collection and disposal in accordance with the law.
- General waste: Non-hazardous waste collected and managed by Khlong Maduea Municipality
- Recyclable waste: The Company has implemented a project to separate recycled waste from employees use and consumption to create value and sell it to create other benefits.
- Bio waste: Biodegradable waste such as food scraps or biodegradable materials can be separated as solid waste for proper management by Khlong Maduea Municipality.

2. Waste collection and storage

- Waste storage by categories: The Company has appropriate bins or containers for storing each type of waste to prevent contamination and possible hazards, and has proper management according to the law, sending to an authorized waste disposal site.
- Leakage Prevention: The Company uses containers or tanks with tight lids to prevent leakage of potentially hazardous waste.

3. Preventing and reducing waste

- Improving the production process: The Company has adjusted the production process or the use of materials to be more efficient in order to reduce waste in the production process or reduce the occurrence of material damage in the production process from corrosion.

4. Training and awareness building

- Employee Training: The Company provides employees with training to understand the correct waste management methods, such as waste separation, economical use of materials, or prevention of waste in the production process.
- Creating Environmental Awareness: The Company encourages employees to participate in waste reduction and to follow environmentally friendly waste management practices.

5. Monitoring and reporting

- Monitoring and following up: The Company conducts regular monitoring of waste management to ensure that operations are carried out as planned and that there are no unexpected impacts.
- Waste Management Reporting: The Company reports information on waste generated and the permitted management methods as specified by the government.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 26,298,441.00 Kilograms	2026 : Reduced by 100% or 26,298,441.00 Kilograms	• Other : Zero landfill disposal of waste from the production process

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company manages waste and operational residues through a structured 3R approach (Reduce, Reuse, Recycle), supported by an effective waste-segregation system and engagement initiatives to promote reuse and recovery (e.g., use as soil conditioner, refuse-derived fuel, and other reuse pathways) and to minimize disposal. In 2025, total waste and residues generated amounted to 24,539,935.00 kilograms. The Company also conducts environmental quality monitoring at its offices and around its facilities at least twice per year; in 2025, measured parameters including air quality, odor, noise, water quality, workplace lighting, heat stress, ambient atmospheric conditions in the surrounding area, and boiler stack emissions were within legal limits, and no chemical spill incidents were recorded.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	8,803,386.00	26,298,441.00	24,539,935.00
Total non-hazardous waste (kilograms)	8,802,786.00	26,297,871.00	24,539,935.00
Non-hazardous waste - Landfilling (Kilograms)	50,000.00	53,000.00	52,000.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	3,063,956.00	2,715,751.00	1,989,800.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	5,688,830.00	23,529,120.00	22,498,135.00
Total hazardous waste (kilograms)	600.00	570.00	0.00
Hazardous waste - Landfilling (Kilograms)	600.00	570.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.07	3.19	3.21
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.07	3.19	3.21
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	630.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	630.00
Reused hazardous waste (Kilograms)	0.00	0.00	630.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	0.00
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.00	0.00	0.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	N/A

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company is committed to conducting business sustainably on the basis of environmental responsibility. It is aware of and places importance on reducing the environmental impacts resulting from business operations.

Therefore,

the Company collects and maintains data on greenhouse gas (GHG) emissions covering all key production processes and The Company is committed to conducting business sustainably on the basis of environmental responsibility. It is aware of and places importance on reducing the environmental impacts resulting from business operations. Therefore, The Company collects and maintains data on greenhouse gas (GHG) emissions covering all key production processes and other relevant activities. Significant data related to energy consumption, fuel usage, water consumption, transportation, and waste management are analyzed to establish targets for process improvement aimed at reducing greenhouse gas emissions. The Company evaluates performance and prepares reports on its organizational greenhouse gas emissions (Carbon Footprint of Organization: CFO), and discloses the results to stakeholders. In addition, the Company studies carbon credit calculation methodologies and explores carbon offset projects.

Furthermore, the Company has plans to assess greenhouse gas emissions throughout the life cycle of its products in order to obtain certification for the Carbon Footprint of Products (CFP) for six products.

The Company manages greenhouse gas data in a systematic manner through the implementation of a Greenhouse Gas Management Plan, which is designed to control, monitor, measure, and reduce greenhouse gas (GHG) emissions in a structured and sustainable way. The Company has set targets to reduce GHG emissions in order to contribute to the transition toward a low-carbon society, in alignment with Thailand's national criteria and guidelines, as outlined below:

1) Establishing a data collection plan for energy and fuel consumption, transportation, and waste management across all Company processes, covering Scope 1, Scope 2, and Scope 3 emissions, in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO), for the preparation of the Carbon Footprint of Organization (CFO) report.

2) Calculating greenhouse gas (GHG) emissions.

3) Preparing and reporting the Carbon Footprint of Organization (CFO).

4) Assessing greenhouse gas emissions throughout the product life cycle (Carbon Footprint of Products: CFP) and applying for carbon label certification for six products.

5) Enhancing employees' knowledge related to greenhouse gas emission reduction and the sustainable use of resources.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2024 : Greenhouse gas emissions 65,848.00 tCO ₂ e	2026 : Reduced by 200.00 tCO ₂ e in comparison to the base year	2029 : Reduced by 10% tCO ₂ e in comparison to the base year

Information on performance and outcomes of greenhouse gas management

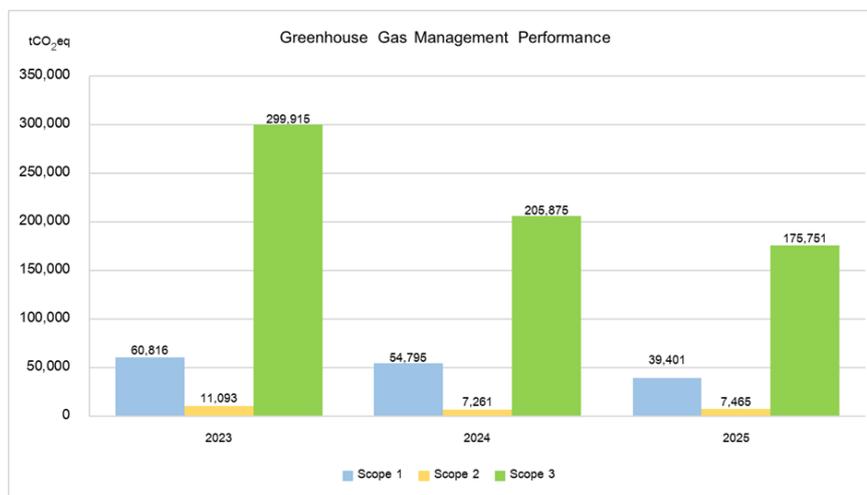
Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The Company places strong emphasis on managing and reducing greenhouse gas (GHG) emissions. An assessment of its operations indicates that the largest sources of emissions are steam generation using solid fuels and electricity consumption in production processes, as well as for office air-conditioning. Accordingly, the Company installed a solar rooftop system in 2025 to supply electricity for lighting and air-conditioning in both office and plant areas, replacing 222,295.34 kWh of grid electricity.

In 2025, the Company reported direct (Scope 1) GHG emissions of 39,401 tCO₂eq and indirect (Scope 2) GHG emissions of 7,465 tCO₂eq, totaling 46,866 tCO₂eq. This represents a reduction of 15,190 tCO₂eq, or 24.48%, compared with the prior year. The GHG inventory was verified by NPC Safety and Environmental Service Co., Ltd.

Diagram of performance and outcomes in greenhouse gas management



Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metric tonnes of carbon dioxide equivalents)	371,824.00	267,931.00	222,617.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	60,816.00	54,795.00	39,401.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	11,093.00	7,261.00	7,465.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	299,915.00	205,875.00	175,751.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.045190	0.032489	0.029104
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1,630.81	1,263.83	1,080.67

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	0.00210000	0.00180000	0.00130000

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

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

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

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : NPC Safety and Environmental Service Company Limited

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	3.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	3.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	367.00

	2023	2024	2025
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	367.00

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ESG Performance

Company Name : AI ENERGY PUBLIC COMPANY LIMITED Symbol : AIE
Market : SET Industry Group : Resources Sector : Energy & Utilities

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

The Company places the highest importance on respecting, supporting, and upholding human dignity and human rights, which are fundamental rights and freedoms inherent to all individuals. This policy applies to employees, business partners, communities, all stakeholder groups, and vulnerable groups. The Company upholds the principles of equality, fairness, and non-discrimination as a fundamental basis for conducting its business.

To demonstrate its commitment to responsible business conduct and social responsibility, the Company has established this Human Rights and Social Policy, with reference to the United Nations Guiding Principles on Business and Human Rights (UNGPR), which are based on three core pillars: the duty to protect human rights, the responsibility to respect human rights, and access to remedy when adverse human rights impacts occur.

This policy also supports good corporate governance and aligns with international best practices through the implementation of a comprehensive Human Rights Due Diligence (HRDD) process, which includes risk assessment, impact assessment, and the establishment of appropriate preventive, mitigation, and remediation measures.

The Company expects its board of directors, executives, employees, and all parties involved throughout the supply chain to strictly comply with this policy. All individuals shall be treated equitably and with respect for diversity, without discrimination on the basis of sex, age, religion, race, nationality, skin color, place of origin, disability, political expression, socio-economic status, culture, or any other identity. Special consideration shall be given to vulnerable groups, including women, pregnant women, children, LGBTQI+ individuals, migrant workers, contractors, suppliers, and customers.

The Company does not support and will not engage in any form of human rights violations, including but not limited to:

- Child labor
- Forced or illegal labor
- Human trafficking
- Sexual harassment
- Physical or verbal violence
- Workplace bullying or harassment
- Discrimination in any form

The Company operates under its Human Rights and Social Policy, which encompasses the Company's Corporate Social Responsibility (CSR) framework. The Company is committed to advancing organizational development in parallel with creating sustainable value for communities, society, and the environment.

Scope of Application

This policy applies to all parties involved in the Company's operations, including:

- Employees at all levels (permanent, temporary, and contract workers)
- Senior management and operational management

- Contractors, suppliers, and business partners
- Parties involved in production, procurement, transportation, and the Company's entire supply chain

Policy Implementation Guidelines

1. Respect for Fundamental Human Rights

- Treat all individuals equally without discrimination based on sex, race, religion, belief, disability, age, nationality, sexual orientation, or social status.
- Prevent and avoid all forms of human rights violations, violence, harassment, or oppression in the workplace.
- Promote diversity, equity, and inclusion.

2. Fair Labor Management and Working Conditions

- Prohibit child labor, forced labor, and illegal labor in all circumstances.
- Ensure employment is voluntary and provide fair wages and benefits in accordance with labor laws and the Company's ethical standards.
- Provide appropriate rest periods and leave and prevent involuntary overtime.
- Promote continuous employee development to enhance skills and career progression.
- Provide equal protection to migrant workers, in compliance with applicable laws and with respect for human rights, ensuring fair wages, benefits, and safe and equitable working conditions.

3. Health, Occupational Safety, and Well-being

- Maintain occupational health and safety management system aligned with internationally recognized standards (e.g., ISO 45001).
- Provide safety training and emergency preparedness programs.
- Maintain equipment and workplaces on an ongoing basis to ensure safe operations.
- Support mental health and work-life balance.

4. Freedom of Association and Collective Bargaining

- Respect employees' rights to freedom of association and collective bargaining.
- Establish effective communication channels between employees and management.
- Prohibit retaliation or discriminatory treatment against individuals who raise concerns or express opinions in good faith.

5. Community and Social Responsibility

- Respect the rights of, and listen to, communities that may be affected by the Company's operations.
- Promote social initiatives such as local employment, educational support, environmental conservation, and volunteer activities.
- Promote sustainable local development in collaboration with surrounding communities.

6. Sustainable Supply Chain Management

- Establish human rights, ethics, and environmental standards for suppliers and business partners.
- Conduct regular supplier assessments and audits, as appropriate.
- Encourage collaboration with business partners to conduct responsible and sustainable business practices.
- Promote respect for human rights and non-discrimination across the supply chain, including fair treatment of suppliers' employees and other stakeholders, to prevent and mitigate potential adverse impacts arising from business activities.

7. Knowledge Enhancement and Organizational Culture

- Promote an organizational culture based on integrity, transparency, mutual respect, and participation.
- Provide human rights training to employees and all individuals working on Company premises to build awareness, understanding, and active participation in responsible business conduct and respect for human rights.

8. Respect for and Protection of Intellectual Property

- Respect all forms of intellectual property rights of the Company, employees, business partners, and external parties.
- Prohibit infringement of copyrights, patents, trademarks, or trade secrets.

- Provide appropriate intellectual property training and require suppliers to comply strictly with applicable laws.

9. Political Expression and Political Neutrality

- Respect employees rights to peaceful political expression in accordance with applicable laws.
- Encourage respect for differing political views based on mutual respect.
- Prohibit coercion, intimidation, or discrimination based on political opinions.
- Prohibit the use of Company resources to support political activities.
- Any political activities conducted in the name of the Company must be transparent, verifiable, and compliant with applicable laws.
- The Company maintains political neutrality, except where engagement is necessary to protect the Companys legitimate interests in public policy matters.

10. Grievance Management and Remediation Mechanisms

- Establish safe, transparent, and confidential grievance channels.
- Investigate complaints fairly and provide appropriate remediation measures.
- Protect whistleblowers and complainants from retaliation or harassment.
- Conduct comprehensive Human Rights Due Diligence (HRDD) to identify and assess risks and impacts arising from the Companys business activities.
- Where human rights violations are identified, the Company will provide remedies in accordance with principles of fairness and human rights, ensuring appropriate protection of rights at all levels.

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

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

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

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

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

Over the past year, the Company has enhanced and strengthened its Human Rights and Social Policy to improve its clarity, completeness, and alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPR). The scope of the Policy has been expanded to cover the full value chain, including suppliers, contractors, and vulnerable groups.

The Company has also introduced more systematic implementation measures, including Human Rights Due Diligence (HRDD) process, human rights risk and impact assessments, and the establishment of preventive, mitigation, and remediation measures. In addition, the Company has strengthened its grievance mechanisms by providing accessible reporting channels and protecting whistleblower from retaliation, to ensure the Policy can be implemented effectively in practice.

These enhancements support responsible and transparent business conduct and help reduce potential human rights risks arising from the Companys operations and supply chain.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company places strong emphasis on respecting and promoting human rights across all aspects of its business operations. The Company aligns its practices with the United Nations Guiding Principles on Business and Human Rights (UNGPs), a globally recognized international standard for integrating human rights into responsible business conduct.

The Company implements the UNGPs through the following three pillars:

1) Duty to Protect Human Rights

The Company supports and strictly complies with applicable law, respects applicable international human rights standards, and cooperates with public authorities to promote the protection of rights of individuals within its supply chain and surrounding communities.

2) Corporate Responsibility to Respect Human Rights

The Company has clear practices to respect human rights throughout its business processes, including:

- Reviewing and updating policies and practices to align with international human rights principles
- Assessing potential human rights impacts arising from the Company's activities and supply chain, and encouraging suppliers and stakeholders to uphold the same principles transparently
- Integrating human rights considerations into enterprise risk management and decision-making

3) Access to Remedy

The Company provides channels and processes for receiving human rights-related grievances from employees, suppliers, communities, and other stakeholders, including:

- Accessible and transparent reporting channels, with strict non-retaliation commitment
- Fair investigation of complaints and appropriate corrective actions and remediation
- Continuous improvement of practices to prevent recurrence

The Company remains committed to conducting business with respect for human dignity while creating long-term, sustainable economic and social value.

Human Rights Due Diligence (HRDD) Process

Assessing actual and potential human rights impacts arising from the Company's operations is a critical component of the Human Rights Due Diligence (HRDD) process. This process is designed to ensure the Company can appropriately prevent, mitigate, and remediate adverse impacts on individuals and groups. Accordingly, the Company has established an HRDD framework aligned with the United Nations Guiding Principles on Business and Human Rights (UNGP) to enable a systematic and comprehensive assessment of human rights risks, with cross-functional participation across the organization. The HRDD process comprises eight core steps, including:

1. Scope definition
2. Identification of relevant human rights issues
3. Risk assessment
4. Communication
5. Definition and implementation of mitigation measures

6. Monitoring, evaluation, and periodic review
7. Remediation and restoration
8. Disciplinary actions for human rights violations

Human Rights Risk Assessment and Impact Mitigation

The Company places strong emphasis on respecting and protecting human rights across its business value chain. The Company therefore conducts comprehensive human rights risk assessments to identify, evaluate, and manage risks that could result in human rights violations arising from business activities, internal operations, and the activities of suppliers, contractors, and other relevant stakeholders. This assessment approach is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and encompasses risk identification, prevention, impact mitigation, and continuous monitoring.

Human Rights Topics Assessed for Risk

The Company has identified the following human rights topics as material to its business operations and uses them as a framework for human rights risk assessment:

1. Discrimination against employees
2. Occupational health and safety of employee
3. Protection of employees personal data
4. Working conditions and workplace environment
5. Freedom of association and the right to collective bargaining
6. Unlawful labor practices, including undocumented labor, forced labor, and child labor

Human Rights Risk Monitoring and Management Process

The Company has a system to monitor and report on human rights risk management on a quarterly basis across all levels of its value chain, including:

- Internal operations
- Workforce and labor management
- Procurement and supplier management
- Contractors and suppliers
- Impacts on communities and external stakeholders

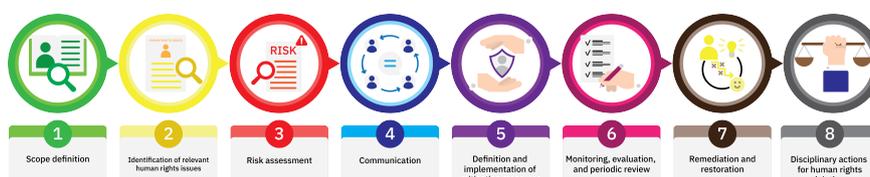
This monitoring covers risk levels, ongoing prevention and mitigation measures, performance outcomes, and the identification of areas requiring improvement to prevent human rights violations and/or to keep potential adverse impacts at an appropriate level.

Reporting and Continuous Improvement

Human rights risk monitoring and assessment results are consolidated and submitted to management to inform decisions on preventive measures, process improvements, and the ongoing enhancement of related policies and practices. The Company uses these findings to strengthen the effectiveness of its human rights management and to ensure continued alignment with applicable laws, internationally recognized standards, and evolving business conditions.

Reference link for the information and an HRDD : <https://www.aienergy.co.th/en/human-rights-policy> process

HRDD process diagram



Information on other social management

Plans, performance, and outcomes related to other social management

In 2025, the Company placed strong emphasis on social and community engagement alongside responsible business operations, undertaking initiatives to support local development and enhance the quality of life of surrounding communities. Accordingly, the Company implemented activities across the following areas.

Education

The Company supported education and youth learning in the local community by improving the learning environment and providing early-childhood learning materials to Wat Suwan Rattanaram School on July 29th- August 10th, 2025. Also, the Company has organized knowledge-sharing activities on energy use, technology, and its production processes to strengthen essential life skills and practical knowledge to surrounding communities at the Companys factory on December 13th, 2025.

Employment and Skills Development

The Company promoted employability and community livelihood development by providing practical training and basic technical upskilling-such as LAN cabling, CCTV installation, and efficient use of electricity to enhance job opportunities and support sustainable income generation to surrounding communities at the Companys factory on December 13th, 2025.

Religion and Culture

The Company contributed to the preservation and continuation of local religious and cultural heritage, including supporting activities related to temples and the community. The Company has participated in the annual Candle Procession for Buddhist Lent at Wat Suwan Rattanaram on July 11th, 2025 and providing care and feeding animals at Wat Bang Pla, Samut Sakhon on August 5th, 2025.

Forests and Natural Resources

The Company organized awareness activities on greenhouse gas emissions and responsible resource use to strengthen environmental literacy and promote sustainable development at the community level to surrounding communities at the Companys factory on December 13th, 2025.

Sports and Recreation

The Company supported constructive use of leisure time and community participation by improving activity areas at Wat Suwan Rattanaram School on July 29th- August 10th, 2025. Also, the Company has participated in National Childrens Day initiatives to promote youth development and strengthen community relations at the Khlong Maduea Subdistrict Administrative Organization Office on January 11th, 2025.

Occupational Health, Safety, Health, and Quality of Life

The Company prioritized community health and safety by working with public health volunteers to conduct mosquito-control measures for the community surrounding the Companys factory, Village No. 8 on August 5th, 2025. Also, the Company has delivered basic first-aid awareness activities to enhance health knowledge and support risk prevention to surrounding communities at the Companys factory on December 13th, 2025.

Disadvantaged and Vulnerable Groups

The Company supported charitable initiatives by donating funeral shrouds to Ruamkatanyu Foundation Samut Sakhon to assist disadvantaged individuals and families in times of need on July 31st, 2025.

Water Management and Sanitation

The Company installed a drainage pumping system at the historical temple ordination hall of Wat Bang Pla, Samut Sakhon to mitigate waterlogging and flooding and to improve sanitation conditions on August 5th, 2025.

Reducing Social Inequality

The Company provided community education on taxation, human rights, and relevant laws through local information boards and knowledge-sharing activities, to promote equitable access to information and strengthen community resilience.

In 2025, the Company participated in the CSRDepartment of Industrial Works (DIW) to MIND for Sustainability program, which promotes socially responsible industrial operations and sustainable coexistence with local communities, and presented its performance outcomes to the DIW review committee, where the submission was duly considered and accepted.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

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

Information on employees and labor management plan

Employees and labor management plan

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

The Company places strong emphasis on comprehensive human capital management and plans and operates on the principles of fairness, sustainability, and social responsibility. The Company maintains workforce and labour management plans to enhance employees quality of life while supporting sustainable performance and productivity, covering the following key areas:

1. Fair Employee Remuneration

The Company applies a remuneration policy based on the principles of equity and competitiveness, including:

- Establishing salary and total rewards structures based on qualifications, capabilities, roles and responsibilities, performance outcomes, and salary benchmarking data
- Considering annual wage adjustments based on performance and labour market trends
- Providing additional benefits, such as medical coverage, life insurance, and a provident fund

2. Employee Training and Development

The Company is committed to the continuous development of employee capabilities to build a skilled workforce that can adapt to change. Key practices include:

- Developing annual training plans based on the needs of each business unit
- Supporting learning through multiple channels, including internal and external training, structured learning programs, and on-the-job coaching
- Building skills aligned with evolving business requirements

3. Employee Relations and Engagement

The Company recognizes that employee engagement and participation directly contribute to organizational performance and therefore promotes constructive employee relations through:

- Providing structured channels for employee voice, such as engagement surveys
- Supporting relationship-building activities, including training programs and joint CSR initiatives
- Maintaining safe, open, and non-discriminatory feedback mechanisms
- Fostering an organizational culture grounded in respect, collaboration, and shared accountability

4. Child Labor and Womens Rights

The Company upholds internationally recognized human rights principles and strictly complies with applicable labor laws. Key practices include:

- Prohibiting the employment of child labor or workers below the legal minimum age

- Prohibiting forced labor and discrimination in any form
- Supporting women's labor rights, including paid maternity leave and flexible working arrangements where appropriate
- Promoting gender equality by providing equal opportunities for career development and advancement

5. Occupational Health and Safety

The Company places the highest priority on workplace safety and employee health and implements the following measures:

- Establishing an Occupational Safety, Health and Environment Committee
- Conducting regular risk assessments, setting targets, communicating safety performance, and implementing ongoing accident-prevention initiatives
- Providing annual health examinations
- Delivering periodic safety training, including fire evacuation drills and proper use of personal protective equipment (PPE)
- Maintaining a system for reporting, investigating, and tracking workplace incidents

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Target of at least 6 average training hours per employee per year	Average training hours per employee per year	2025: 6 hours	2026: 6 hours
• Others : Maintain employee turnover at an appropriate level	Turnover Rate (%)	2025: 0.86%	2026: 1.27%
• Others : Maintain and enhance employee engagement and satisfaction, to not less than 80%.	Employee engagement and satisfaction score (%)	2025: 80.11%	2026: 80%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

The Company applies human rights principles throughout the employee lifecycle from recruitment to ongoing employee care and support to foster a sense of belonging and engagement across the workforce. In 2025, key workforce-related performance highlights were as follows:

1. Employment

The Company employed a total of 206 employees, comprising 159 male employees (including 2 disabilities) and 47 female employees.

2. Training

In 2025, the Company delivered one employee training program to strengthen skills and performance capabilities. Average training hours were 6 hours per employee per year, meeting the target of 6 hours per employee per year.

3. Safety, occupational health and working environment

In 2025, the Company continued to enhance occupational health and safety performance to reduce risks of illness, injury, or fatality and to safeguard employees quality of life through ongoing improvements in safety management practices.

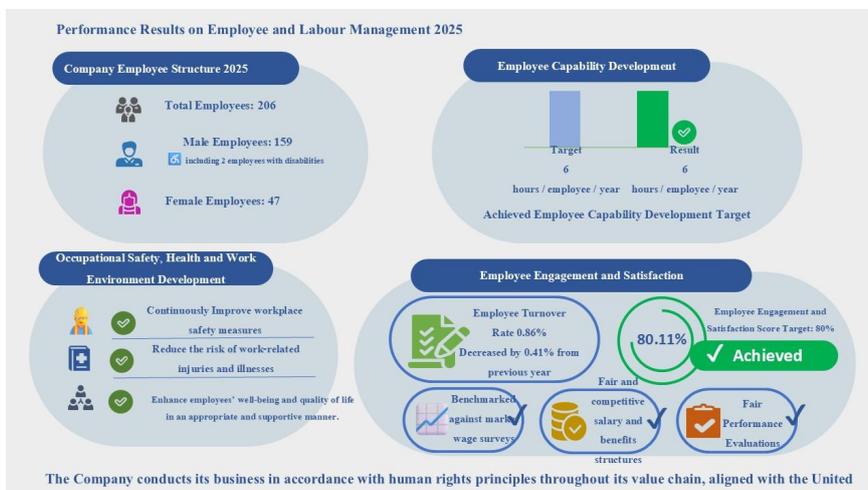
4. Employee Engagement and Satisfaction

In 2025, the Company implemented initiatives to strengthen employee engagement and satisfaction, including;

- Defining clear and appropriate roles and responsibilities, allocating workloads fairly to prevent task duplication or conflicts
- Maintaining a safe and appropriate working environment in accordance with occupational health and safety principles.
- Ensuring fair and competitive salary and benefits structures, benchmarked against market wage surveys and comparable organizations within the same industry.
- Conducting performance evaluations across multiple dimensions results, behaviors, and personal attributes to support fair assessment of work quality and quantity, initiative and mindset, and career development potential.

In 2025, the voluntary employee turnover rate was 0.86%, a decrease of 0.41% from last year, and the employee engagement and satisfaction score was 80.11%, exceeding the target of 80%.

Diagram of performance and outcomes for employee and labor management



Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	228	212	206
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	228	212	206
Male employees (persons)	168	166	159
Percentage of male employees (%)	73.68	78.30	77.18
Female employees (persons)	60	46	47
Percentage of female employees (%)	26.32	21.70	22.82
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	83	78	65
Percentage of employees under 30 years old (%)	36.40	36.79	31.55
Total number of employees 30-50 years old (Persons)	118	106	114
Percentage of employees 30-50 years old (%)	51.75	50.00	55.34
Total number of employees over 50 years old (Persons)	27	28	27

	2023	2024	2025
Percentage of employees over 50 years old (%)	11.84	13.21	13.11

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	62	60	57
Percentage of male employees under 30 years old (%)	36.90	36.14	35.85
Total number of male employees 30-50 years old (Persons)	85	84	81
Percentage of male employees 30-50 years old (%)	50.60	50.60	50.94
Total number of male employees over 50 years old (Persons)	21	22	21
Percentage of male employees over 50 years old (%)	12.50	13.25	13.21

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	21	18	8
Percentage of female employees under 30 years old (%)	35.00	39.13	17.02
Total number of female employees 30-50 years old (Persons)	33	22	33
Percentage of female employees 30-50 years old (%)	55.00	47.83	70.21
Total number of female employees over 50 years old (Persons)	6	6	6
Percentage of female employees over 50 years old (%)	10.00	13.04	12.77

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	222	205	198
Percentage of employees in operational level (%)	97.37	96.70	96.12
Total number of employees in management level (Persons)	5	6	7
Percentage of employees in management level (%)	2.19	2.83	3.40
Total number of employees in executive level (Persons)	1	1	1
Percentage of employees in executive level (%)	0.44	0.47	0.49

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	165	163	155
Percentage of male employees in operational level (%)	98.21	98.19	97.48
Total number of male employees in management level (Persons)	3	3	4
Percentage of male employees in management level (%)	1.79	1.81	2.52
Total number of male employees in executive level (Persons)	0	0	0
Percentage of male employees in executive level (%)	0.00	0.00	0.00

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	57	42	43

	2023	2024	2025
Percentage of female employees in operational level (%)	95.00	91.30	91.49
Total number of female employees in management level (Persons)	2	3	3
Percentage of female employees in management level (%)	3.33	6.52	6.38
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	1.67	2.17	2.13

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Managements	8
Finance and Accounting	14
Operational Excellence	101
Business Development and Corporate Strategy	22
Depot and Logistic	35
HR and Corporate Support	7
Commercial and Planning	5
Procurement	3
Safety, Occupational Health and Environment	11
Total number of employees	206

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	159
Bangkok Metropolitan (Person)	168	166	159
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	47
Bangkok Metropolitan (Person)	60	46	47
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	N/A	0

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	2	2	2
Percentage of disabled workers to total employment (%)	0.88	0.94	0.97
Total number of employees with disabilities (Persons)	2	2	2
Total male employees with disabilities (persons)	2	2	2
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.88	0.94	0.97
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	60,802,199.55	59,977,234.10	76,657,151.35

	2023	2024	2025
Total male employee remuneration (baht)	48,343,354.80	48,342,078.55	54,974,151.17
Percentage of remuneration for male employees (%)	79.51	80.60	71.71
Total female employee remuneration (baht)	12,458,844.75	11,635,155.55	21,683,000.18
Percentage of remuneration for female employees (%)	20.49	19.40	28.29
Average of remuneration of employees (Baht/persons)	266,676.31	282,911.48	372,122.09
Average of remuneration for male employees (Baht/persons)	287,758.06	291,217.34	345,749.38
Average of remuneration for female employees (Baht/persons)	207,647.40	252,938.15	461,340.43
Rate of average of remuneration between female employees and male employees	0.72	0.87	1.33

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company encourages the Company's Provident Fund Committee to select fund managers who comply with the Investment Governance Code for Institutional Investors (I Code) and who manage investments responsibly. This is because the Provident Fund is considered a retirement savings fund for employees, which strictly adheres to the Investment Governance Code. This is an investment guideline that leads to the best benefits of the fund members, which are the Company's employees, in the long term. This fund is a joint provident fund with multiple investment policies (master pooled) and invests appropriately according to the age range of the members in each age range.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	112	114	123
Number of employees joining in PVD (persons)	107	101	98
Number of PVD members / Total employees (%)	46.93	47.64	47.57
Number of PVD members / Total eligible employees (%)	95.54	88.60	79.67

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,890,476.00	2,032,774.00	2,237,951.00
Total amount of provident fund contributed by employee (baht)	2,384,587.00	3,413,009.00	2,839,901.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
AI ENERGY PUBLIC COMPANY LIMITED	Yes	206	123	98	47.57	79.67

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	136.00	116.00	122.00
Total amount spent on employee training and development (Baht)	219,051.40	422,338.62	784,904.85
Percentage of training and development expenses (*) to total expenses (%)	0.000027	0.000053	0.000103
Percentage of training and development expenses (*) to total revenue (%)	0.000027	0.000051	0.000103

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	567,832.00	555,976.00	553,064.00
Total number of hours worked by employees (Hours)	567,832.00	555,976.00	553,064.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	4	1

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.44	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	1.76	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.35	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	34	29	20
Total number of male employee turnover leaving the company voluntarily (persons)	14	23	16
Total number of female employee turnover leaving the company voluntarily (persons)	20	6	4
Proportion of voluntary resignations (%)	14.91	13.68	9.71
Percentage of male employee turnover leaving the Company voluntarily (%)	41.18	79.31	80.00

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	58.82	20.69	20.00

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	Yes

Employee internal groups

- Employee internal groups : Yes
- Types of employee internal groups : Welfare committee, Others : Occupational Safety and Health Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

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

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information

Information on customer management plan

Customer management plan

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

The Company is committed to producing products and services with responsibility towards customers, ensuring that consumers receive goods and services that are of high quality, safe, and meet their maximum requirements. This is done in compliance with relevant laws and standards, taking into consideration health, safety, fairness, customer data

protection, after-sales service throughout the product lifespan, and monitoring customer satisfaction to improve and enhance products and services. The Company has been audited and certified with ISO 9001, ISO 14001, ISO 45001, FSSC 22000, GHPs, HACCP, Halal, Kosher, T Mark, RSPO, ISCC EU, and ISCC PLUS by various certified bodies, A comprehensive traceability system is in place, and new formulations and processes are continuously developed to enhance quality and safety. assuring customers that our products and services are of high quality, safe, and support palm oil sustainability.

The Company provides product information that is comprehensive, accurate, and timely, including product details, usage and maintenance instructions, and user manuals. Furthermore, the Company disseminates factual information without exaggeration, enabling customers to make well informed and confident decisions.

The Company is committed to providing customer satisfaction by delivering products that meet legal standards or agreed-upon requirements. We deliver products within the agreed-upon timeframes and efficiently meet customer needs. Aftersales service and product lifespan management are also integral to our business operations. There are channels and processes in place for handling product and service complaints to ensure that customers receive service and responses that are accurate, prompt, and fair. We continuously measure customer satisfaction to improve our products and services. Additionally, we engage in responsible advertising and sales promotion, ensuring that we do not mislead or take advantage of customer misunderstandings. The Company undergoes inspections and certifications from various organizations to assure consumers that our products and services are safe, consumer-focused, and environmentally responsible.

The Company complies with its Personal Data Protection Policy in alignment with the Personal Data Protection Act (PDPA) and does not disclose or misuse customer data, in order to maintain the highest standards of customer trust and data security.

Reference link for company's customer management plan : <https://www.aienergy.co.th/en/supply-chain-management-policy>

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Customer Satisfaction	Customer Satisfaction Performance Results	2025: Not Less Than 87.50%	2026: Not Less Than 87.50%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company strives to create customer satisfaction by continuously delivering quality products with responsibility, honesty and ethics. In 2025, the Company received customer satisfaction for biodiesel, refined Palm

Olein, refined glycerine, and production services at 98.01% or Rating A for all products and services, and there were no complaints from customers regarding any material matters that were affected by the quality of products and services.

The Company systematically monitors and measures customer satisfaction on a regular basis and applies the evaluation results to continuously improve and enhance the quality of its products and services. This commitment is aimed at creating sustainable value for customers, shareholders, society, and the environment. The Company has set a target to maintain customer satisfaction at not less than 87.50% or Rating A.

Diagram of performance and outcomes of customer management



Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 034-877-488

Fax : 034-877-491-2

Email : aienergy@aienergy.co.th

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

Address : 55/2 Moo 8, Klongmadua, Krathum Baen, Samut Sakhon
74110

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

The Company conducts its business with due regard for communities and society, with particular focus on minimizing environmental impacts and avoiding activities that could adversely affect the quality of life of communities surrounding its operations. A community and social management plan is implemented to promote engagement and support community development across priority areas such as education, religion and culture, and livelihood and skills development. These initiatives are intended to foster constructive relationships, strengthen mutual understanding and trust, and ensure accessible channels for dialogue, including the receipt and timely resolution of community concerns or complaints (if any) through collaborative improvement.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none">• Education• Religion and culture• Water and sanitation management	Complete 100%	2025: 3 Projects	2026: 3 Projects

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the Company placed strong emphasis on social and community engagement alongside responsible business operations, undertaking initiatives to support local development and enhance the quality of life of surrounding communities. Accordingly, the Company implemented activities across the following areas.

Education

The Company supported education and youth learning in the local community by improving the learning environment and providing early-childhood learning materials to Wat Suwan Rattanaram School on July 29th- August 10th, 2025. Also, the Company has organized knowledge-sharing activities on energy use, technology, and its production processes to strengthen essential life skills and practical knowledge to surrounding communities at the Companys factory on December 13th, 2025.

Employment and Skills Development

The Company promoted employability and community livelihood development by providing practical training and basic technical upskillingsuch as LAN cabling, CCTV installation, and efficient use of electricityto enhance job opportunities and support sustainable income generation to surrounding communities at the Companys factory on December 13th, 2025.

Religion and Culture

The Company contributed to the preservation and continuation of local religious and cultural heritage, including supporting activities related to temples and the community. The Company has participated in the annual Candle Procession for Buddhist Lent at Wat Suwan Rattanaram on July 11th, 2025 and providing care and feeding animals at Wat Bang Pla, Samut Sakhon on August 5th, 2025.

Forests and Natural Resources

The Company organized awareness activities on greenhouse gas emissions and responsible resource use to strengthen environmental literacy and promote sustainable development at the community level to surrounding communities at the Companys factory on December 13th, 2025.

Sports and Recreation

The Company supported constructive use of leisure time and community participation by improving activity areas at Wat Suwan Rattanaram School on July 29th- August 10th, 2025. Also, the Company has participated in National Childrens Day initiatives to promote youth development and strengthen community relations at the Khlong Maduea Subdistrict Administrative Organization Office on January 11th, 2025.

Occupational Health, Safety, Health, and Quality of Life

The Company prioritized community health and safety by working with public health volunteers to conduct mosquito-control measures for the community surrounding the Companys factory, Village No. 8 on August 5th, 2025. Also, the Company has delivered basic first-aid awareness activities to enhance health knowledge and support risk prevention to surrounding communities at the Companys factory on December 13th, 2025.

Disadvantaged and Vulnerable Groups

The Company supported charitable initiatives by donating funeral shrouds to Ruamkatanyu Foundation Samut Sakhon to assist disadvantaged individuals and families in times of need on July 31st, 2025.

Water Management and Sanitation

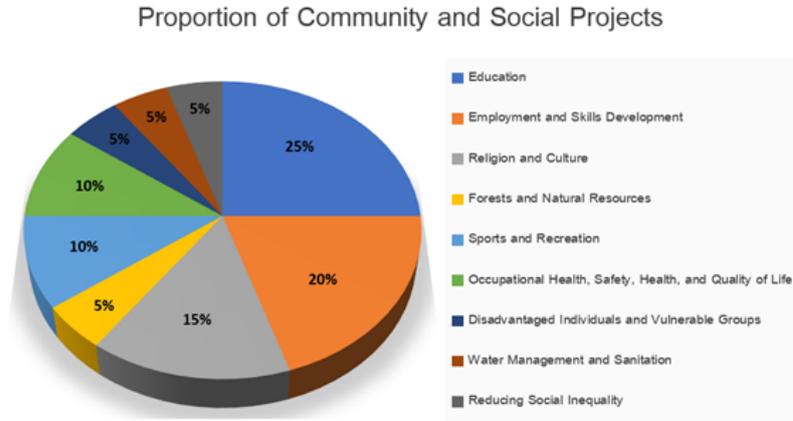
The Company installed a drainage pumping system at the historical temple ordination hall of Wat Bang Pla, Samut Sakhon to mitigate waterlogging and flooding and to improve sanitation conditions on August 5th, 2025.

Reducing Social Inequality

The Company provided community education on taxation, human rights, and relevant laws through local information boards and knowledge-sharing activities, to promote equitable access to information and strengthen community resilience to surrounding communities at the Companys factory on August 5th, 2025.

In 2025, the Company participated in the CSR Department of Industrial Works (DIW) to MIND for Sustainability program, which promotes socially responsible industrial operations and sustainable coexistence with local communities, and presented its performance outcomes to the DIW review committee, where the submission was duly considered and accepted.

Diagram of performance and outcomes in community and social management



Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Donations / Grants (Baht)	60,000.00	60,000.00	17,000.00

Non-financial benefits

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

	2023	2024	2025
Beneficiaries of the company's community development projects (Persons)	0.00	50.00	108.00
Mangroves (plant)	0.00	0.00	500.00

	2023	2024	2025
Relief kit (set)	0.00	0.00	210.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	60,000.00	102,747.44	178,346.57
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000733	0.001283	0.002338
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000729	0.001246	0.002332

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

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ESG Performance

Company Name : AI ENERGY PUBLIC COMPANY LIMITED Symbol : AIE
Market : SET Industry Group : Resources Sector : Energy & Utilities

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Principle 1: stablish Leadership Role and Responsibilities of the Board

Principle 1.1

The board will understand its leadership role, assume its responsibilities in overseeing the Company, and strengthen good governance, including:

- (1) defining objectives;
- (2) determining means to attain the objectives; and
- (3) monitoring, evaluating, and reporting on performance.

Principle 1.2

The board will exercise its leadership role and pursue the following governance outcomes:

- (1) competitiveness and performance with long-term perspective;
- (2) ethical and responsible business;
- (3) good corporate citizenship and develop less impact on environment; and
- (4) corporate resilience.

The board will adhere to the following practices for supervising the Company to lead to good corporate governance results.

1.2.1 In evaluating the performance of the Company, the board would not only consider the Companys financial results but also consider non-financial performance such as its ethical and impact on stakeholders, society, and the environment.

1.2.2 The board assume a leadership role in creating and driving a culture of compliance and ethical conduct throughout the Company, and lead by example.

1.2.3 The board ensure the creation of written policies and guidelines, such as a corporate governance policy, business ethics, and code of conduct, applicable to all directors, managements, employees of the Company.

1.2.4 The board ensure effective implementation including regular communication of the Companys policies and guidelines to all directors, management, employees. The board will apply adequate mechanisms are in place for monitoring, reviewing, and reporting compliance with the Companys policies and guidelines.

Principle 1.3

The board will ensure that all directors and managements perform their responsibilities in compliance with their fiduciary duties, and that the Company operates in accordance with applicable law and standards. The board is responsible for the implementation of adequate systems and controls to ensure that the Company complies with applicable law and standards for specified matters and the shareholders meetings resolution, including material investment, related party transaction, acquisition/disposal of assets, and dividend payment decisions.

Principle 1.4

The board demonstrates a thorough understanding of the of the boards scopes and responsibilities. The board is clearly defining the roles and responsibilities of managing director and monitor managements proper performance of its duties.

1.4.1 The board has adopted a written policy so called Charter that clearly sets out the roles and responsibilities of the board of directors for reference and review the Charter regularly at least once a year, including reviewing the individual of roles and duties of the board, managing director, and managements with the direction of the Company.

1.4.2 The board is responsible and accountable for the overall affairs of the Company but may delegate day-to-day management duties. The board must provide written directions to management that clearly set out managements responsibilities and monitoring. The scope of the board, managing director, and managements responsibilities are as follow; Matters for which the board has primary responsibility: Refers to matters for which the board is the primary responsibility for the proper implementation of the matters, the board may assign management to propose matters for consideration which includes the following matters;

- a) Defining objectives and business plan.
- b) Developing culture of compliance and ethical conduct, and lead by example.
- c) Strengthening an effective board structure and practices conducive for achieving the Companys objectives.
- d) Ensuring suitable managing director selection, remuneration, development, and performance evaluation.
- e) Ensuring appropriate compensation structure that supports achievement of the Companys objectives.

Matters involving shared responsibility of the board and management:

Refers to matters that the board, managing director, and management will consider together by the management proposes to the board for approval. The board, then supervise the overall policy to be consistent with the Companys goal and objective. The board also assigns the management to be carried out the monitoring and report periodically as appropriate, which includes the following matters;

- a) Formulating and reviewing policies and strategies, plans and targets yearly.
- b) Ensuring robust system for risk management and internal control.
- c) Clearly defining managements responsibilities.
- d) Overseeing appropriate resource allocation and budgeting, for example HR and IT.
- e) Monitoring and evaluating financial and non-financial corporate performance.
- f) Ensuring integrity of financial and non-financial information disclosures.

Matters that the board should not get involved with:

Refers to matters that the board will oversee at the policy level and assign managing director and management as the main responsible for the implementation, which includes the following matters:

- a) Execution in accordance with strategies, policies, plans approved by the board. The board should leave the management in charge of decisions making such as procurement and recruitment, etc. in accordance with the established policy framework and monitoring results. Without interfering with the decision unless there is a need.
- b) Not getting involved in or influencing matters in which a director may have conflict of interests.

Principle 2: Define Objectives that Sustainable Value Creation

Principle 2.1

The board will define objectives that promote sustainable value creation and governance outcomes as a framework for the operation of the Company as well as for all stakeholders.

2.1.1 The board will ensure that the Company has clearly defined objectives that support the Companys business plan and company-wide communication of the objectives, for instance, in the form of the Companys vision and values, or principles and purposes.

2.1.2 When developing the business plan for sustainable value creation, the board should take into consideration the following factors:

- (1) The Companys ecosystem, including changes to business conditions and opportunities, and the Companys effective use of innovation and technology.
- (2) Customers and other stakeholders satisfactions.
- (3) Available resources and competitiveness of the Company.
- (4) The Companys objectives.
- (5) The Companys main customers.

(6) The Company's profitability and value proposition.

(7) The Company's long-term sustainability considering opportunities and risks.

2.1.3 The Company's values should reflect characteristics of good corporate governance, such as accountability, integrity, transparency, and due consideration of social and environmental responsibilities, etc.

2.1.4 The board will promote a good corporate governance culture and strive to have the Company's objectives embedded in Company-wide decision-making and conduct through effective communication and leading by example.

Principle 2.2

The board will ensure that the Company's annual and medium-term objectives, goals, strategies, and plans are consistent with the long-term objectives, while utilizing innovation and technology effectively.

2.2.1 The board will ensure that the Company's annual objectives, goals, strategies, and plans correlate and align with the Company's long-term objectives, while considering the business environment, opportunities, and the Company's risk appetite. The board may ensure that the Company's medium-term (3 years) objectives, goals, strategies, and plans are annually reviewed and updated as appropriate.

2.2.2 The board may ensure that the Company's strategies and plans consider all relevant factors influencing the value chain, including the Company's ecosystem, risks, resources, competitiveness, and stakeholders. The board may ensure that a mechanism for stakeholder engagement is in place that;

(1) Clearly defines stakeholder engagement policies, procedures, and practices that enable the Company to identify and assess the interests of each stakeholder group.

(2) Clearly identifies both internal and external stakeholder groups including individuals, groups, and entities, such as employees, investors, customers, business partners, communities, society, environment, government agencies and regulators.

(3) Identifies, prioritizes, and addresses stakeholder concerns and expectations, considering their level of importance and potential impact on the Company.

2.2.3 When developing strategies and plans, the board may promote innovation and the use of technology to enhance competitiveness, respond to stakeholder concerns and expectations, and meet social and environmental responsibilities.

2.2.4 In considering the approval of the Company's plans (financial and non-financial), the board would ensure that they are suitable to the Company's business profile, and they do not cause the Company to engage in illegal or unethical conduct.

2.2.5 The board would ensure effective communication of the Company's objectives, goals, strategies, plans, and targets throughout the Company.

2.2.6 The board may ensure proper resource allocation and effective systems and controls, and monitor the implementation of the Company's strategies and plans.

Principle 3: Strengthen Board Effectiveness

Principle 3.1

The board has responsibility in determining and reviewing the board structure, in terms of size, composition, and the proportion of independent directors to ensure its leadership role in achieving the Company's objectives.

3.1.1 The board may establish a skills matrix to ensure that the board consists of directors with appropriate and the necessary qualifications, knowledge, skills, experience, character traits, with an appropriate gender and age balance and diversity to achieve the objectives of the Company and stakeholder interests. At least one of the non-executive directors should be experienced and competent in the Company's main industry.

3.1.2 The board may determine the proper number of directors to function effectively. It must comprise at least 5 directors and more than half of the board reside in Thailand.

The Board of Directors Structure

The Board of Directors consists of 7 members who fully experienced and qualified, have significant role in established policy and strategy of the Company. As well as review and monitor the Company's performance as follows;

1. Board of Directors

The Board of Directors consists of 7 members who fully experienced and qualified, have significant role in business.

1.1 Executive Directors 4 persons;

- | | |
|--------------------------------------|---------------|
| 1.1.1 Mr.Narong Thareratanavibool | Chairman |
| 1.1.2 Mr.Thanit Thareratanavibool | Vice Chairman |
| 1.1.3 Miss Pimwan Thareratanavibool | Director |
| 1.1.4 Mr.Pongsakon Thareratanavibool | Director |

1.2 Independent Directors and Non-Executive Directors 3 persons;

- | | |
|---------------------------------|-----------------------------|
| 1.2.1 Mr.Damrong Joongwong | Chairman of Audit Committee |
| 1.2.2 Mr.Choti Sontiwattananont | Audit Committee |
| 1.2.3 Mr.Sampan Hunpayon | Audit Committee |

Directors have an important role in business operations; therefore, any important agendas and resolutions must be approved by the Board of Directors or the shareholders' meeting (Depending on the case). The Directors shall not entitle to vote on such transaction which they or persons have a conflict of interest.

3.1.3 The proportion between executive directors and non-executive directors should support proper checks and balances to prevent unfettered power of decision and authority by any one individual, whereby;

- a) The majority of the board consist of non-executive directors, who exercise objective and independent judgement.
- b) The number and qualifications of the independent non-executive directors should reflect applicable legal requirements. The independent directors and the entire board can fulfil its role and responsibilities efficiently and in the best interest of the Company while exercising judgement and expressing opinion freely.

3.1.4 The board may explicitly disclose in the Companys annual report and on the website its diversity policies and details relating to directors, including directors age, gender, qualifications, experience, shareholding percentage, years of service as director, and director position in other listed companies and non-listed companies.

Principle 3.2

The board may select an appropriate person as the chairman and ensure that the board composition serves the best interest of the Company, enabling the board to make its decisions freely on corporate affairs.

3.2.1 The chairmans roles and responsibilities are different from those of the managing director. The board would clearly define the roles and responsibilities of both positions. To ensure effective checks and balances of power, the two positions are held by different individuals.

3.2.2 The chairman is responsible for leading the board. The chairmans duties are at least cover the following matters;

- (1) Oversee, monitor, and ensure that the board efficiently carries out its duties to achieve the Companys objectives.
- (2) Ensure that all directors contribute to the Companys ethical culture and good corporate governance.
- (3) Set the board meeting agenda by discussing with the managing director which important matters should be included.
- (4) Allocate sufficient time for management to propose topics and for directors to discuss important matters thoroughly. Encourage directors to exercise independent opinion in the best interest of the Company.
- (5) Promote a culture of openness and ensuring constructive relations between executive and non-executive directors, and between the board and management.

3.2.3 The chairman is not an independent director, the chairman and the managing director are family members, the board may ensure the balance of power and authority of the board and between the board and management by;

- (1) having the board comprise a majority of independent directors, or
- (2) appointing a designated independent director to participate in setting the board meeting agenda.

3.2.4 The board has established the policy that the tenure of an independent director should not exceed a cumulative term of nine (9) years from the first day of service. Upon completing nine years, an independent director may continue to serve on the board, subject to the boards rigorous review of his/her continued independence.

3.2.5 The board may appoint relevant sub-committees to review specific matters, to screen information, and to recommend action for board approval; however, the board remains accountable for all decisions and actions.

3.2.6 The board may disclose the roles and responsibilities of the board and the sub-committees, the number of meetings and the number of directors participating in meetings in the previous year, board, and sub-committee performance.

Principle 3.3

The board should ensure that the policy and procedures for the selection and nomination of directors are clear and transparent resulting in the desired composition of the board.

3.3.1 The board will set the nomination criteria and process consistent with the skills matrix approved and ensure that the candidates profile meets the requirements set out in the skills matrix and nomination criteria. Upon proposal to and approval, the candidate is presented to the shareholders meeting for election and appointment as a director. Shareholders may receive adequate prior notice and sufficient information about candidates up for election at the shareholders meeting.

3.3.2 The board may review a description of the nomination criteria and process, and role and responsibilities of a particular appointment before nominating new directors. If the board nominates current directors, their performance should be considered.

3.3.3 If the board appoints any person as a consultant regarding to the nomination, relevant information about that consultant should be disclosed in the annual report, including information about independence and conflicts of interest.

Principle 3.4

When proposing director remuneration to the shareholders meeting for approval, the board may consider whether the remuneration structure is appropriate for the directors respective roles and responsibilities, linked to their individual and Company performance, and provide incentives for the board to lead the Company in meeting its objectives, both in the short and long term.

3.4.1 The board is responsible for setting the remuneration policy.

3.4.2 The remuneration of the board shall be consistent with the Companys strategies and long-term objectives, and reflect the experience, obligations, scope of work, accountability and responsibilities, and contribution of each director. The remuneration is comparable to industry practice.

3.4.3 Shareholders must approve the board remuneration structure, both money-based and non-money compensation. The board may consider the appropriateness of each pay component, both in terms of fixed rates (such as monthly salary and attendance fee) and remuneration paid according to the Companys performance (such as bonus and rewards).The remuneration should reflect the values that the Company creates for shareholders, and the pay level should not be too high so as to avoid the board excessively focusing on the Companys short-term results.

3.4.4 The board shall disclose the directors remuneration policy that reflects the duties and responsibilities of individual. The remuneration disclosed for each director should also include remuneration for what everyone receives from holding directorship at the Companys subsidiaries (if any).

3.4.5 If the board appoints any person to consult regarding to the remuneration, that consultants information shall be disclosed in the annual report, including information regarding independence and any conflicts of interest.

Noted: There is no remuneration for sub-committees; the executive director committee and the risk management committee.

Principle 3.5

The board may ensure that all directors are properly accountable for their duties, responsibilities and allocate sufficient time to discharge their duties and responsibilities effectively.

3.5.1 The board may ensure that there is a mechanism to support directors in understanding their roles and responsibilities expected from them.

3.5.2 The board may set and publicly disclose criteria limiting the number of director positions directors can hold simultaneously in other companies, and consider the effectiveness of directors who hold multiple board seats. The number of companies of which a person can simultaneously be a director should be appropriate to the nature and types of businesses involved but should not exceed five listed companies.

3.5.3 The board may ensure reporting and public disclosure of directors assuming or holding positions at other companies.

3.5.4 The board may ensure that the Companys policies prohibit and prevent a director from creating a conflict of interest with the Company, including by using the Companys assets, information, or opportunities for his or her own benefit, because of having or taking a director or management position, or having or creating vested interests, both directly and indirectly, in other companies. Information about a directors other directorships and positions should be reported to shareholders, as appropriate.

3.5.5 Each director will attend not less than 75 percent of all board meetings in any whole financial reporting year.

Principle 3.6

The board may ensure that the Companys governance framework and policies extend to and are accepted by subsidiaries and other businesses in which it has a significant investment as appropriate.

3.6.1 The board may ensure that the Companys governance framework and policies extend to its subsidiaries, including written policies relating to;

- (1) The authority to appoint subsidiary directors, managements, or others with controlling power. Generally, the board have the authority to appoint those persons, except that for smaller operating subsidiaries, the board may delegate this authority to the executive director committee.
- (2) The duties and responsibilities of subsidiary directors, managements, and others with controlling power. They are to oversee the subsidiaries operations to ensure compliance with applicable law and standards, and the subsidiaries policies. If the Companys subsidiary has investors other than the Company, the board should require the Companys appointed representative to perform his/her role in the subsidiarys best interest and consistent with the governance framework and policies of the Company.
- (3) The subsidiarys internal control systems are effective and that all transactions comply with relevant law and standards.
- (4) The integrity and timely disclosure of the material information of the subsidiary, including its financial information, related party transactions, acquisition and disposition of assets and other important transactions, capital increases or decreases, and termination of a subsidiary.

3.6.2 For businesses that the Company has or plans to hold a significant investment in (such as between 20 percent and 50 percent of shares with voting rights), other than subsidiaries, the board shall ensure that shareholder agreements or other agreements are in place to enable the Companys performance monitoring and participation in the businesses management, including for approval of significant transactions and decisions. This is to ensure that the Company has sufficient, accurate, and timely information for the preparation of its financial statements that conform with relevant standards.

Principle 3.7

The board shall conduct a formal annual performance evaluation of the board, its sub-committees, and each individual director. The evaluation results will be used to strengthen the effectiveness of the board.

3.7.1 The board shall evaluate its performance at least once a year to facilitate consideration and improvement of the boards performance and effectiveness and resolution of any problems. Assessment criteria and process for the boards performance should be systematically set-in advance.

3.7.2 The annual assessment of the performance of the board as a whole and on an individual director should be based on self-evaluation, or alternatively, on cross-evaluation together with self-evaluation. The criteria, process, and results of the evaluation should be disclosed in the annual report.

3.7.3 The Company might appoint an external consultant to assist in setting guidelines and providing recommendations for a board assessment at least once every 3 years. This information should be disclosed in the annual report.

3.7.4 The evaluation results will be used for ensuring that the directors collectively possess the right combination of knowledge, skills, and experience.

Principle 3.8

The board may ensure that the board and each individual director understand their roles and responsibilities, the nature of the business, the Company's operations, relevant law and standards, and other applicable obligations. The board shall support all directors in updating their skills and knowledge necessary to carry out their roles on the board.

3.8.1 The board will ensure that newly appointed directors receive a formal and proper induction and all information relevant to their responsibilities and performing their duties, including details about the Company's objectives, the nature of the business, and the Company's operations.

3.8.2 The board will ensure that directors regularly receive sufficient and continuous training and knowledge development. The courses the directors will participate at least should be those held by the Thai Institute of Directors, for examples, Directors Certification Program (DCP) and Directors Accreditation Program (DAP).

3.8.3 The board would have knowledge and understanding of relevant law and standards, and other applicable obligations, risk factors, and the Company's business environment. The board shall receive accurate, timely and clear information, including timely and regular updates.

3.8.4 The board shall disclose training and knowledge development of the board in the annual report.

Principle 3.9

The board will ensure that it can perform its duties effectively and have access to accurate, relevant, and timely information. The board has appointed a company secretary with necessary qualifications, knowledge, skills, and experience to support the board in performing its duties.

3.9.1 The board's meeting schedule and agenda shall be set in advance and each director should receive sufficient notice to ensure attendance.

3.9.2 The number of board meetings should be appropriate to the obligations and responsibilities of the board and nature of the business, but the board shall meet at least four (4) times per financial year. If the board meetings are not held monthly, the board should receive a report on the Company's performance for the months in which the board does not hold a meeting, so that it can monitor management and Company performance continuously and promptly.

3.9.3 The board have a mechanism that allows each board member and management to propose the inclusion of relevant items on the meeting agenda.

3.9.4 Meeting documents should be sent to each director at least seven (7) days before the meeting, except in the case of urgent need to protect the rights or benefits of the Company, the meeting may be called by other methods and the meeting date may be set earlier.

3.9.5 The board may encourage the managing director to invite key managements to attend board meetings to present details on the agenda items related to matters that they are directly responsible for, and to allow the board to gain familiarity with key managements and assist succession plan.

3.9.6 The board shall have access to accurate, relevant, timely and clear information required for their respective roles from the managing director, company secretary, or designated management. If necessary, to discharge their responsibilities, the board may seek independent professional advice at the Company's expense.

3.9.7 Non-executive directors shall be able to meet, as necessary, among themselves without the management team to debate their concerns and inform the outcome of their meeting to the Company's managing director.

3.9.8 The board shall appoint a company secretary with the necessary qualifications, knowledge, skills, and experience for performing his/her duties, including providing advice on corporate governance, legal, regulatory, and administrative requirements, preparing board meetings and other important documents, supporting board

meetings, and coordinating the implementation of board resolutions. The board may disclose the qualifications and experience of the company secretary in its annual report and on the Company's website.

3.9.9 The company secretary shall receive ongoing training and education relevant to performing his/her duties. The company secretary is also encouraged to enroll on a company secretary certified program.

Principle 4: Managements Nomination and Development

Principle 4.1

The board may ensure that a proper mechanism is in place for the nomination and development of the managing director and key managements to ensure that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives.

4.1.1 The board shall establish the criteria and procedures for nomination and appointment of the managing director.

4.1.2 The board shall ensure that the managing director appoints knowledgeable, skilled, and experienced key managements. The executive director committee together with the managing director shall establish the criteria and procedures for nomination and appointment of key managements.

4.1.3 To ensure business continuity, the board shall ensure that succession plans for the managing director and key management are in place. The board shall annually request reporting on the implementation of the development and succession plans from the managing director.

4.1.4 The board shall promote continuous development and education of the managing director and key management that is relevant to their roles.

4.1.5 The board shall establish policies and guidelines for the managing director and key managements serving as a director in other companies. The policies should set out permissible appointments and the permissible number of companies in which they are allowed to simultaneously serve as a director.

Principle 4.2

The board shall ensure that an appropriate compensation structure and performance evaluation are in place.

4.2.1 The board has delegated the executive director committee to establish the compensation structure rewards individual performance, incentivizes the managements to act in support of the Company's objectives and values, and fosters long-term commitment.

4.2.2 The board has delegated the executive director committee to ensure that clear and predetermined performance evaluation criteria are in place for managements and monitoring the managing director evaluate the managements throughout the Company's objectives and values.

Principle 4.3

The board shall consider its responsibilities in the context of the Company's shareholder structure and relationships, which may impact the management and operation of the Company.

4.3.1 The board should understand the Company's shareholder structure and relationships, and consider their impact on the control over the Company, including shareholder agreements, or group company policies.

4.3.2 The board shall ensure that the Company's shareholder structure and relationships that stated in 4.3.1 do not affect the board's exercise of its duties and responsibilities, including in relation to succession planning, in the best interest of the Company.

4.3.3 The board shall oversee that information is properly disclosed when there are any conditions that have an impact on the control over the Company.

Principle 4.4

The board shall ensure the Company has effective human resources management and development programs to ensure that the Company has adequate knowledgeable, skilled, and experienced employees.

4.4.1 The board shall ensure that the Company is properly manage human resources management aligns with the Company's objectives and retain those knowledgeable, skilled, and experienced employees.

4.4.2 The board shall ensure that the Company establishes a provident fund or other plans, and require management to implement a training program for employees that promotes financial literacy, including on

retirement savings, and educates employees on life path investments that are suitable for their age and risk appetite.

Principle 5: Nurture Innovation and Responsible Business

Principle 5.1

The board should prioritize and promote innovation that creates value for the Company and its shareholders together with benefits for its customers, other stakeholders, society, and the environment, in support of sustainable growth of the Company.

5.1.1 The board shall prioritize and promote a corporate culture that embraces innovation and ensure managements inclusion of innovation in corporate strategy, operational development planning, and operation monitoring. The Company is part of the Roundtable on Sustainable Palm Oil (RSPO), producing sustainable and environmentally friendly palm oil. Palm fruit must be planted on land with right documents and strictly abide by labor laws. There is protection against soil, water, the environment, such as using chemicals sparingly as appropriate. The Company provides support by joining as a member and receiving RSPO certification, including purchasing some crude palm oil from trading partners and sell edible oil to customers who are also RSPO certified throughout the chain.

5.1.2 The board shall nurture innovation that enhances long-term value creation for the business in a changing environment. Such innovation may include designing innovative business models, products, and services, promoting research, improving production and operation processes, and collaborating with partners. Innovation should create benefits for the company, customers, business partners, the community, society, and the environment. In addition, innovation should not facilitate or result in unethical, non-compliant or illegal conduct. The Company is currently studying the possibility in developing production processes to reduce the maximum contamination value of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil that is directly consumed or used as an ingredient in other foods. In the criteria that The European Food Safety Authority (EFSA) establishes and accepts these substances are produced from the distillation process and processed at temperatures above 200 degrees Celsius to remove the color, odor, and acid, which are the causes of rancid odor. Both substances cause damage to the genetic material, especially the highest risk group is new-born baby group, which is likely to have high doses of 3-MCPD from the use of palm oil in the production of infant formula.

Principle 5.2

The board shall encourage management to adopt responsible operations, and incorporate them into the Companys operations plan. This is to ensure that every department in the Company adopts the Companys objectives, goals, and strategies.

5.2.1 he board shall encourage management to ensure that the Companys operations reflect the Company-wide implementation of high ethical, environmental, and social standards and ensure that appropriate Company-wide policies and procedures are implemented to further the Companys objectives, goals and strategies in support of sustainable value creation. Policies and procedures shall at least cover;

- (1) Responsibilities to employees and workers at least by adhering to applicable law and standards and providing fair treatment and respect for human rights, including a fair level of remuneration and other benefits, a level of welfare that is not less than the legal limit (but can be over the legal limit where appropriate), health care, and safety in the workplace, access to relevant training, potential skills development, and advancement.
- (2) Responsibilities to customers at least by adhering to applicable law and standards, considering impact on health, safety of products and services, customer information security, sales conduct, after-sales service throughout the lifespan of products and services, and following up on customer satisfaction measurements to improve the quality of products and services. In addition, advertising and public relations should promote responsible consumption and must be done responsibly, avoiding taking advantage of misleading customers about the products and services offered by the Company.
- (3) Responsibilities to business partners by engaging in and expecting fair procurement and contracting, including fair contract or agreement conditions, providing access to training, developing potential and enhancing production and

service standards in line with applicable law and standards, and expecting business partners to respect human rights, social and environmental responsibilities, and treat their employees and workers fairly including ensuring that business partners have implemented sustainable and values-based business policies and procedures.

(4) Responsibilities to the community by applying business knowledge and experience to develop and follow upon the success of projects that can concretely add value to the community while respecting community interests.

(5) Responsibilities to the environment by preventing, reducing, and managing negative impact on the environment from all aspects of the Companys operations, including in the context of raw material use, energy use (in production, logistic, and office), water use, renewable resources use, waste management, and greenhouse gas emissions.

(6) Fair competition by promoting ethical business conduct and not using anti-competitive practices to gain or protect a market position.

(7) Anti-fraud and corruption by ensuring that the Company complies with applicable anti-fraud and corruption law and standards, and implements, announces, and reports on anti-fraud and corruption policies and practices to the public, including on its participation in private sector anti-corruption initiatives and certification programs. The board shall encourage the Company to collaborate with other companies and business partners to establish and implement anti-fraud and corruption measures.

Principle 5.3

The board shall ensure that management allocates and manages resources efficiently and effectively throughout all aspects of the value chain to enable the Company to meet its objectives.

5.3.1 The board shall have a thorough understanding of the Companys resource needs to support its business, and how available resources correlate.

5.3.2 The board shall have a thorough understanding of how the business model affects resources optimization in support of ethical, responsible, and overall sustainable value creation.

5.3.3 The board shall ensure that management continuously reviews, adapts, and develops the Companys use and optimization of resources, considering internal and external factors to meet the Companys objectives.

The types of resources that the Company should consider include financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital.

Principle 5.4

The board shall establish a framework for governance of enterprise IT that is aligned with the Companys business needs and priorities, stimulates business opportunities and performance, strengthens risk management, and supports the Companys objectives.

5.4.1 The board shall ensure that the Company has an IT resource allocation policy that ensures adequate and optimal investment in and allocation of IT resources.

5.4.2 The board shall ensure that the Companys risk management includes IT risk management.

5.4.3 The board shall ensure that IT security policies and procedures are in place. The Companys governance of enterprise IT should cover.

(1) Compliance with relevant IT law and standards.

(2) An information security system to safe guard against unauthorized access to information, measures to maintain the integrity and confidentiality of relevant data and ensure availability of critical data.

(3) Consideration of IT risks and risk mitigation policies, plans, and measures. For example, business continuity management, IT security, incident management, and IT asset management.

(4) Proper allocation and management of IT resources, including criteria to identify IT priorities, that takes into consideration the Companys business objectives and plans.

Principle 6: Strengthen Effective Risk Management and Internal Control

Principle 6.1

The Board shall ensure that the Company has effective and appropriate risk management and internal control systems that are aligned with the Companys objectives, goals and strategies and comply with applicable law and standards.

- 6.1.1 The board shall aware of and understand the nature and scope of the Companys principal and substantial risks and may approve the risk appetite of the Company.
- 6.1.2 The board shall establish and implement the risk management policies that are consistent with the Companys goals, objectives, strategies, and risk appetite. The risk management policies are supported the identification and prioritization of early warning signals of material risks. The risk management policies will be reviewed annually.
- 6.1.3 The board shall ensure that the Companys principal and substantial risks are identified through consideration of internal and external factors. The main risks that the board will pay attention to can be divided into Strategic Risk, Operational Risk, Financial Risk, and Compliance Risk, etc.
- 6.1.4 The board shall ensure that the impact and likelihood of identified risks are assessed and prioritized, and that suitable risk mitigation strategies and plans are in place.
- 6.1.5 The board may delegate the executive director committee and risk management committee to assist the board in its oversight functions related to guidelines no. 6.1.1 6.1.4 before the board consider.
- 6.1.6 The board shall regularly monitor the effectiveness of the Companys risk management quarterly.
- 6.1.7 The board must ensure and monitor that the Company complies with relevant and applicable law and standards, whether domestic and international.
- 6.1.8 In assessing the effectiveness of the Companys internal controls and risk management, the board shall consider the results of internal controls and risk management at its subsidiaries and businesses in which it has a significant investment (between 20 percent to 50 percent of shares with voting rights). The board will take part of the results of internal control system assessment and risk management as part of the consideration under nos. 6.1.1-6.1.7.

Principle 6.2

The board has established an audit committee that can act effectively and independently.

- 6.2.1 The board has established an audit committee that comprises at least three (3) directors, all of whom must be independent directors, with required qualifications, and comply with applicable legal requirements, including those qualifications by the Securities and Exchange Commission and Stock Exchange of Thailand.
- 6.2.2 The board has clearly set out in writing the audit committees duties and responsibilities, and include at least in the charter of audit committee.
- 6.2.3 The board shall ensure that procedures are established that allow the audit committee to fulfil its duties and responsibilities, including by having access to management, employees, professional advisers (such as external auditor), and information relevant and necessary to perform their duties.
- 6.2.4 The board has designated an internal auditor (outsourcer), who is an independent internal auditor that is responsible for reviewing and improving the effectiveness of the risk management and internal control systems, and reporting review results to the audit committee quarterly. The result of the internal audit review must be disclosed in the Companys annual report. As well as, to consent the appointment and termination the internal auditors (outsourcer).
- 6.2.5 The audit committee shall express its opinion on the adequacy of the Companys internal control and risk management systems, and disclose its opinion in the Companys annual report.
- 6.2.6 The audit committee shall review, select, and recommend to the board for nomination an independent party to be the Companys external auditor, consider and recommend the auditors remuneration, and hold a meeting with the external auditor without the presence of management at least once a year.
- 6.2.7 The audit committee shall review related party transactions and other transactions that may create conflicts of interest, to ensure that they comply with applicable law, are reasonable, and carried out in the best interest of the Company.

Principle 6.3

The board shall manage and monitor conflicts of interest that might occur between the Company, management, directors, and shareholders. The board also prevent the inappropriate use of corporate assets, information, and opportunities, including preventing inappropriate transactions with related parties.

6.3.1 The board has established an information security system, including appropriate policies and procedures, to protect confidentiality, integrity, and availability of business information, including market-sensitive information.

The board shall monitor the implementation of the information security policies and procedures and the adherence to confidentiality requirements by insiders, including directors, managements, employees, and professional advisers, such as legal or financial advisers.

6.3.2 The board shall ensure management and monitoring of conflict-of-interest situations and transactions. The board should adopt an ethics and conflicts of interest policy consistent with applicable law and standards (including fiduciary duties), and establish clear guidelines and procedures for disclosure and decision-making in conflict-of-interest situations where any party who has a vested interest in a particular transaction, should disclose that interest, and not be involved in the decision-making.

6.3.3 The board has set requirements for all directors to report conflicts of interest in relation to any meeting agenda item at least before consideration of the matter at the meeting and record the reported conflict of interest in the meeting minutes. The board also ensure that all directors that have a conflict of interest in relation to an agenda item abstain from being present for discussion of or voting on that agenda item.

Principle 6.4

The board has established a clear anti-corruption policy and practices including communication and training, and strive to extend its anti-corruption efforts to stakeholders.

6.4.1 The board shall ensure Company-wide awareness and implementation of the Companys anti-corruption policy and practices, and compliance with applicable law and standards.

Principle 6.5

The board has established a mechanism for handling complaints and whistleblowing.

6.5.1 The board shall oversee that an effective mechanism is in place to record, track, resolve, and report complaints and feedback. The board shall ensure the availability of convenient complaint channels (more than one), and that stakeholders are made aware through the Companys website.

6.5.2 The board has a clear whistleblowing policy, including designated whistleblowing channels for reporting of suspected wrongdoing, such as through the Companys website, e-mail, designated independent directors or the audit committee. The board shall ensure proper and effective handling of whistleblowing complaints, including the investigation, any remedial action, and reporting to the board.

6.5.3 The board shall ensure that whistleblowers are protected from retaliation of their good faith whistleblowing activities.

Principle 7: Ensure Financial and Information Disclosure

Principle 7.1

The board must ensure the integrity of the Companys financial reporting system and that timely and accurate disclosure of all material information regarding the Company is made consistent with applicable requirements.

7.1.1 The board shall ensure that any person (including accountant, internal auditor, company secretary, investors relation officer) involved in the preparation and disclosure of any information of the Company has relevant knowledge, skills and experience, and that sufficient resources, including staffing, are allocated.

7.1.2 When approving information disclosures, the board shall consider all relevant factors, including for periodic financial disclosures;

- (1) The evaluation results of the adequacy of the internal control system.
- (2) The external auditors opinions on financial reporting, observations on the internal control system, and any other observations through other channels (if any)
- (3) The audit committees opinions.
- (4) Consistency with the Companys objectives, strategies, and policies.

7.1.3 The board shall ensure that information disclosures (including financial statements and Form 56-1 One Report) reflect the Company's financial status and performance accurately and fairly. The board shall promote the inclusion of the Management Discussion and Analysis (MD&A) in quarterly financial reports to provide to investors more complete and accurate information about the Company's true financial status, performance, and circumstances.

7.1.4 For disclosures related to any individual director, that director should ensure the accuracy and completeness of the information disclosed by the Company, including of shareholders information and any shareholders agreement.

Principle 7.2

The board shall monitor the Company's financial liquidity and solvency.

7.2.1 The board shall ensure that management regularly monitors, evaluates, and reports on the Company's financial status. The board and management should ensure that any threats to the Company's financial liquidity and solvency are promptly addressed and remedied.

7.2.2 The board shall ensure that it does not consciously approve any transactions or propose any transactions for shareholder approval which could negatively affect business continuity, financial liquidity, and solvency.

Principle 7.3

The board shall ensure that risks to the financial position of the Company or financial difficulties are promptly identified, managed, and mitigated, and that the Company's governance framework provides for the consideration of stakeholder rights.

7.3.1 In the event of financial risk or difficulties, the board shall enhance monitoring of the affairs of the Company, and duly consider the Company's financial position and disclosure obligations.

7.3.2 The board shall ensure that the Company has sound financial mitigation plans that consider stakeholder rights including creditor rights. The board should monitor management's handling of financial risk or difficulties and seek regular reports.

7.3.3 The board shall ensure that any actions to improve the Company's financial position are reasonable and made for a proper purpose. The indicators of financial risk or difficulties to the Company's sustainability;

- (1) ongoing losses
- (2) poor cash flow
- (3) incomplete financial records
- (4) lack of a proper or incomplete accounting system
- (5) lack of cash flow forecasts and budgets
- (6) lack of a business plan
- (7) liabilities greater than assets
- (8) inventories turnover or collecting debts

Principle 7.4

The board shall ensure sustainability reporting, as appropriate.

7.4.1 The board shall consider and report data on the Company's compliance and ethical performance; including anti-corruption performance, its treatment of employees and other stakeholders (including fair treatment and human rights), and social and environmental responsibilities, using a report framework that is proportionate to the Company and meets domestic and international standards. The Company can disclose this information in the annual report or in separate reports, as appropriate.

7.4.2 The board shall ensure that the Company's sustainability reporting reflects material corporate practices that support sustainable value creation.

Principle 7.5

The board has dedicated Investor Relations responsible for regular, effective and fair communication with shareholders and other stakeholders such as analysts and potential investors.

7.5.1 The board has established a communication and disclosure policy to assist the Company in meeting its disclosure obligations and to ensure that all information relevant and material to the Company's shareholders, the

market and third parties is disclosed in an appropriate, equal, and timely manner, using appropriate channels, while protecting the Company's sensitive and confidential information. The board shall ensure company-wide communication and implementation on disclosure policy.

7.5.2 The board shall ensure the creation of an Investor Relations function responsible for regular, effective, and fair communication with shareholders and external parties. The Company's designated Investor Relations contact should be suitable for the role and have a thorough understanding of the nature of the Company's business, and its objectives and values.

7.5.3 The board shall ensure that management sets clear directions for and supports the investor relations such as through information disclosure policy, and clearly defines the roles and responsibilities of the investor relations, to ensure effective communication between the Company and other stakeholders.

Principle 7.6

The board shall ensure the effective use by the Company of information technology in disseminating information.

7.6.1 In addition to the Company's mandatory periodic and non-periodic disclosure of information pursuant to applicable requirements, the board should consider regularly disclosing relevant information in both Thai and in English through other channels, such as the Company's website. Information to be disclosed on the Company's website includes;

- (1) the Company's objectives and values.
- (2) nature of the Company's business.
- (3) list of the Company's board of directors and managements.
- (4) Financial statements and reports about the financial status and the Company's financial and non-financial performance for current and previous year.
- (5) downloadable version of Form 56-1 One Report.
- (6) information and documents that the Company discloses to the investor, analyst, fund managers and financial media (if any).
- (7) shareholding structure, both direct and indirect.
- (8) the Company's group structure, including subsidiaries.
- (9) direct and indirect major shareholders, holding at least 5 percent of paid-in capital with voting rights.
- (10) Direct and indirect shareholdings in the Company held by directors, major shareholders, and key managements of the Company.
- (11) invitation letters to the shareholders ordinary and extraordinary meetings.
- (12) the Company's regulations, and memorandum and articles of association.
- (13) the Company's Corporate Governance policy, Anti-corruption policy, IT security policy, Quality Security Safety Health and Environment policy, Sustainability Management policy, Environmental policy, Personal Data Protection policy, and Risk Management policy.
- (14) a charter or statement of duties and responsibilities, directors qualifications, terms, and authority of the board.
- (15) the Company's code of ethics and conduct.
- (16) Contact information of department or person, phone number, and e-mail for complaints, investor relations and the company secretary.

- Investor relation and company secretary's contact information;

Name: Miss Pimwan Thareratanavibool

Tel. 034-877-488 Ext.500, or LINE ID: AIE-IR

E-mail: ir@aienergy.co.th

- Complaints channel stated in Anti-corruption Policy

Principle 8: Ensure Engagement and Communication with Shareholders

Principle 8.1

The board shall ensure that shareholders could participate effectively in decision-making involving significant corporate matters.

8.1.1 The board shall ensure that significant corporate decisions are considered and/ or approved by the shareholders pursuant to applicable legal requirements. Matters that require shareholder approval should be included in the agenda for the shareholders meeting and shareholders should be provided sufficient notice thereof.

8.1.2 The board shall support participation of all shareholders through reasonable measures, including;

(1) Establishing criteria that allow minority shareholders to propose agenda items for shareholders meetings. The board shall consider shareholders proposals to be included in the agenda, and if the board rejects a proposal, the reasons should be given at the meeting.

(2) Establishing criteria for minority shareholders to nominate persons to serve as directors of the Company.

The board has notified both criteria of propose the agendas and nominate persons to the shareholders not less than 1 month in advance between 22 November to 30 December 2024.

8.1.3 The board shall ensure that the notice of the shareholders meeting is accurate, complete, and sufficiently in advance for the shareholders to exercise their rights.

8.1.4 The board shall ensure that the Company arranges for the notice of the shareholders meeting and related papers to be sent to shareholders at least seven (7) days before the meeting and posted the notice in Thai and English version on the Companys website at least 30 days before the meeting.

8.1.5 Shareholders was allowed to submit questions prior to the meeting not less than 1 month in advance between 22 November to 30 December 2024. The criteria were posted on the Companys website.

8.1.6 The notice of the shareholders meeting and related papers should be fully translated into English and published at the same time as the Thai version. The notice of the shareholders meeting must comply with applicable legal requirements and include the following;

(1) Date, time, and place of the meeting.

(2) Meeting agenda and matters to be proposed for information, consideration, or approval. The agenda should clearly specify each individual matter or item of information to be considered or approved, such as the separate listing of election of directors, and approval of directors remuneration.

(3) Sufficient information, objectives, and board of directors opinions each agenda, including as follows;

(A) Approval or rejection of dividend payment: dividend payment policy, proposed dividend payment rate, including reasons and supporting information, or reasons and supporting information for rejecting a dividend payment.

(B) Appointment of directors: name, age, education, experience, the number of listed companies and other companies where they each hold positions, the criteria and procedures for selection, and types of proposed directors. Where proposed directors are those who are re-entering the same position, information must be identified about participation in meetings in previous years and the date of original appointment as a director.

(C) Approval of directors remuneration: the policy and criteria for determining role-specific director remuneration and all monetary and non-monetary directors remuneration.

(D) Appointment of external auditors: auditors name and the name of the auditors audit firm, auditors experience, independence, and audit and non-audit fees.

(4) Proxy form and supporting documentation using the form specified by the Ministry of Commerce.

(5) Other supporting information, including on voting procedures such as voting count and verification of voting results criteria, voting rights, details concerning independent directors proposed by the Company to act as proxies for shareholders, and meeting venue. Shareholders who are inconvenient to attend the meeting can download 3 proxy forms (Form A, Form B, and Form C) according to the Department of Business Development: Ministry of Commerce from the Companys website.

8.1.7 The Company has posted the notice of shareholder meeting invitation on ThunHood newspaper for a consecutive 3 days in the period of 17-19 March 2025, specified date, time, meeting venue as well as agendas.

8.1.8 The Company facilitates shareholder request a hardcopy of 56-1 One Report via the Companys email; ir@aienergy.co.th. The Company shall send a hardcopy to shareholder by post as requested.

Principle 8.2

The board shall ensure that the shareholders meetings are held as scheduled and conducted properly, with transparency and efficiency, and ensure inclusive and equitable treatment of all shareholders and their ability to exercise their rights.

8.2.1 The board shall set the date, time, and place of the meeting by considering the interests of shareholders, such as allocating sufficient time for debate, and choosing a convenient location.

8.2.2 The board shall ensure that the Company does not set prerequisites prevent attendance by or places an undue burden on shareholders, including identification requirements that exceed applicable legal and regulatory requirements.

8.2.3 In the interest of transparency and accountability, the board shall promote the use of information technology to facilitate the shareholders meetings, including for registration and vote counting.

8.2.4 The chairman of the board is the chairman of the shareholders meeting with responsibility for compliance with applicable legal requirements and the Companys articles of association, allocating sufficient time for consideration and debate of agenda items, and providing opportunity to all shareholders who wish to share their opinions or ask questions related to the Company.

8.2.5 To ensure the right of shareholders to participate in the Companys decision-making process in relation to significant corporate matters by participating and voting at shareholders meetings on the basis of sufficient notice and information, directors who are shareholder should not be allowed to add items to the meeting agenda that have not been duly notified in advance.

8.2.6 All directors and relevant managements shall attend the meeting to answer questions from shareholders on Company-related matters.

8.2.7 The attending shareholders should be informed of the number and the proportion of shareholders and shares represented at the meeting in person and through proxies, the meeting method, and the voting and vote counting methods before the start of the meeting.

8.2.8 There should not be any bundling of several items into the same resolution. For example, the appointment of each director should be voted on and recorded as separate resolution.

8.2.9 The board shall promote the use of ballots for voting on resolutions proposed at the shareholders meeting and designate an independent party to count or to audit the voting results for each resolution in the meeting, and to disclose such voting results at the meeting by identifying the number of approve, disapprove and abstain votes. The voting results for each proposed resolution should be included in the minutes of the meeting.

Principle 8.3

The board shall ensure accurate, timely and complete disclosure of shareholder resolutions and preparation of the minutes of the shareholders meetings.

8.3.1 The board shall ensure that the Company discloses the results of voting on proposed resolutions at the shareholders meeting through the designated Stock Exchange of Thailand channels and through the Companys website between 12.30 13.00 o'clock or 17.00 22.30 o'clock if the meeting done in the morning and by 09.00 o'clock of the next business day if the meeting done in the afternoon.

8.3.2 The board shall ensure that minutes of the shareholders meeting is submitted to the Stock Exchange of Thailand within 14 days from the shareholders meeting date.

8.3.3 The board shall ensure that the Company promptly prepares the minutes of the shareholders meeting, including the following information;

- (1) attendance of directors, managements, and the proportion of attending directors.
- (2) voting and vote counting methods, meeting resolutions, and voting results (approve, disapprove, and abstain) for each proposed resolution.
- (3) questions asked and answers provided during the meeting, including the identity of the persons asking and answering the questions.

8.3.4 The Company has a policy to use suggestions and feedbacks received from shareholders regarding the holding of shareholder meetings. To be used to evaluate the meeting and improve shareholder meeting next year.

Reference link for the full version of corporate governance policy and guidelines : <https://www.aienergy.co.th/en/good-cg-code>

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Board performance evaluation

The Company requires the board to assess their performance with a self-assessment. The assessment criteria are set up appropriately and consistent with good practice and good corporate governance principles of listed companies in 2017, the assessment results were presented to the board of directors' meeting. The results were used as information for considering various policies or determining the annual remuneration of directors. As for the sub-committees, there is no assessment because they are the same committees as all the board of directors.

Corporate governance of subsidiaries and associated companies

The Company manages its subsidiary companies according to the corporate group structure. The Company's board of directors has established principles for overseeing the operations of the subsidiary companies to safeguard the return on investment for the Company as follows:

- (1) The Company's board of directors will consider and approve the appointment of individuals to serve as directors in each subsidiary companies to oversee compliance with laws, good corporate governance practices, and other company policies.
- (2) The Company must receive quarterly reports on the subsidiary companies' operations and accompanying documentation for review, and the subsidiary companies must adhere to this diligently.
- (3) If a subsidiary company engages in a transaction or activity that falls within the scope of market regulator announcements related to the acquisition or disposition of assets or other related announcements, the Company is required to seek approval from the Company's board of directors and/or disclose the information to the stock exchange of Thailand before proceeding. Subsidiary companies can proceed with transactions or activities only after obtaining the specified approvals.

Additionally, if a subsidiary company anticipates a transaction or event that requires disclosure to the stock exchange of Thailand based on the prescribed criteria, the subsidiary's board must immediately notify the Company's managing director.

- (4) The Company establishes policies for the disclosure of its subsidiary directors' interests and related parties that may give rise to conflicts of interest. Subsidiary directors must not participate in decisions concerning matters in which they have a direct or indirect interest or a conflict of interest, whether financial or otherwise.
- (5) In case of significant concerns or issues identified by the Company, the subsidiary companies can be required to provide explanations and submit documents for consideration.

Reference link for Corporate governance of subsidiaries and associated companies : <https://www.aienergy.co.th/storage/document/cogove/17001161151.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%94%E0>

Board of Director's Charter

1. Objectives

The Board of Directors (the Board) acts as representatives of the shareholders and plays a crucial role in making decisions related to the important policies and strategies of the Company. They have duties and responsibilities in overseeing the Company's operations, ensuring that the management executes the policies and strategies as prescribed and in alignment with the Company's objectives and goals, for the maximum benefit of the shareholders based on social responsibility, considering the impact on the environment, and adhering to the corporate governance and anti-corruption policies of the Company, while acting in accordance with the law, the objectives, the Company's bylaws, and the resolution of the Board and the Shareholders meetings. The Board acts with full knowledge, capabilities, honesty, integrity, and responsibility towards the shareholders.

Therefore, the Board has resolved to establish this Board Charter and corporate governance practices for the Board, considering the principles of good corporate governance as set forth in the Corporate Governance Code for Registered Companies B.E. 2560 issued by the Securities and Exchange Commission, to apply them appropriately to the Company's business context. This ensures that all Board members are aware of their duties, responsibilities, and leadership roles in carrying out their duties correctly and appropriately.

2. Components and Qualifications

The Board is composed of members with suitable qualifications, consisting of a mix of executive directors and non-executive directors in proportions that ensure a diverse range of knowledge and expertise relevant to the business. There shall be a balanced distribution of powers within the Board of Directors of the Company to allow all directors to express their opinions freely. The Board shall consist of a minimum of five (5) directors, with at least half of the total number of directors being resident in the Kingdom of Thailand. The directors of the Company may or may not be shareholders of the Company, and there shall be at least one-third (1/3) of the total number of directors who are independent directors, but not less than three (3) directors. Directors of the Company shall be appointed and must possess the following qualifications:

- 2.1 Must possess all qualifications and not have any disqualifications as prescribed by the Public Limited Companies Act, the requirements of the Office of the Securities and Exchange Commission, and the requirements of the Stock Exchange of Thailand.
- 2.2 Must possess knowledge, skills, and experience that can be of great benefit to the Company, and be able to dedicate sufficient time to fulfill their responsibilities. Must have a broad and far-reaching vision, possess moral and ethical values.
- 2.3 Must perform their duties and exercise independent judgment when making decisions on various matters. Each director has the duty and freedom to ask questions, express opinions, or object in cases of conflicting views to manage the Company for the maximum benefit of the Company, shareholders, and stakeholders.
- 2.4 May hold directorships in other companies, but such directorships must not impede the performance of their duties as directors of the Company, and must comply with the guidelines of the Securities and Exchange Commission and the Stock Exchange of Thailand. Additionally, the total number of directorships held in other registered companies, when combined, shall not exceed 5 companies.

Independent directors must possess qualifications related to independence as defined by the Company and in accordance with the announcements of the Capital Market Supervisory Board and international standards. They must also be capable of safeguarding the interests of shareholder equally, without causing any conflicts of interest. Additionally, they must be able to participate in board meetings and express their opinions independently.

1. Hold no more than 1% of the total voting shares of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, including shares held by related parties of such independent directors.
2. Not be, or have ever been, a member of management, an employee, a regular salaried consultant, or a person with authority in the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company unless exempted from such characteristics for a period of at least 2 years before assuming the position. This prohibition also applies to independent directors who were formerly government officials or consultants to government agencies that are major shareholders or controlling persons of the Company.
3. Not be a person with blood relationships, or related under the law; in the capacity of a parent, spouse, sibling, child, or the spouse of a child, of directors, major shareholders, controlling persons, or persons proposed to be managements or persons with authority in the Company or its subsidiary.
4. Not have or have ever had a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, in a manner that may hinder their independent judgment, and not be or have been a shareholder with significant influence or a person with control over individuals who have a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the company unless exempted from such characteristics for a period of at least 2 years before assuming the position.
5. Not be or have ever been an auditor of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, and not be a shareholder with significant influence, a person with control, or a partner of an accounting firm that has individuals who serve as auditors of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, unless exempted from such characteristics for a period of at least 2 years before assuming the position.
6. Not be or have ever been a professional service provider, including legal or financial advisory services, that received fees exceeding 2 million baht per year from the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, and not be a shareholder with significant influence, a person with control, or a partner of such professional service provider, unless exempted from such characteristics for a period of at least 2 years before assuming the position.
7. Not be appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
8. Not engage in a business that is identical or in competition with the Company or its subsidiaries, nor hold shares with significant influence in a partnership or be a director with management involvement, employee, salaried consultant, or hold shares exceeding 1% of the total voting shares of another company engaged in a business that is identical or in competition with the Company or its subsidiaries.
9. Not have any other characteristics that would prevent them from providing an independent opinion on the Company's operations.

Independent directors who possess the qualifications above may be appointed by the Company's board of directors to make decisions regarding the Company, its parent company, subsidiaries, affiliated companies, subsidiaries of the parent company, major shareholders, or those with controlling power, with decisions made collectively.

3. Appointment, Term of Office, and Removal from Position

3.1 Appointment

The appointment of directors must comply with the Company's bylaws and relevant laws. The selection process should be transparent and clear. The Company has no Nomination and Remuneration Committee. Therefore, the selection process is solely composed of individuals who are appointed to hold positions as directors and executives of the Company. These individuals must meet the qualifications as stipulated in Section 68 of the Public Limited Companies Act B.E. 2535 and in accordance with the Securities and Exchange Commission's Announcement Tor.Jor 28/2551 regarding requests for permission and permission for new share offerings dated December 15, 2008. The appointment of directors should consider a diversity of qualifications, including; gender, age, and information related to the educational background and professional experience of the individual. This information should encompass specific skills in areas such as business, industry, management, finance, law, and corporate governance.

At shareholder meetings, directors shall be appointed based on the following criteria and procedures:

1. Each shareholder shall have one (1) vote per one (1) share held.
2. Each shareholder may use all their votes in accordance with No. 1 to elect one or more individuals as directors. In the case of electing multiple individuals as directors, the votes shall be distributed among them equally.
3. The individuals receiving the highest number of votes in descending order shall be elected as directors, up to the number of directors to be appointed or elected at that meeting. In cases where individuals receiving votes have an equal number of votes and it exceeds the number of directors to be appointed or elected, the Chairman of the meeting shall cast the deciding vote.

In the election of directors, each position shall be considered separately, with votes equal to the total number of shares held, without dividing the votes. The individual receiving the highest number of votes for each position shall be elected as a director for that position.

The Board shall appoint one (1) person as the Chairman of the Board. In cases where the board deems it appropriate, they may elect one (1) or more persons as Vice Chairman. The Vice Chairman shall perform duties as specified in the bylaws of the Company, as assigned by the Chairman.

In cases where a director's position becomes vacant for reasons other than the expiration of the term, the Board shall appoint an individual who possesses the qualifications and does not have any disqualifications as specified by the Public Limited Companies Act or the law governing securities and stock markets, to act as a director until the next board meeting, unless the term of the director to be replaced is less than two (2) months. Decisions of the Board shall require a vote of not less than three-fourths (3/4) of the remaining directors.

3.2 Term of Office

Directors of the Company shall serve for a term of approximately 3 years. At the end of their term, they may be considered for re-election. If shareholders continue to have confidence in their election for the next term, this shall be in accordance with the Public Limited Companies Act.

Independent directors shall serve consecutive terms for a maximum of 9 years from the date of their appointment, unless the shareholders' meeting considers reasons and necessity as proposed and approved by the Company and elects independent directors to serve consecutive terms exceeding 9 years.

3.3 Removal from Position

3.3.1 At annual general meeting of shareholders, one-third (1/3) of the directors shall retire from office. The directors to retire in the first and second years following the registration of the Company shall be determined by drawing lots. In subsequent years, the director who has served the longest shall retire, unless the number of directors to be retired does not divide evenly by three (1/3), in which case, the director closest to one-third (1/3) shall retire. Directors who retire may be re-elected.

3.3.2 In addition to retiring at the end of their terms, directors shall resign when they decease, voluntarily resign, lose qualifications, or are disqualified by law relating to the Public Limited Companies Act and/or securities and stock market law, or when resolved to relieve from the office by a shareholders' meeting or ordered by a court.

3.3.3 Any director who wishes to resign shall submit their resignation letter to the Company. The resignation shall take effect from the date the resignation letter is received by the Company. The resigning director may also notify the Company's registrar of their resignation.

3.3.4 At shareholders' meeting, directors may be resolved to relieve before the end of their terms by a vote of not less than three-fourths (3/4) of the total votes of the shareholders present and eligible to vote, with the total shares represented at the meeting being not less than half (1/2) of the total shares held by the attending shareholders who have the right to vote.

4. Scope of Duties and Responsibilities

The Company's Board of Directors has the following roles and responsibilities:

1. Perform duties in accordance with the law, the Company's objectives, regulations, and resolutions of the shareholders' meetings.
2. Establish the Company's vision, objectives, business policies, goals, business strategies, mandates, and annual budgeting through an analysis of the business environment, changes in factors affecting the business, and stakeholders' interests. Supervise the management to ensure that operations are conducted efficiently and effectively, maximizing the benefits for the Company and its shareholders, considering stakeholders' interests, and environmental impacts, with transparency and fairness, under the framework of legal requirements and business ethics.
3. Establish, formulate, and adhere to corporate governance policies, business ethics, and codes of conduct in the workplace. This includes anti-corruption policies and various related practices of the Company. Regularly review and evaluate these policies and practices in response to changing factors.
4. Set risk management policies, assess key risk factors that may arise, establish guidelines for managing these risks, and monitor the performance of risk prevention measures for each department at least quarterly.
5. Review and approve the Company's quarterly and yearly financial performance against plans and budgeting.
6. Ensure the existence of a reliable accounting system, financial reporting, and auditing that adequately reflects the financial status and operational results. Oversee the adequacy of internal control systems and internal audit for efficiency and effectiveness, providing opinions on the sufficiency of internal control systems and risk management.
7. Establish information management disclosure policies to prevent data leaks, maintain the confidentiality of sensitive information, and ensure the disclosure of information that may affect stocks prices.
8. Support and promote innovation, as well as utilize innovation and technology to create added value for the business.
9. Consider the appointment and define the duties and mandates of various subcommittees, such as the Audit Committee, Executives Committee, and Risk Management Committee, for efficient and beneficial operations for shareholders.
10. Consider the appointment of executives committee and managing director from within the Company's Board members, while specifying their scope of authority, duties, and responsibilities. Also, establish approval authority and review and revise these mandates as needed for appropriateness.
11. Develop a Succession Plan to ensure readiness if existing executives are unable to perform their duties.
12. Determine and amend the names of individuals with the authorized persons of the Company.
13. Appoint other individuals to manage the Company's operations under the Board's control, or delegate authority to them, within a timeframe determined by the Board. The board may revoke, withdraw, modify, or amend such authority as deemed necessary.
14. Consider and approve any acquisition or disposal of assets unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.
15. Consider and approve related-party transactions unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.

16. Consider and approve the payment of interim dividends to shareholders when the Company has earned sufficient profits to do so, and report such dividend payments to the next shareholders' meeting.

17. Promote understanding and adherence to the law, regulations, corporate ethics, and work-related policies, including the anti-corruption policy, among all directors, managements, and employees of the Company.

18. Establish clear procedures for individuals who wish to report misconduct or individuals who have concerns (whistleblower) through the Company's website or by reporting directly to the Company. Define channels for reporting misconduct through the Company's audit committee and instruct that data be verified according to the Company's established processes.

19. Oversee subsidiary companies by considering the suitability of individuals to be appointed as directors in the subsidiary companies. This is to ensure that management aligns with the Company's policies and conducts transactions in compliance with the law.

In this regard, it is stipulated that directors who have a vested interest or any other conflict of interest with the Company shall not be involved in the decision-making process and shall not have the right to vote on such matters.

Furthermore, in the following cases, approval must be obtained from the board meeting and the shareholders' meeting, with a majority vote of not less than three-fourths (3/4) of the total votes of the attending shareholders with voting rights.

(a) The sale or transfer of the entire or significant part of the Company's business to another person.

(b) The purchase or acquisition of the business of private or other public limited companies by the Company.

(c) Making, amending, or canceling contracts related to leasing the entire or significant part of the Company's business, appointing others to manage the Company's business, or merging the Company's business with other entities for the purpose of profit or loss sharing.

(d) Amendment or addition to the Articles of Association or bylaws of the Company.

(e) Increase or decrease of the Company's registered capital.

(f) Company dissolution.

(g) Issuance of convertible debentures by the Company.

(h) Merger of the Company's business with another company.

(i) Any other matters stipulated under the Securities and Exchange Act and/or the regulations of the Stock Exchange of Thailand, requiring approval from the shareholders' meeting by the above-mentioned voting criteria, such as the disposal or acquisition of assets, related transactions, and more.

Reference link for the other policy and : [https://www.aienergy.co.th/en/director guidelines](https://www.aienergy.co.th/en/director-guidelines)

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and : Yes
stakeholders

Guidelines and measures related to shareholders : Shareholder, Employee, Customer, Business competitor,
and stakeholders Business partner, Creditor, Government agencies,
Community and society

Shareholder

Responsibility to Shareholders

1. Treat shareholders fairly, equitably, and without discrimination, in the best interests of shareholders.

2. Disclose information and report the Company's status to shareholders on a regular basis, providing information that is fair, transparent, complete, accurate, and timely to safeguard shareholders' interests.

3. Provide shareholders with equal access to information on the Company's outlook, based on reasonable assumptions, adequate supporting information, and sound rationale.
4. Directors, executives, and employees are prohibited from seeking personal or related-party benefits from their positions or from insider information; from disclosing non-public or confidential information to external parties; and from engaging in any act that constitutes or may constitute a conflict of interest with the Company.
5. Protect shareholders' personal data appropriately and securely, and do not use it improperly. Such protection covers the collection, retention, use, disclosure, transfer, and destruction of data in accordance with applicable laws.

Reference link for Shareholder : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

Employee

Responsibility to Employees

1. Treat employees fairly and equitably, without discrimination; respects human dignity; and conducts its operations in accordance with internationally recognized human rights principles.
2. Provide fair and timely remuneration and ensure comprehensive employee welfare and well-being.
3. Maintain a safe and healthy workplace, in compliance with applicable occupational health and safety laws and standards, for the safety of employees' lives and property.
4. Make appointments, transfers, rewards, and disciplinary actions in good faith, based on merit, employees' qualifications, competencies, and job-related suitability.
5. Prioritize the development of employees' knowledge and capabilities, ensuring equitable access to learning opportunities on a continuous basis.
6. Give due consideration to employees' opinions and recommendations grounded in professional expertise.
7. Strictly comply with all laws and regulations applicable to employment.

Reference link for Employee : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

Customer

Responsibility to Customers

1. Deliver high-quality products and services that meet customer requirements at fair and competitive prices.
2. Treat customers fairly and equitably, without discrimination; respects human dignity; and conducts its operations in accordance with internationally recognized human rights principles.
3. Communicate with customers courteously, professionally, and effectively; provide accessible, trackable channels for complaints and feedback; and ensure timely delivery of products and services in line with agreed standards.
4. Protect customers' personal data and trade secrets appropriately and securely, and do not use it improperly. Such protection covers the collection, retention, use, disclosure, transfer, and destruction of data in accordance with applicable laws.
5. Provide clear, accurate, and practical guidance on the use of products and services to ensure safe, effective usage and maximize customer benefit.

Reference link for Customer : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

Business competitor

Responsibility to Competitors

1. Compete fairly and ethically, in full compliance with applicable fair competition regulations and market rules.
2. Do not seek confidential information from business competitors through unethical or inappropriate means.
3. Do not tarnish the reputation of business competitors through false accusations.

4. Do not engage in unfair, exclusionary, or other anti-competitive conduct that unlawfully restricts competitors access to markets, customers, or opportunities.

Reference link for Business competitor : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

Business partner

Business Ethics for Partners

The Company is committed to conducting business sustainably, in line with good corporate governance principles, and with a sense of social and environmental responsibility. The Company places importance on the sustainable development of its supply chain, fairness in trade, and business integrity, including compliance with human rights principles, occupational health and safety, and environmental impact. Therefore, the Company has established business ethics for its partners to serve as standards and guidelines for conducting business with the Company, in accordance with the Company's business ethics principles, with the aim of mutual growth and sustainability.

The business ethics guidelines for partners are divided into 3 aspects:

1. Business Ethics

The integrity of the business and compliance with various laws and regulations:

The Company conducts its business with integrity, honesty, transparency, and ethics. It adheres to the laws and regulations set forth by the government diligently and does not demand any unfair advantages from business partners. The Company strictly follows the agreed-upon terms and conditions and ensures fair procurement and contracting processes. It maintains a sense of responsibility to all creditors, including financial institutions.

Fairness:

The Company conducts its business with responsibility, based on compliance with rules and ethics. It deals fairly with competitors and business partners, does not seek confidential business information through unethical means, and does not engage in any practices that unfairly distort competition. Business decisions are made on fundamental criteria, such as price, product quality, service quality, trustworthiness, and verifiability.

Confidentiality:

The Company maintains the confidentiality of its business partners and uses personal information appropriately. It does not disclose or provide the confidential information of business partners and related parties to unrelated third parties, which could cause harm to the business partners. The Company also refrains from using such information for its own benefit unless required by legal obligations.

Anti-Corruption:

The Company conducts business with transparency and supports the private sector's anti-corruption efforts in Thailand. The Company is not involved in any form of corruption, coercion, or extortion, including but not limited to making promises, offering, giving, or receiving money or other incentives from partners, government agencies, or private sector organizations. The Company provides channels for reporting or complaints in case business contact with the Company is not transparent, lacks fairness, or goes against anti-corruption policies. The reporting or complaints should be directed to:

Chairman of the Audit Committee

AI Energy Public Company Limited 55/2 Moo 8 Sethakit 1 Rd., Khlong Maduea, Krathum Baen, Samut Sakhon, 74110

Phone: +(66) 0-34877488 Fax: +(66) 0-34877491-2 E-mail : ac@aienergy.co.th

Product Delivery and Quality:

The Company is committed to providing customer satisfaction by delivering products that meet legal standards or agreed-upon requirements. We deliver products within the agreed-upon timeframes and efficiently meet customer needs. Aftersales service and product lifespan management are also integral to our business operations. We continuously measure customer satisfaction to improve our products and services. Additionally, we engage in responsible advertising and sales promotion, ensuring that we do not mislead or take advantage of customer

misunderstandings. The Company undergoes inspections and certifications from various organizations to assure consumers that our products and services are safe, consumer-focused, and environmentally responsible.

Risk Management:

The Company closely evaluates risk factors from current economic, social, environmental, and other situations that may impact business operations in the short and long term. We establish risk management guidelines at a level that the Company can accept and consistently monitor risk management practices.

2. Labor Practices and Human Rights

Respect for Human Rights and Non-discrimination:

The Company respects fundamental human rights, including human dignity, equality, and fairness, without benefiting or discriminating against employees based on factors such as gender, religion, race, nationality, original ethnicity, sexual orientation, marital status, social status, pregnancy status, or disability. In employment and job performance, the Company emphasizes mutual respect, appropriate behavior, compliance with Company rules, and customary traditions.

Employee Welfare:

- The Company does not hire employees under the age of 18 for regular [work](#).
- It provides pregnant female employees with protection and benefits as required by law.
- The employment of foreign labor follows legal requirements.
- The Company does not use forced labor, bonded labor, or engage in any form of human trafficking or [violence](#).
- It promotes appropriate workplace conditions and ensures employees receive legal protection.
- A grievance mechanism is established for employees who may be negatively affected by the Company's business operations.

Fair Treatment of Employees:

- Compensation and other benefits are fairly determined according to the law under the principle of 'Fair work, Fair Pay.' Employee compensation depends on the nature of the job, knowledge, abilities, and work experience.
- Employee health and safety are ensured, and knowledge is continuously provided to enhance competence and promote progress. Opportunities are provided for employees to develop their skills in various areas.
- Unfair termination of employee contracts is avoided, and proper termination procedures are followed in compliance with labor laws.

3. Safety, Occupational Health, Society, and Environment

The Company is committed to being socially responsible, emphasizing safety, occupational health, and environmental preservation as integral components of its business operations.

Workplace Safety and Environmental Conditions:

- The Company ensures the safety of employees and visitors in its premises by providing a safe and health-conscious working environment. It reduces and controls the risks of accidents and health impacts resulting from work.
- It promotes and supports continuous development and improvement of quality management, safety, occupational health, and environmental systems. This aligns with the Company's operations while meeting legal standards, international standards, and other applicable requirements to build a safety culture and raise employee awareness and involvement.
- The Company manages risks and prevents losses that may arise from accidents, emergencies, epidemics, work-related injuries, and property damage with robust safety standards and by fostering a safety culture through projects like 'Zero Accident' and safety management programs, caring for the safety of all stakeholders.
- Appropriate personal protective equipment is provided based on the specific risk associated with each job task. These are adequately maintained, available, and monitored for proper use.

Environmental and Social Management:

- The Company acknowledges the importance of assessing, controlling, preventing, and reducing environmental impacts and environmental management systems in various areas of operation. It focuses on managing pollutants at their sources, such as air quality, water quality, waste management, and improving the efficient and sustainable use of

resources. Additionally, the Company is dedicated to reducing greenhouse gas emissions and moving towards a low-carbon society.

- The Company places importance on conducting business responsibly toward society, communities, the environment, and all stakeholders. It complies with the relevant laws and regulations related to social responsibility, refrains from actions that harm the environment beyond legal requirements, and actively participates in community development.
- It fosters awareness among employees to be conscious of and participate in environmental management. It recognizes the importance of assessing, controlling, preventing, and reducing environmental impacts and environmental management systems arising from Company operations.
- The Company provides channels for stakeholders and related parties to voice their opinions on Company operations and file complaints in cases where they feel they have been treated unfairly by the Company. These channels are specified in the Anti-Corruption Policy.

Reference link for Business partner : <https://www.aienergy.co.th/en/business-ethics-partners>

Creditor

Supply Chain Management Policy

The Company places strong emphasis on responsible supply chain management, recognizing its importance to effective delivery of products from production processes to customers and to the interests of stakeholders across the value chain. Accordingly, the Company's supply chain management covers end-to-end activities from the selection of qualified suppliers and supplier management through to customer service and product delivery with the objective of enhancing stakeholder satisfaction throughout the chain. The Company also analyzes and assesses impacts arising from supply chain operations, taking into account social and environmental considerations across the supply chain to capture opportunities, mitigate risks, enhance transparency, and strengthen the long-term resilience of suppliers and business partners.

Supply Chain Management Approach:

The Company has established a Supply Chain Management Policy aligned with responsible business conduct and environmental and social responsibility, and requires strict adherence to the Supplier Code of Conduct. This Policy is intended to prevent discrimination against suppliers, anti-competitive practices (including trade monopolization and unfair competition), and fraud and corruption throughout the supply chain, as set out below.

1. Supplier:

Supplier Selection Process:

The Company maintains fair procurement processes and contractual terms, and applies a consistent, non-discriminatory approach to the selection, registration, and ongoing monitoring of all suppliers in accordance with established procedures. Supplier evaluation criteria cover performance in quality, safety, financial soundness, social and environmental responsibility, respect for human rights, fair employment practices, and business continuity. Approved suppliers are registered on the Company's Approved Supplier List, which is categorized into three groups: Raw Materials, Services, and Other to ensure that the Company receives raw materials, goods, and services that effectively support its operations.

Supplier Performance Assessment:

The Company requires an annual supplier assessment to monitor supplier performance and to strengthen sustainable business relationships. Such assessments cover key social and environmental considerations in addition to operational performance. Where a supplier is identified as high risk and may adversely affect product quality and/or service performance, the Company will issue a corrective action plan to track remediation, provide appropriate guidance, and ensure the supplier understands and implements the required improvements to mitigate risks on an ongoing basis.

2. Customers:

The Company is committed to producing and delivering products and services responsibly, with a focus on customer and consumer protection. The Company aims to provide high-quality, safe products and services that best meet customer needs, in compliance with applicable laws and relevant standards. In doing so, the Company considers health and safety, fairness, customer data protection, and after-sales service throughout the lifecycle of its products and services. The Company also monitors and measures customer satisfaction to drive continuous improvement in product and service quality. To strengthen customer confidence, the Company is subject to audits and maintains certifications under ISO 9001, ISO 14001, ISO 45001, ISO 22000, FSSC 22000, and RSPO standards, demonstrating its commitment to quality and safety, and supporting the sustainable use of palm oil.

3. Environment:

The Company demonstrates environmental responsibility by preventing, reducing, and managing impacts arising from its operations, and by implementing measures to ensure that its activities do not cause adverse effects on the environment. This approach covers, as applicable, the responsible use of raw materials; energy consumption (for production, transportation, and office operations); water use; the use of renewable and circular resources; the generation, treatment, and disposal of waste; and the monitoring and reduction of greenhouse-gas emissions.

Reference link for Creditor : <https://www.aienergy.co.th/en/supply-chain-management-policy>

Government agencies

The Company is committed to driving business growth alongside environmental and social responsibility under good corporate governance (Environmental, Social, and Governance: ESG). The Company considers impacts and long-term value delivered to all stakeholders in a balanced and sustainable manner and applies to the Board of Directors, Managing Director, executives, employees, workers, suppliers/contractors, customers, communities, government agencies, investors, shareholders, and business competitors. Including collaboration with government agencies, industry associations, business partners, and other relevant stakeholders to contribute to the development and/or implementation of industry- and/or sector-specific sustainability standards and best practices, as well as managing environmental quality in compliance with applicable laws and regulations.

Reference link for Government agencies : <https://www.aienergy.co.th/en/sustainability>

Community and society

Environmental Management Policy

The Company are committed to sustainable business operations based on environmental responsibility. By recognizing and giving importance to minimizing environmental impacts from its business operations, the Company has formulated a policy to develop manufacturing processes in order to minimize environmental impacts which may occur. The Company has aligned its business policy in accordance with environmental laws and regulations, international standards, and sustainability standards. The Company creates awareness among employees to be aware of and take part in the Company's environmental culture. The Company comprehend the importance of evaluating, controlling, preventing and reducing environmental and ecological impacts from the Company's operations, which focuses on the management of pollution prevention at the source integrated in the aspects of air, water, waste management and improving energy efficiency using resources efficiently and sustainably to enhance environmental culture and increase the capacity to adapt to climate change and to reduce greenhouse gas towards a low-carbon society.

The Company's production process is designed as a closed production system to reduce the evaporation of methanol and chemicals used as raw materials in production are released to the atmosphere. The Company manages the environment systematically and in accordance with the prescribed laws and regulations, using indicators set out in ISO14001:2015 to achieve the Company's target, which has the main goal to reduce the impact on the environment, community, and society as much as possible. Therefore, the Company has taken various actions to achieve the amount

of waste from productions to landfill to be zero, namely, efficient use of resources, waste reduction, and reuse. Moreover, the Company encourage all employees to represent commitment to the environment and to offer internationally certified ISO14001:2015 standard to all stakeholders.

Reference link for Community and society : <https://www.aienergy.co.th/en/oshe-policies>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

In conducting the Company's business, in addition to emphasizing the achievement of operational objectives, the Company places great importance on the manner and methods of conducting business that lead to success. This is guided by the principles of ethics, including fairness and integrity, in all transactions and interactions with all stakeholders. Business ethics are practices that the Company expects all directors, managements, and employees to acknowledge, understand, and adhere to in their roles.

Conflicts of Interest

1. Avoid engaging in transactions that may result in conflicts of interest with the Company.
2. Treat such transactions as if they were with external parties. Director, managements, or employees with a vested interest in the transaction should refrain from participating in the approval process.
3. Do not use opportunities or information obtained as a directors, managements, or employee for personal gain or in business activities that compete with the Company or its related ventures.
4. Do not use internal information for personal benefit in trading the Company's stocks or provide internal information to others for their benefit in stock trading.

Responsibility to Shareholders

1. Act fairly, equitably, and impartially toward shareholders to maximize their collective benefit.
2. Disclose information honestly and promptly to shareholders.
3. Regularly and comprehensively report the Company's status to safeguard the interests of shareholders.
4. Provide information to shareholders that is equitable regarding the Company's future trends, based on credible and sufficient information.
5. Ensure that directors, managements, and employees do not seek personal or related party benefits by disclosing any information about the Company that has not been made public, revealing confidential company information to external parties, or engaging in activities that create conflicts of interest with the Company.

Policy and Practices for Employees

1. Treat employees with politeness and respect their individuality and human dignity with fairness.
2. Provide fair compensation to employees and prioritize their welfares.
3. Maintain a safe working environment for the safety of employees' lives and properties.
4. Appointments, transfers, rewards, and penalties for employees are carried out with integrity based on the knowledge, abilities, and appropriateness of the employees.
5. Prioritize the training and development of employees' knowledge and skills by offering opportunities regularly.
6. Listen to feedback and suggestions from employees, based on their professional knowledge.
7. Comply with all laws and regulations related to employees diligently.

Policy and Practices for Customers

1. Deliver quality products and services at a fair price and meeting customers' requirements.
2. Communicate with customers politely, efficiently, and reliably, providing a system and processes for customers to receive their concerns and feedbacks and ensuring prompt responses and service delivery.

3. Keep customer confidentiality and refrain from using it for personal or unauthorized benefits, either for oneself or others.
4. Offer efficient and useful guidance on the use of the Company's products and services, maximizing customer benefits.

Policy and Practices for Business Partners

1. Do not call for or accept any benefits that are not ethical in business dealings with business partners.
2. Abide by the agreed-upon conditions diligently.
3. In case any agreed conditions cannot be fulfilled, provide prior notice to collectively consider corrective actions.

Policy and Practices for Competitors

1. Collaborate in competitive activities within the framework of fair competition regulations.
2. Do not seek confidential information from business competitors through unethical or inappropriate means.
3. Do not tarnish the reputation of business competitors through false accusations.
4. Avoid any form of harassment or unfair actions against business competitors.

Responsibility to Society

1. Conduct business that is beneficial to the economy and society while prioritizing environmental stewardship.
2. Care for the Company's operations to prevent pollution and adverse impacts on the environment and society.
3. Collaborate with all stakeholders in the community to contribute to the creation of a better society.
4. Share knowledge and income with individuals in the community by providing opportunities to work together with the Company.

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

Conflict of interest refers to situations where employees of the Company engage in personal business or invest in any business that may influence decision-making at work or recommend individuals, preventing employees from acting for the benefit of the Company. Actions that constitute a conflict of interest include the use of the Company's assets or one's position in the Company to seek personal, unauthorized benefits, transferring the Company's resources or benefits to oneself or relatives, engaging in negotiations or transactions for oneself or relatives that are contrary to the Company's interests, and investing in companies or factories that are competitors of the Company. The following principles apply:

1. Employees of the Company must avoid actions that constitute a conflict of interest with the Company. Any actions taken must be reasonable and based on the Company's best interests, not in violation of laws and regulations. If any actions or events fall under a conflict of interest, employees have a duty to report such conflicts through the Human Resources and Corporate Support Manager or supervisors.
2. Employees of the Company can recommend individuals to work for the Company. These individuals must be capable of benefiting the Company and should not use personal relationships to secure such employment. They should not be involved in decisions related to the hiring of relatives, spouses, parents, children, or close associates. If an employee brings in new hires, the HR department must ensure that these employees do not

work in the same department under the same supervisor to minimize the risk of bias in work, such as performance evaluation, overtime work beyond the actual work hours. Hiring decisions should be based on qualifications, skills, and experience.

3. Employees of the Company are not allowed to work as employees, representatives, consultants, or in any other role for other companies in the same business at the same time as they work for the Company.
4. Employees of the Company must always be aware of and avoid conflicts of interest that may arise and should not engage in investment or activities that may affect the Company's business interests.
5. Employees of the Company should not seek any benefits from their positions in the Company to recommend, sell, or act as intermediaries for products or services that the Company does not provide for personal gain.
6. If employees of the Company suspect that a business investment or activity they are involved in or planning to participate in may conflict with the Company's interests, they should inquire and disclose information to their department managers for approval. Subsequently, they should inform the Human Resources and Corporate Support Manager in writing before investing in the activity.
7. While working for the Company and after leaving the employment, employees must not disclose information that is considered confidential to the benefit of anyone, whether it is electronic information, financial information, work-related information, business information, plans of the Company, and others.
8. The Company's board of directors, managements, and personnel holding management positions within the meaning of the SEC and related individuals must report conflicts of interest that may arise to the Chairman of the Executives Committee and Managing Director in the 'Conflict of Interest Reporting Form' annually and interim if there are any changes that could result in conflicts of interest. Reports must include related items in accordance with the Securities and Exchange Act (No. 4) B.E. 2535 (Revised) effective from August 31, 2008, Section 89/12. Furthermore, the Company prohibits personnel with conflicts of interest related to procurement processes and will penalize those who do not report conflicts of interest promptly.

Reference link for Prevention of Conflicts of Interest : https://www.aienergy.co.th/storage/document/cogove/176665650517665619992.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2012-11-2568%20translated%20version%20EN.pdf

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Anti-corruption

The Company recognizes the important of a transparent business operation and embrace the principle of good corporate governance for effectiveness and equitably with responsibility to society and stakeholders. As well as to prevent corruption that may occur, hence the Company has declared the intention of anti-corruption that do not support the activities of groups or individuals acting in wrongful exploitation. In order to be entrusted in undertaking a no fraud operation, the Company has proclaimed the anti-corruption policy as the guidelines for the Board of Directors, management, and employees to strictly comply. The Company has participated in the declaration of intention to become a collective action coalition of the Thai private sector in anti-corruption and was already certified as member by the Private Sector Collective Action Coalition Council (CAC) to express the intention and commitment to combat all forms of corruption and corruption. This policy applies to the Board of Directors, Sub-Committees, Senior Management

and employees at all levels of AI Energy Public Company Limited and all subsidiaries (together called Company Personnel). This policy also applies to agents, intermediaries, contractors and consultants acting on behalf of the Company.

Anti-Corruption Policy

1. Restricted the Board of Directors, management, and employees of the Company claim, perform, or accept corruption in all forms; both directly and indirectly. The Company has determined the reviewing of the anti-corruption policies implementation regularly. Moreover, the roles and responsibilities of the parties involved to comply with the policies and operations of the Company.
2. The Company Personnel shall not ignore or neglect to raise concerns or report any suspected instance of fraud or corruption in relation to The Company. Company Personnel shall report to the designated personnel any suspected instance of fraud or corruption and provide support to the investigation process.
3. The Company Personnel shall encourage good values and awareness in working honestly, ethically and transparently, without fraud and corruption, as part of the organizational culture.
4. The Company personnel shall operate in compliance with all related laws and regulations, especially the laws in relation to anti-fraud and corruption in every country in which Company operates.
5. The Company Personnel shall operate with transparency, accuracy, and fairness under the applicable regulations, policies, procedures and guidelines of Company, especially for marketing and sales, procurement, and accounting and finance processes.
6. Any act breaching this Anti-Fraud & Corruption Policy shall be considered for disciplinary action in accordance with Company's Procedures which may include termination if deemed appropriate by Management. Additionally, any Personnel found to be in violation of this Policy may be subject to the law if the act is proven to be a violation of related Laws.
7. Company shall provide fair treatment and protect Personnel. Personnel will not suffer demotion, penalty or other adverse consequences for refusing involvement in any acts of fraud or corruption, even if such refusal may result in the Company's loss of business opportunities.

Anti-corruption Operational Guidelines

Directors, management, and employees at all levels of company and its subsidiaries must strictly follow the Company's policy and practice and no involvement in corruption in any cases; directly or indirectly. Nevertheless, the policy also includes the anti-corruption within the procurement procedure; suppliers or contractors.

1. Employees must not neglect or ignore whenever encounter an act of possible corruption related to the Company and must notify the incident to the superior or the responsible person through various available channels (as presented below in this policy statement) and provide good cooperation when fact findings are needed.
2. Employees who commit, conspires with, or connects to corruption must face disciplinary punishment and related legal penalties.
3. The Company will ensure fairness and provide protective measures to complainants or whistleblowers for collaboration in reporting malpractice and corruption.
4. The Company puts emphasis on publicizing, communicating and training in order to constantly educate employees the Anti-Corruption Policy
5. The Head of Internal Audit has duty and responsibility to monitor, review to report to the Audit Committee whether implementation of the anti-corruption is in accordance with the policy and operational guidelines with an attempt to ensure suitability and adequacy against risk of potential corruptions.

Reference link for Anti-corruption : <https://www.aienergy.co.th/en/anti-corruption>

Whistleblowing and Protection of Whistleblowers

Complaints and Reporting of Wrongdoings and Misconduct Policy

The Company recognizes the importance of conducting business transparently, adhering to principles of good corporate governance to ensure efficient and fair business operations, social responsibility, and prevention of corruption and corporate malpractice. The Company, therefore, establishes a code of conduct that does not support the activities of groups or individuals acting in ways inconsistent with seeking benefits in order to earn the trust of conducting business without corruption. The Company has formulated this policy for whistleblowing and reporting to serve as a guideline for the board, managements, and employees to strictly adhere to and to instill confidence that reporting or complaining will not lead to repercussions. Mechanisms have been established to protect complainants or information providers, to support the board, managements, consultants, and employees of the Company, as well as its subsidiaries, and stakeholders in reporting and disclosing corruption-related misconduct safely and effectively. This policy aims to prevent corruption within the Company and its subsidiaries, promote the positive image and ethical values of the Company.

Guidelines for Practicing on the Complaints and Reporting of Wrongdoings and Misconduct

____ Directors, managers, and employees at all levels of the Company and its subsidiaries must strictly adhere to the policy on complaints and reporting of wrongdoings and misconduct.

1. Employees must not overlook or ignore acts that fall within the scope of corruption and misconduct related to the Company. They are required to report such actions to superiors or designated individuals through specified channels and cooperate in the fact-checking process.
2. Individuals engaging in corruption or misconduct and those with knowledge or involvement in such activities will face disciplinary action according to the Company's regulations and legal penalties.
3. The Company will ensure fairness and implement protective measures for complainants or individuals providing information regarding corruption.
4. The Company emphasizes the dissemination, communication, and regular training to impart knowledge about the policy on complaints and reporting of wrongdoings and misconduct to employees consistently.
5. The internal audit is responsible for examining and verifying compliance with this policy and related practices, conducting audits, and reviewing the facts while tracking the investigation outcomes. They prepare reports for presentation to the audit committee.

Reporting of Misconduct or Complaints about Wrongdoings

____ Matters reported as misconduct or complaints can involve actions that violate Company regulations, policies, or laws, leading to damage to the Company's assets and reputation. The information and evidence must be sufficiently comprehensive for investigative purposes, including complete details such as names of involved parties, date and time of occurrence, event specifics, etc. The details of the misconduct that employees are required to report include:

1. Acts or behaviors seeking undeserved benefits, including but not limited to embezzlement, corruption, paying bribes, hiring state officials with controllable powers, and collusion.
2. Actions that violate Company regulations, business ethics, or have an impact on the Company's internal control system, raising suspicions of potential misconduct.
3. Actions causing losses or harm to the Company's interests and reputation.
4. Actions resulting in conflicts of interest.
5. Actions violating laws, ethics, and business morality.
6. Deceptive practices, fraudulent financial reporting, intentionally misleading others through false messages, or covering up the truth that should be disclosed.
7. Operations that raise suspicions related to money laundering, accounting, finances, procurement, or any improper conduct leading to damage to the Company.

Protection of Complainants, Whistleblowers, and Confidentiality

1. Protection of Complainants, Whistleblowers, and Related Parties:

Due to the honest and sincere nature of complaints and information provided, which ultimately benefit both the Company and its employees, those who submit complaints, provide information, state facts, or testify regarding complaints, and those who evaluate complaints will be protected. Even if their actions lead to genuine difficulties, they will be assured protection against termination, suspension, penalties, or any adverse actions.

The Company has a policy to treat individuals equally and fairly, as per the Company's regulations. Protection will be extended to complainants, and the information related to the complaint will be kept confidential. In cases where an employee discloses information without good faith, such as disclosing private complaints or intentionally providing false information or evidence related to a complaint, and where such actions lead to internal divisions within the Company and its subsidiaries or provide false information with the intention of defaming an accused employee, such actions will be considered disciplinary offenses. Investigations will be conducted, and if found guilty, disciplinary action will be taken according to the Company's regulations.

2. Confidentiality and Name Redaction:

Employees or external complainants may choose not to disclose their names when reporting the misconduct of other employees. However, the Company encourages employees to identify themselves when making a report for easier contact and investigation. Upon receiving a report from an employee or external complainant, the receiving unit takes appropriate measures to protect and prevent any form of retaliation against the reporting individual. If any directors, managements, employees, or related parties believes they are being threatened, intimidated, or coerced, they can report findings of corruption, whistleblowing, or complaints to the Company's committee through the complaint channels.

The Company recognizes the importance of having a policy for receiving complaints and reporting misconduct and corruption to reduce the risk of damage to the Company's assets and reputation. It also aims to instill confidence in business partners, customers, and shareholders by being perceived as a well-governed Company. The Company is confident that this policy will contribute to the development and growth of the Company.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.aienergy.co.th/en/whistle-blowing>

Prevention of Misuse of Inside Information

Control of Internal Information

_____ The resolution included the regulations on the use of internal information in order to adhere to the principles of Good Corporate Governance of the company as follows.

1. Directors, executive, and employees of the Company shall abide the following.

a) Maintain the confidentiality and/or internal data within the Company.

b) No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return.

c) Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Company's directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59.

3. Such regulations shall be declared to the directors, executives, management, and employees accordingly.

Reference link for Prevention of Misuse of Inside Information : https://www.aienergy.co.th/storage/document/cogove/17689610461_%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B9%80%E0%B8%A3%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%87%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B9%83%E0%B8%8A%E0%B9%89%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%E0%B8%A0%E0%B8%B2%E0%B8%A2%E0%B9%83%E0%B8%99%2014.05.62%20translated%20version%20EN.pdf

Gift giving or receiving, entertainment, or business hospitality

The Company has a policy that prohibits its managements and employees from receiving or giving gifts, souvenirs, or hospitality from or to business partners and government officials.

1. The Company prohibits the acceptance of any gifts, presents, souvenirs, or rewards, even if they are merely for welcoming, expressing goodwill, or various cultural and festive occasions. However, if employees, directors, and related parties are in situations where refusal is not possible, they should act in accordance with the anti-corruption risk management guidelines published by the Company.

2. Giving gifts for welcoming, expressing goodwill, and various cultural, traditional, or customary rituals, or as part of building good relationships is acceptable, as long as it does not have a significant impact on business decision-making. The value should not exceed 3,000 Baht per item. The recipient individuals must not have the authority to approve employment or issue licenses, and there should be no negotiation or competitive bidding during their tenure. Nevertheless, if the organization, legal entity, or person is not involved in competitive bidding, they can still offer gifts.

Reference link for Gift giving or receiving, entertainment, or business hospitality : https://www.aienergy.co.th/storage/document/cogove/176665650517665619992.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2012-11-2568%20translated%20version%20EN.pdf

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Information and assets usage and protection

Information Disclosure Policy

The Company is responsible for communicating and disclosing essential information that may impact investment decisions to all stakeholders, including related investors. This is to ensure that communication and disclosure to external parties are done through appropriate channels, protecting confidential information and data with potential effects on security prices.

Objectives

This policy is established to facilitate suitable information disclosure to external parties, ensuring equality and timeliness in accordance with relevant laws and regulations. The policy applies to the Company's board of directors, managements, and employees responsible for communication and disclosure of the Company's information. It aims to align communication practices across the organization to comply with this policy.

Communication Policy:

1. The Company shall oversee the managements to establish a unit or personnel responsible for investor relations to communicate with shareholders and other relevant investors promptly and equally.
2. The Company shall ensure that individual personnel handling external communication are suitable for the role, understanding the Company's business, objectives, values, and communication capabilities with the capital market.
3. Managements shall guide and support investor relations in establishing practices for information disclosure, defining roles and responsibilities to ensure effective communication and information disclosure.
4. Key information disclosed to the public by investor relations must be certified and supervised by the Company's board of directors or managing director, or delegated personnel to ensure accuracy and timeliness for the benefit of shareholders.
5. External feedback from investor relations can be presented to the Company's board of directors to improve management efficiency, strategy, and direction.

Disclosure Policy:

1. Directors, managements, and employees dealing with information that cannot be disclosed to the public or is considered trade secrets, such as internal information not disclosed to the stock market yet, research data, etc., must prioritize the protection and security of such information to achieve the Company's current and future objectives and ensure workforce operational stability. All personnel are responsible for maintaining the confidentiality and security of data to prevent unintentional disclosure. The secrecy of such information may be divided into levels according to importance from least to greatest, including information that can be disclosed to the public, information for internal use, concealed information, secret information, and secret information. Sharing of inside information must be within only to the duties and responsibilities assigned to them.
2. Approval from managing director or the Company's board of directors designated individuals is required for disclosing Company-specific confidential trade information to external parties or the public. This includes information about planned projects, financial data, and research and development details, among others, to prevent potential harm to the Company.
3. The Company classifies and restricts access to confidential information, allowing only authorized personnel to access such data.
4. The Company establishes a central information unit responsible for providing information to the public; Investor Relations, and coordinating with data owners to summarize information before approval by the managing director or designated personnel before publication.
5. The Company imposes a 30-days blackout period before financial disclosures, during which it will not engage with institutional investors, financial analysts, or other capital market representatives, ensuring that information is not prematurely disclosed.
6. The Company's personnel must not respond to questions or provide comments to external parties unless delegated or assigned to do so. If not assigned, polite rejection is encouraged, and individuals are advised to direct inquiries to the managing director or the Company's designated and authorized personnel.

Reference link for Information and assets usage and protection : <https://www.aienergy.co.th/storage/document/cogove/1700723729%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B2%E0%B8%A3%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B9%81>

Information and IT system security

Information Technology Security Policy

1. Principles

AI Energy Public Company Limited (The Company) and its affiliated companies recognize the importance of information technology and communication technology as factors that promote business operations, enhance efficiency, ensure security, and allow for continuous operations. This includes preventing problems that may arise from improper use of information technology systems and guarding against various threats to align with good corporate governance principles, as well as relevant laws, to suit the context of business operations.

The Company, therefore, establishes policies and guidelines to provide a framework for overseeing and managing information technology security systems (The Policy). However, it is crucial for all users, system administrators, and individuals involved in the Company's information technology systems to cooperate in implementing the policy and guidelines provided by employees and external parties.

2. Objectives

To ensure that the Company's information technology systems are efficiently and stably managed and aligned with business operations and risk management, allowing the Company to achieve its objectives and main goals. This is done through appropriate resource utilization and risk management in accordance with good governance practices, providing a framework to guide and support security operations for the organization's information to comply with or align with business requirements, laws, and relevant regulations.

3. Scope of Enforcement

This policy applies to all employees, managements, and directors of the Company and its affiliated companies, as well as external individuals who work for the Company, to recognize the importance of maintaining security when using information technology systems within the Company and to respond to the Company's mission and policies. By referencing the ISO/IEC 27001:2013 standard, the Company ensures that managements and employees at all levels, and external individuals working for the Company are aware of and strictly follow this policy. Violations or breaches of this policy may result in appropriate corrective actions or penalties. Regular monitoring and reviewing of operations are conducted to ensure compliance with relevant laws and regulations, emphasizing managing the information technology systems to be continuously operational and updating policies and practices in information technology security to align with technological changes.

4. IT Risk Management Policy

The Company specifies that IT risk management must align with the Company risk management policy and encompass the following aspects;

4.1 Defining Roles and Responsibilities for IT Risk Management: The IT managers are responsible for studying, acquiring methods or IT guidelines to mitigate and manage existing risks. They present these to the management for consideration in risk management regarding information technology systems.

4.2 Identification of Information Technology Related Risks:

- **Physical and Environmental Risks:** This includes the Data Center Room, which houses servers, network equipment, and other devices. Control measures should be in place for access, exit, and usage, along with system monitoring, such as temperature and fire alert systems.

- **Risks Related to Computer Program Usage:** To prevent the use of insecurely downloaded and installed programs, safeguards should be established, including preventing unauthorized downloads or installations, especially malicious software like viruses that can attack computers within the network.

- **Network System Usage Risks:** There should be checks and monitoring of internal network usage and internet systems. Security measures, such as firewalls and email data filtering, should be implemented to safeguard servers and client computers used by employees.

- **Personnel Risks:** Access rights and permissions for computer systems, network equipment, data, and personal information must be appropriately assigned to prevent unauthorized access, usage, modification, or misuse.

4.3 Comprehensive Risk Assessment: The Company should assess the likelihood and impact of risks to prioritize risk management. These risks can be categorized into four (4) types:

4.3.1 Technical Risks related to computer and equipment attacks.

4.3.2 Operational Risks arising from operational errors in users management, causing unauthorized access to data and damages in IT processes data.

4.3.3 Risks from Disasters and Emergency Situations arise from disasters or natural events, including other situations like power outages, protests, and more.

4.3.4 Management and Operational Risks stem from existing policies or the application of policies that may not align with potential risks.

4.4 Defining Methods or Tools for Risk Management: The Company aims to maintain risks at an acceptable level. It creates a detailed risk description table that includes risk title, risk type, risk characteristics, risk factors, and impact. It also specifies the probability and severity of risk events, along with creating a risk map. \

4.5 Information Technology Risk Indicators: The Company establishes indicators and monitoring systems to report results to responsible parties. This ensures effective and timely risk management.

5. IT Security Policy

To prevent actions that violate the IT security policy regarding information technology security.

Guidelines:

- Prohibit the use of computer resources and networks for unlawful activities or actions contrary to societal norms, such as conducting commercial activities or disseminating illegal or unethical content.

- Do not access computer systems and data using another user's account, password, or identity confirmation data without permission.

- Prohibit unauthorized interference with, deletion, addition, copying, or any other action on computer systems and data that are protected by the Company's access control mechanisms or any action exceeding one's authority.

- Refrain from disclosing another person's information, organization's data, or any personal information without permission.

- Do not disrupt, impede, or engage in any activities that cause damage to or render the Company's computer resources and networks unusable or inoperable, such as sending malicious commands, injecting programs causing computer or network devices to deny service, etc.

- Do not covertly intercept or receive data within the Company's computer network and data transmission processes.

- Before using portable storage, media or opening attached files in emails or files downloaded from the internet, there must be a check for malicious code, such as viruses, through antivirus programs every time.

- Users must not permit others to use their user accounts and passwords, which the Company has assigned for individual use only.

- Users must comply with measures to control the use of the internet system within the Company.

Reference link for Information and IT system security : <https://www.aienergy.co>

[th/storage/document/cogove/176665657517658660576.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9](https://www.aienergy.co.th/storage/document/cogove/176665657517658660576.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9)

Environmental management

Environmental Management Policy

The Company are committed to sustainable business operations based on environmental responsibility. By recognizing and giving importance to minimizing environmental impacts from its business operations, the Company has formulated a policy to develop manufacturing processes in order to minimize environmental impacts which may occur. The Company has aligned its business policy in accordance with environmental laws and regulations, international standards, and sustainability standards. The Company creates awareness among employees to be aware of and take part in the Company's environmental culture. The Company comprehend the importance of evaluating, controlling, preventing and reducing environmental and ecological impacts from the Company's operations, which focuses on the management of pollution prevention at the source integrated in the aspects of air, water, waste management and improving energy efficiency using resources efficiently and sustainably to enhance environmental culture and increase the capacity to adapt to climate change and to reduce greenhouse gas towards a low-carbon society.

The Company's production process is designed as a closed production system to reduce the evaporation of methanol and chemicals used as raw materials in production are released to the atmosphere. The Company manages the environment systematically and in accordance with the prescribed laws and regulations, using indicators set out in ISO14001:2015 to achieve the Company's target, which has the main goal to reduce the impact on the environment, community, and society as much as possible. Therefore, the Company has taken various actions to achieve the amount of waste from productions to landfill to be zero, namely, efficient use of resources, waste reduction, and reuse.

Moreover, the Company encourage all employees to represent commitment to the environment and to offer internationally certified ISO14001:2015 standard to all stakeholders.

Reference link for Environmental management : <https://www.aienergy.co.th/en/oshe-policies>

Human rights

Human Rights and Social Policy

The Company emphasizes places the highest importance on respecting, supporting, and upholding human dignity and human rights, which are fundamental rights and freedoms inherent to all individuals. This policy applies to employees, business partners, communities, all stakeholder groups, and vulnerable groups. The Company upholds the principles of equality, fairness, and non-discrimination as a fundamental basis for conducting its business. To demonstrate its commitment to responsible business conduct and social responsibility, the Company has established this Human Rights and Social Policy, with reference to the United Nations Guiding Principles on Business and Human Rights (UNGP), which are based on three core pillars: the duty to protect human rights, the responsibility to respect human rights, and access to remedy when adverse human rights impacts occur. This policy also supports good corporate governance and aligns with international best practices through the implementation of a comprehensive Human Rights Due Diligence (HRDD) process, which includes risk assessment, impact assessment, and the establishment of appropriate preventive, mitigation, and remediation measures.

The Company expects its board of directors, executives, employees, and all parties involved throughout the supply chain to strictly comply with this policy, All individuals shall be treated equitably and with respect for diversity, without discrimination on the basis of sex, age, religion, race, nationality, skin colour, place of origin, disability, political expression, socio-economic status, culture, or any other identity. Special consideration shall be given to vulnerable

groups, including women, pregnant women, children, LGBTQI+ individuals, migrant workers, contractors, suppliers, and customers. The Company does not support and will not engage in any form of human rights violations, including but not limited to:

- Child labour
- Forced or illegal labour
- Human trafficking
- Sexual harassment
- Physical or verbal violence
- Workplace bullying or harassment
- Discrimination in any form

The Company operates under its Human Rights and Social Policy, which encompasses the Company's Corporate Social Responsibility (CSR) framework. The Company is committed to advancing organizational development in parallel with creating sustainable value for communities, society, and the environment.

Reference link for Human rights : <https://www.aienergy.co.th/en/human-rights-and-social-policy>

Safety and occupational health at work

Quality Security Safety Health and Environment Policy (QSHE)

The Company is committed to conducting its business responsibly, with a focus on Corporate Social Responsibility (CSR). Therefore, Quality, Stability, Safety, Occupational Health, and Environmental (QHSE) considerations are crucial components of the Company's business operations. The Company has established guidelines to ensure that employees are aware of and manage QHSE risks rigorously. This is done to deliver products and services to customers and stakeholders while striving for excellence in line with good Corporate Governance principles. These guidelines include:

1. Complying diligently with QHSE laws, standards, regulations, and other requirements of the Company and relevant industry standards, treating them as fundamental guidelines.
2. Producing high-quality products and delivering them in accordance with customer agreements to meet customer satisfaction and managing operations in an environmentally friendly manner.
3. Promoting and supporting the continuous development and improvement of quality, stability, safety, occupational health, and environmental management in alignment with legal requirements, international standards, and other applicable requirements to foster a safety culture where safety is everyone's first responsibility.
4. Managing risks and preventing losses arising from accidents, emergencies, epidemics, injuries, or illnesses resulting from work and property damage, using stringent safety standards and measures. This includes creating a safety culture through Zero Accident initiatives and managing safety in the production process through the 5S project to ensure safety for all stakeholders.
5. Supporting and promoting occupational health and a conducive working environment because the Company values all employees as its valuable resources.
6. Recognizing the importance of evaluating, controlling, preventing, and reducing the environmental impacts from the Company's operations, focusing on comprehensive pollution control in air, water, waste management, and energy efficiency using efficient and sustainable resources to strengthen the environmental culture and enhance adaptability to climate change and greenhouse gas reduction, aiming for a low-carbon society.
7. Building awareness among employees about the Company's safety and environmental culture, allowing all employees to provide feedback and cooperate in improving working conditions and work methods to ensure that the QSHE policy truly benefits everyone.

8. Communicating the QSHE policy and performance in terms of quality, stability, safety, occupational health, and the environment to all stakeholders and being ready to listen to their needs and suggestions for review and improvement of operations. Management and employees at all levels are involved in implementing the QSHE policy in conjunction with their operational responsibilities to achieve the Company's goals.

9. Communicating the QSHE policy and performance in terms of quality, stability, safety, occupational health, and the environment to all stakeholders and being ready to listen to their needs and suggestions for review and improvement of operations. Management and employees at all levels are involved in implementing the QSHE policy in conjunction with their operational responsibilities to achieve the Company's goals.

Reference link for Safety and occupational health at : <https://www.aienergy.co.th/en/oshe-policies-work>

Promotion of compliance with the business code of conduct

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

The Company places strong emphasis on responsible supply chain management, recognizing its importance to effective delivery of products from production processes to customers and to the interests of stakeholders across the value chain. Accordingly, the Company's supply chain management covers end-to-end activities from the selection of qualified suppliers and supplier management through to customer service and product delivery with the objective of enhancing stakeholder satisfaction throughout the chain. The Company also analyzes and assesses impacts arising from supply chain operations, taking into account social and environmental considerations across the supply chain to capture opportunities, mitigate risks, enhance transparency, and strengthen the long-term resilience of suppliers and business partners.

1. The Company maintains fair procurement processes and contractual terms, and applies a consistent, non-discriminatory approach to the selection, registration, and ongoing monitoring of all suppliers in accordance with established procedures. Supplier evaluation criteria cover performance in quality, safety, financial soundness, social and environmental responsibility, respect for human rights, fair employment practices, and business continuity. Approved suppliers are registered on the Company's Approved Supplier List, which is categorized into three groups: Raw Materials, Services, and Other to ensure that the Company receives raw materials, goods, and services that effectively support its operations.

Supplier Performance Assessment

- The Company requires an annual supplier assessment to monitor supplier performance and to strengthen sustainable business relationships. Such assessments cover key social and environmental considerations in addition to operational performance. Where a supplier is identified as high risk and may adversely affect product quality and/or service performance, the Company will issue a corrective action plan to track remediation, provide appropriate guidance, and ensure the supplier understands and implements the required improvements to mitigate risks on an ongoing basis.

2. The Company is committed to producing and delivering products and services responsibly, with a focus on customer and consumer protection. The Company aims to provide high-quality, safe products and services that best meet customer needs, in compliance with applicable laws and relevant standards. In doing so, the Company considers health and safety, fairness, customer data protection, and after-sales service throughout the lifecycle of its products and services. The Company also monitors and measures customer satisfaction to drive continuous improvement in product and service quality. To strengthen customer confidence, the Company is subject to audits and maintains certifications under ISO 9001, ISO 14001, ISO 45001, ISO 22000, FSSC 22000, and RSPO standards, demonstrating its commitment to quality and safety, and supporting the sustainable use of palm oil.

3. The Company demonstrates environmental responsibility by preventing, reducing, and managing impacts arising from its operations, and by implementing measures to ensure that its activities do not cause adverse effects on the environment. This approach covers, as applicable, the responsible use of raw materials; energy consumption (for production, transportation, and office operations); water use; the use of renewable and circular resources; the generation, treatment, and disposal of waste; and the monitoring and reduction of greenhouse-gas emissions.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.aienergy.co.th/en/supply-chain-management-policy>

Diagram of promotion of compliance with the business code of conduct

Indicators	Results (%)	Results (%) year 2025
Communication of Supplier Code of Conduct (Suppliers and Customers)	100	100
Suppliers and Customers who have acknowledged the Supplier Code of Conduct	100	100

Targets and Results

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : จดหมายแจ้งมติต่ออายุการรับรอง บริษัท เอไอ เอนเนอร์จี จำกัด (มหาชน) Recert 1.pdf

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

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

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

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

The Company reviews its corporate governance policies and practices by the Board of Directors once a year. In 2025, there were no significant amendments because the policies and practices set out are complete and appropriate for the Company's current situation.

Implementation of the CG Code for listed companies

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

The Company has been complying with the code of good corporate governance for listed companies. In 2025, the Company operated its business in accordance with the corporate governance code as detailed below;

Principle 1: Establish Leadership Role and Responsibilities of the Board of Directors as the Leader in a Sustainable Organization

1. Define Policy, Strategy and Business Director

The board of directors reviewed business operations, business plans, visions, missions and budgets to be consistent with the current market and economic conditions. Also assign the managing director and the management team to set indicators to achieve goals and continuous follow-up and report the results to the board of directors quarterly.

2. Good Corporate Governance and Code of Business Conduct

The Board of Directors has established principles of good corporate governance and business ethics for directors, managements and employees of the Company to adhere to as guidelines for efficiency, transparency, accountability and taking into account the interests of all groups of stakeholders. In this regard, in 2021, the Company has registered and announced the good corporate governance policy and business ethics for directors, managements and employees to acknowledge and agree to practice.

3. Internal Control and Internal Audit

The board of directors and the audit committee emphasizes on internal control by trying to determine the Company to have a standardized internal control system of acceptable risk level by assigning an outsource internal auditors to review and follow up on the results of internal control on a quarterly basis and report to the audit committee and the board of directors.

4. Risk Management

The board of directors has assigned the risk management committee is responsible for policy stipulation and determine risks that have a significant impact on the Company's operations. Also monitor, improve, and put in place measures to mitigate risks to an acceptable level. The risk management committee is also reporting the risk management reports to the board of directors for acknowledgment on a quarterly basis.

Principle 2: Define Objectives that Promote Sustainable Value Creation

The board of directors has reviewed the 2025 business plan, which contains the direction and strategy of the Company's business operations for the next 5 years to ensure that the business plan can respond to the current and future economic and social conditions.

Principle 3: Strengthen Board Effectiveness

The board of directors has determined the appropriate number of directors with the proportion of independent directors to lead the organization to the objectives and goals. The current board of directors consists of 7 members, comprising 4 executive directors and 3 independent directors, representing half of the entire board of directors.

The chairman and the managing director must not be the same person and engage in different roles. The chairman duties to the board are described below;

1. Supervision, follow up and ensure that the Board of Directors has efficiently perform their duties and achieve the objectives and goals of the organization.
2. Ensuring that all directors are involved in fostering an ethical corporate culture and good corporate governance.
3. Determining the agenda of the board of directors meeting together with the assigned director and managing director and has measures to ensure that important matters are included in the meeting agenda.

4. Allocating sufficient time for the management to make a presentation and enough for the directors to discuss important issues thoroughly. Encouraging directors to use prudent discretion freely express opinions.
5. Strengthening of good relationship between executive directors and non-executive directors and between the board and the management.

The managing director is highest commanding in chief of the Company, who is responsible for managing policies, business plans and budgets as assigned and authorized by the board of directors. However, the Company's chairman and managing director are considered to be a member of the same family. Therefore, according to the resolution of the board of directors Meeting No. 3/2021 held on 13 August 2021, has appointed Mr. Damrong Joongwong to be an independent director and chairman of audit committee representative participate in determining the agenda for the board of directors' meeting to promote the balance of power between the board and the management.

Other corporate governance performance and outcomes

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	83.33	16.67	85.71	14.29	85.71	14.29
Executive directors	16.67		57.14		57.14	
	0.00	16.67	42.86	14.29	42.86	14.29
Non-executive directors	83.33		42.86		42.86	
	83.33	0.00	42.86	0.00	42.86	0.00
Independent directors	50.00		42.86		42.86	
	50.00	0.00	42.86	0.00	42.86	0.00
Non-executive directors who have no position in independent directors	33.33		0.00		0.00	
	33.33	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	66		62		63	
	71	38	65	39	66	40

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. NARONG THARERATANAVIBOOL Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 7,446,944 Shares (0.538069 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 12,125,690 Shares (0.876125 %) <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the</p>	<p>Chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>4 Oct 2006</p>	<p>Leadership, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>Company have registered capital. Mr. Narong Thareratanavibool is holding 21.29% of AI's registered capital.</p>			
<p>2. Mr. THANIT THARERATANAVIBOOL Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 11,148,864 Shares (0.805546 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 5,287,737 Shares (0.382058 %) <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder</p>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>4 Oct 2006</p>	<p>Engineering, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Thanit Thareratanavibool is holding 5.06% of AI's registered capital.			
3. Mr. SAMPAN HUNPAYON Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	9 Apr 2013	Law
4. Mr. CHOTI SONTIWATTANANONT Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full	31 May 2013	Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 104,400 Shares (0.007543 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Choti Sontiwattananont is holding 0.00015% of AI's registered capital</p>	<p>term of directorship and being re-appointed as a director)</p>		

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. PIMWAN THARERATANAVIBOOL Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,036,000 Shares (0.147108 %) <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Ms.Pimwan Thareratanavibool is holding 0.00002% of AI's registered capital.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>17 May 2017</p>	<p>Accounting, Business Administration, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. DAMRONG JOONGWONG Gender: Male Age : 80 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	5 Apr 2021	Business Administration
<p>7. Mr. Pongsakon Thareratanavibool Gender: Male Age : 32 years Highest level of education : Master's degree Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	4 Apr 2024	Petrochemicals & Chemicals, Engineering, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Pongsakon Thareratanavibool is holding 0.00003% of AI's registered capital.</p>			

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. NARONG THARERATANAVIBOOL	Chairman of the board of directors	✓				✓
2. Mr. THANIT THARERATANAVIBOOL	Vice-chairman of the board of directors	✓				✓
3. Mr. SAMPAN HUNPAYON	Director		✓	✓		
4. Mr. CHOTI SONTIWATTANANONT	Director		✓	✓		
5. Ms. PIMWAN THARERATANAVIBOOL	Director	✓				✓
6. Mr. DAMRONG JOONGWONG	Director		✓	✓		
7. Mr. Pongsakon Thareratanavibool	Director	✓				✓
Total (persons)		4	3	3	0	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Petrochemicals & Chemicals	1	14.29
2. Law	1	14.29
3. Accounting	2	28.57

Skills and expertise	Number (persons)	Percent (%)
4. Finance	2	28.57
5. Engineering	2	28.57
6. Leadership	1	14.29
7. Business Administration	5	71.43

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

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting

In order to ensure that the composition of the board of directors is in accordance with the principles of good corporate governance because the Company has a Chairman and Managing Director belong to the same family and the Chairman of the Board is a member of the Executive Committee. To create a balance of power between the board and the management. The Board of Directors Meeting No. 3/2021, held on August 13, 2021, resolved to appoint Mr. Damrong Joongwong, an independent director and Chairman of Audit Committee, to jointly consider the agenda of the board of directors' meeting.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors acts as representatives of the shareholders and has an important duty to make decisions on the Company's key policies and strategies. The Board is responsible for overseeing the Company's operations to ensure that management implements such policies and strategies as prescribed and in accordance with the Company's objectives and goals, for the maximum benefit of shareholders. This is carried out on the basis of social responsibility, with due consideration for environmental impacts, fairness to all stakeholders, and in compliance with the Company's corporate governance policy and anti-corruption policy. The Board shall perform its duties in accordance with applicable laws, the Company's objectives and articles of association, resolutions of the Board of Directors, as well as resolutions of shareholders meetings, with full knowledge and competence, integrity, good ethics, and responsibility toward shareholders.

Accordingly, the Board of Directors has resolved to establish the Board Charter and corporate governance guidelines for the Board by adopting and adapting the principles of the Corporate Governance Code (CG Code) for Listed Companies B.E. 2560 (2017), issued by the Securities and Exchange Commission, to suit the Company's business context. This is to ensure that all directors are aware of their duties and responsibilities and are able to act as leaders in carrying out their roles properly and appropriately.

Reference link for the board charter : <https://www.aienergy.co.th/en/director>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Director and executive nomination
- Remuneration
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. Perform duties in accordance with the law, the Company's objectives, regulations, and resolutions of the shareholders' meetings.
2. Establish the Company's vision, objectives, business policies, goals, business strategies, mandates, and annual budgeting through an analysis of the business environment, changes in factors affecting the business, and stakeholders' interests. Supervise the management to ensure that operations are conducted efficiently and effectively, maximizing the benefits for the Company and its shareholders, considering stakeholders' interests, and

environmental impacts, with transparency and fairness, under the framework of legal requirements and business ethics.

3. Establish, formulate, and adhere to corporate governance policies, business ethics, and codes of conduct in the workplace. This includes anti-corruption policies and various related practices of the Company. Regularly review and evaluate these policies and practices in response to changing factors.
4. Set risk management policies, assess key risk factors that may arise, establish guidelines for managing these risks, and monitor the performance of risk prevention measures for each department at least quarterly.
5. Review and approve the Company's quarterly and yearly financial performance against plans and budgeting.
6. Ensure the existence of a reliable accounting system, financial reporting, and auditing that adequately reflects the financial status and operational results. Oversee the adequacy of internal control systems and internal audit for efficiency and effectiveness, providing opinions on the sufficiency of internal control systems and risk management.
7. Establish information management disclosure policies to prevent data leaks, maintain the confidentiality of sensitive information, and ensure the disclosure of information that may affect stocks prices.
8. Support and promote innovation, as well as utilize innovation and technology to create added value for the business.
9. Consider the appointment and define the duties and mandates of various subcommittees, such as the Audit Committee, Executives Committee, and Risk Management Committee, for efficient and beneficial operations for shareholders.
10. Consider the appointment of executives committee and managing director from within the Company's Board members, while specifying their scope of authority, duties, and responsibilities. Also, establish approval authority and review and revise these mandates as needed for appropriateness.
11. Develop a Succession Plan to ensure readiness if existing executives are unable to perform their duties.
12. Determine and amend the names of individuals with the authorized persons of the Company.
13. Appoint other individuals to manage the Company's operations under the Board's control, or delegate authority to them, within a timeframe determined by the Board. The board may revoke, withdraw, modify, or amend such authority as deemed necessary.
14. Consider and approve any acquisition or disposal of assets unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.
15. Consider and approve related-party transactions unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.
16. Consider and approve the payment of interim dividends to shareholders when the Company has earned sufficient profits to do so, and report such dividend payments to the next shareholders' meeting.
17. Promote understanding and adherence to the law, regulations, corporate ethics, and work-related policies, including the anti-corruption policy, among all directors, managements, and employees of the Company.
18. Establish clear procedures for individuals who wish to report misconduct or individuals who have concerns (whistleblower) through the Company's website or by reporting directly to the Company. Define channels for reporting misconduct through the Company's audit committee and instruct that data be verified according to the Company's established processes.
19. Oversee subsidiary companies by considering the suitability of individuals to be appointed as directors in the subsidiary companies. This is to ensure that management aligns with the Company's policies and conducts transactions in compliance with the law.

Reference link for the charter

<https://www.aienergy.co.th/en/director>

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review and make sure that the Company's financial report is accurate and sufficient.
2. Review and make sure that the Company provides appropriate and effective internal control and internal audit, and consider the independence of the internal audit unit, as well as approve the appointment, transfer, dismissal of the Head of the Internal Audit, or any other agencies that are responsible for internal audit.
3. Review and ensure of the Company's compliance with the Securities and Exchange Act, SET requirements, and laws relating to the Company's business.
4. Consider, select and nominate an individual who is independent to act as external auditor of the Company, and offer the remuneration for such a person, including attending meetings with the auditors without management at least 1 time per year.
5. Consider the related-party transactions or transactions that may have conflict of interest to ensure of the compliance with the laws and regulations of the SET and to ensure that such transactions are reasonable with maximum benefits to the Company.
6. Prepare a report of the Audit Committee to be disclosed in the 56-1 One Report of the Company. Such report must be signed by the Chairman of Audit Committee and must contain at least the following information.
7. Other functions assigned by the board of directors with the approval of the Audit Committee.

Reference link for the charter

<https://www.aienergy.co.th/en/audit>

Executive Committee

Role

- Others
- Directing, planning and formulating policies, business strategy and supervision of the Company's business operations in accordance with the policy or business plan and strategies that the Board of Directors has approved, is consistent with the economic and competitive conditions.

Scope of authorities, role, and duties

1. Direct, plan, and set the policies and strategies for the operations of the Company in accordance with the economic and competitive conditions and submit the Board of Directors for approval.
2. Supervise the operations of the Company in accordance with the policy or business plan, including business strategy which has been approved or determined by the Board of Directors.
3. Propose investment plan and / or funding for the Company that it shall be approved by the Board of Directors and / or the shareholders' meeting as the case may be.
4. Establish policies, business plans and business strategies of the Company under the scope of the objectives.
5. To approve fund investments as set forth in the annual budget that has been approved by the Board of Directors, or in accordance with the Board of Directors resolution that has been approved in the principle.
6. Authorized to buy, sell, procure, rent, lease, hire-purchase, possess, occupy, improve, use or manage any assets, including investments in accordance with plan that has been approved by the Board of Director.
7. Authorized to approve the purchase of property, or any payment due to the company's operations as to the contract and / or agreements with suppliers as detailed in the mandate set forth by the Board of Director.
8. Within the limits authorized by the Board of Director, the Executive Committee is authorized to approve the

purchase, hire, lease, hire-purchase any properties, and authorized to make investment, and spending any expenses necessary to the operation of the Company as detailed in the mandate approved by the Board of Director.

9. Within the limits authorized by the Board of Director, the Executive Committee is authorized to approve loans and overdraft from financial institutions or other institutions for supporting operation of the Company as specified in the Company's Approval Mandate, which was approved by the Board of Director.

10. Authorized to determine the employees welfare and benefits in accordance with the conditions and economic status.

11. Execute other matters to support the implementation mentioned above or as assigned by the Board of Director at each time.

The delegation of powers, duties and responsibilities of the Executive Committee as mentioned above does not include powers and/or sub-authorizations to approve any transaction that he or she has or subordinate or persons who may have conflicts of interest (as defined in the Notification of the SEC) or interests in any other manner contrary to the Company. The approval of such transactions must be proposed to the Board of Directors' meeting and/or the shareholders' meeting (As the case may be) to consider and approve the said transaction according to the Company's Articles of Association or the relevant laws.

Reference link for the charter

<https://www.aienergy.co.th/en/executive>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Monitor, develop and participate in the analysis of the risk management strategy of the organization yearly.
2. Review the risk management policy and approve the improvement of the Risk Management Committees charter to be in line with the COSO ERM, Corporate Risk, Operational Risk and Mitigation Plan guidelines.
3. Develop and screen the risk levels permissible to the organization.
4. Provide direction and overseeing method to the supervisors and staffs in each department.
5. Assess the significant risks and report to the Managing Director.
6. Assess and report the risk of the Company.
7. Review the practical results compared to yearly targets and company plans.
8. Follow-up meeting on practical results within each Department monthly and report to the Executive Committee, Audit Committee, and the Board of Director quarterly.

Reference link for the charter

<https://www.aienergy.co.th/en/risk-management>

Information on each subcommittee

List of audit committee⁽¹⁾

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. DAMRONG JOONGWONG</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 2021	Business Administration
<p>2. Mr. SAMPAN HUNPAYON</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Apr 2013	Law
<p>3. Mr. CHOTI SONTIWATTANANONT^(*)</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	31 May 2013	Accounting, Finance

Additional explanation :

(*) Directors with expertise in accounting information review

Remark: ⁽¹⁾ (1) The Committee is appointed Miss Rattika Ngamniyom as Secretary of the Audit Committee. (2) In 2025, audit committee no. 1-3 attended the audit committee meeting 8 of 8 times of the meeting.

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

List of executive committee members⁽²⁾

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. NARONG THARERATANAIVIBOOL Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>4 Oct 2006</p>
<p>2. Mr. THANIT THARERATANAIVIBOOL Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>4 Oct 2006</p>
<p>3. Ms. PIMWAN THARERATANAIVIBOOL Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>17 May 2017</p>

List of committee members	Position	Appointment date of executive committee member
4. Mr. Pongsakon Thareratanavibool Gender: Male Age : 32 years Highest level of education : Master's degree Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	14 May 2024

Remark: ⁽²⁾ (1) In 2025, executive committee no. 1-4 attended the executive committee meeting 14 times of 14 times of the meeting.

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

Other Subcommittees ⁽³⁾

Remark: ⁽³⁾ (1) In 2025, risk management committee no. 2-4 attended the risk management committee meeting 4 times, and no. 1 attended 3 times of 4 times of the meeting.

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

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives ⁽⁴⁾

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. PIMWAN THARERATANAVIBOOL^(*)</p> <p>Gender: Female</p> <p>Age : 40 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : International Business</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>MANAGING DIRECTOR / Procurement Manager (Acting)</p> <p>(The highest-ranking executive)</p>	17 May 2017	Accounting, Business Administration, Finance
<p>2. Ms. Piyanart Namphairoj^(**)</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : Yes</p>	Accounting and Finance Manager	30 Apr 2015	Accounting, Finance

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Chainarong Saenphuwa Gender: Male Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Operational Excellence Manager</p>	<p>30 Apr 2015</p>	<p>Petrochemicals & Chemicals</p>
<p>4. Mr. Pongsakon Thareratanavibool Gender: Male Age : 32 years Highest level of education : Master's degree Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Business Development and Corporate Strategy Manager</p>	<p>12 May 2021</p>	<p>Petrochemicals & Chemicals, Engineering, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. Jirasak Sae-tung Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Depot and Logistic Manager</p>	<p>3 Jan 2023</p>	<p>Transportation & Logistics</p>
<p>6. Ms. Radtika Ngamniyom Gender: Female Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>HR and Corporate Support Manager</p>	<p>15 May 2024</p>	<p>Human Resource Management, Corporate Management</p>
<p>7. Ms. Chollakan Songchum Gender: Female Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Commercial and Planning Manager</p>	<p>15 May 2024</p>	<p>Procurement, Commerce</p>

List of executives	Position	First appointment date	Skills and expertise
8. Mr. Wuttisak Muneekaew Gender: Male Age : 34 years Highest level of education : Bachelor's degree Study field of the highest level of education : Safety Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Safety, Occupational Health and Environment Manager	2 Jan 2025	Sustainability, Corporate Social Responsibility, Risk Management
9. Ms. Ratima Thareratanavibool ^(***) Gender: Female Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	MANAGING DIRECTOR / Procurement Manager (Acting) (The highest-ranking executive)	22 Jan 2026	Finance, Procurement, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remark: ⁽⁴⁾ (1) The Board of Directors Meeting No.1/2026 held on January 22, 2026 appointed Ms. Ratima Thareratanavibool as director and managing director in place of Ms. Pimwan Thareratanavibool, who resigned from positions from January 22, 2026 onwards.

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

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

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



No.	Name	Position
1*	Miss Pimwan Thareratanavibool	Managing Director / Procurement Manager (Acting)
2	Miss Piyant Namphairoj	Manager - Finance and Accounting
3	Mr. Chainarong Saenphuwa	Manager - Operational Excellence
4	Mr. Pongsakon Thareratanavibool	Manager - Business Development and Corporate Strategy
5	Mr. Jirasak Sae-tung	Manager - Depot and Logistic
6	Miss Radtika Ngamniyom	Manger - HR and Corporate Support
7	Miss Chollakan Songchum	Manager - Commercial and Planning
8	Mr. Wuttisak Muneekaew	Manager - Safety, Occupational Health and Environment
9*	Miss Ratima Thareratanavibool	Managing Director / Procurement Manager (Acting)

Remark: * The Board of Directors' Meeting No.1/2026 held on January 22nd, 2026 appointed Ms. Ratima Thareratanavibool as director and managing director in place of Ms. Pimwan Thareratanavibool, who resigned from positions from January 22nd, 2026 onwards.

Management Team

Remuneration policy for executive directors and executives

Directors remunerations policy

The Company determines the remuneration policy for the Company's directors fairly and reasonably in awareness of the appropriateness and accord with the responsibilities of the directors, financial position of the Company, and in the reference to the companies in the same industry. The remuneration shall set at appropriate level and sufficient to motivate and retain qualified directors to present to the Board of Directors and the shareholders' meeting for approval. The Company does not have a Nomination Committee, in which persons appointed to hold positions of directors and executives of the Company shall qualify under Section 68 of the Public Company Act B. E. 2535. The Company has determined the remuneration for the Board of Directors and the Audit Committee only, which the 2025 Annual General Meeting of Shareholders held on April 4th, 2025 approved for the year 2025 of not exceeding 3,200,000 Baht with details as follows;

1. Monthly Remuneration

- Chairman of the board 23,000 Baht / Person / Month
- Director / audit committee 20,000 Baht / Person / Month

2. Meeting Allowance.

- Chairman of the board / committee 23,000 Baht / Person / Time
- Director / audit committee 20,000 Baht / Person / Time

3. Other Remuneration

- None

The Sub-Committees; the Executive Committee and the Risk Management Committee of the Company does not receive any remuneration as an Executive Director and Risk Management Committee from the Company. The Company's directors and executives do not receive any remuneration from the subsidiary.

Managements compensation policy

The Company has established a policy on compensation for the Company's managements under SECs definitions in relation to the responsibility of the management and the performance of the Company. In addition, the compensation structure for managements is set by comparing with references to companies in the same industry from the ManpowerGroup 2025 Salary Guide, which such compensation must be at the level of appropriate and

sufficient to motivate and retain quality executives. The Company assesses the performance of executives and employees annually by using performance indicators (KPIs) and the Company's performance. Moreover, managing director receives compensation and benefits as the Company's management of the Company apart from director remuneration and the managements does not receive any compensation and benefits from the subsidiary.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	12,740,530.00	17,043,334.50	18,771,096.00
Total remuneration of executive directors (baht)	2,112,000.00	2,307,000.00	2,935,000.00
Total remuneration of executives (baht)	10,628,530.00	14,736,334.50	15,836,096.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht) ⁽⁵⁾	534,054.00	665,023.00	943,444.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Remark: ⁽⁵⁾ The Company has provided a provident fund for managements, with the Company contributing at a rate of 3%, 5%, 7% of salary, depending on managements saving ratio. In 2024, the Company paid a provident fund contribution to a total of 7 managements.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Piyant Namphairoj	piyant@aienergy.co.th	034877488

List of the company secretary

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Piyamas Ruangsangrob	piyamas@honoraudit.com	026520898

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
SIAM TRUTH AUDIT COMPANY LIMITED SAM SEN NOK HUAI KHWANG Bangkok 10310 Telephone number +66 2275 9599,+669 4559 3894	3,430,000.00	<p>Types of non-audit service : Direct expenses, which will be charged not exceeding 10% of the audit fee.</p> <p>Details of non-audit service : Travel expenses, per diem allowances for out-of-town assignments, telephone expenses, postage, stamp duty, photocopying costs, and other related expenses.</p> <p>Amount paid during the fiscal year 247,196.00 baht Amount to be paid in the future 40,000.00 baht Total non-audit fee 287,196.00 baht</p>	<p>1. Mr. BUNJONG PICHAYAPRASAT Email: bunjong@siamtruth.com License number: 7147</p> <p>2. Mr. KRAISIT SILAPAMONGKONKUL Email: kraisit@siamtruth.com License number: 9429</p> <p>3. Ms. KHAYMANUNDT CHAICHUEN Email: khaymanundt@siamtruth.com License number: 8260</p> <p>4. Ms. WARAPORN KANJANARASSAMEECHOT Email: waraporn@siamtruth.com License number: 9927</p> <p>5. Ms. ORAWAN SUWANHIRANCHOT Email: orawan@siamtruth.com License number: 11145</p> <p>6. Mr. CHAIWAT SAETIAW Email: chaiwat@siamtruth.com License number: 11042</p>

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
SIAM TRUTH AUDIT COMPANY LIMITED SAM SEN NOK HUAI KHWANG Bangkok 10310 Telephone number +66 2275 9599,+669 4559 3894	130,000.00	-	1. Mr. KRAISIT SILAPAMONGKONKUL Email: kraisit@siamtruth. com License number: 9429

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Company has been complying with the code of good corporate governance for listed companies. In 2025, the Company operated its business in accordance with the corporate governance code as detailed below;

Principle 1: Establish Leadership Role and Responsibilities of the Board of Directors as the Leader in a Sustainable Organization

(1) Define Policy, Strategy and Business Director

The board of directors reviewed business operations, business plans, visions, missions and budgets to be consistent with the current market and economic conditions. Also assign the managing director and the management team to set indicators to achieve goals and continuous follow-up and report the results to the board of directors quarterly.

(2) Good Corporate Governance and Code of Business Conduct

The Board of Directors has established principles of good corporate governance and business ethics for directors, managements and employees of the Company to adhere to as guidelines for efficiency, transparency, accountability and taking into account the interests of all groups of stakeholders. The Company has announced the good corporate governance policy and business ethics for directors, managements and employees to acknowledge and agree to practice.

(3) Internal Control and Internal Audit

The board of directors and the audit committee emphasizes on internal control by trying to determine the Company to have a standardized internal control system of acceptable risk level by assigning an outsource internal auditors to review and follow up on the results of internal control on a quarterly basis and report to the audit committee and the board of directors.

(4) Risk Management

The board of directors has assigned the risk management committee is responsible for policy stipulation and determine risks that have a significant impact on the Company's operations. Also monitor, improve, and put in place measures to mitigate risks to an acceptable level. The risk management committee is also reporting the risk management reports to the board of directors for acknowledgment on a quarterly basis.

Principle 2: Define Objectives that Promote Sustainable Value Creation

The board of directors has reviewed the 2025 business plan, which contains the direction and strategy of the Company's business operations for the next 5 years to ensure that the business plan can respond to the current and future economic and social conditions.

Principle 3: Strengthen Board Effectiveness

The board of directors has determined the appropriate number of directors with the proportion of independent directors to lead the organization to the objectives and goals. The current board of directors consists of 7 members, comprising 4 executive directors and 3 independent directors, representing half of the entire board of directors.

The chairman and the managing director must not be the same person and engage in different roles. The chairman duties to the board are described below;

- (1) Supervision, follow up and ensure that the Board of Directors has efficiently perform their duties and achieve the objectives and goals of the organization.
- (2) Ensuring that all directors are involved in fostering an ethical corporate culture and good corporate governance.
- (3) Determining the agenda of the board of directors meeting together with the assigned director and managing director and has measures to ensure that important matters are included in the meeting agenda.
- (4) Allocating sufficient time for the management to make a presentation and enough for the directors to discuss important issues thoroughly. Encouraging directors to use prudent discretion freely express opinions.

(5) Strengthening of good relationship between executive directors and non-executive directors and between the board and the management.

The managing director is highest commanding in chief of the Company, who is responsible for managing policies, business plans and budgets as assigned and authorized by the board of directors. However, the Company's chairman and managing director are considered to be a member of the same family. Therefore, according to the resolution of the board of directors Meeting No. 3/2021 held on 13 August 2021, has appointed Mr. Damrong Joongwong to be an independent director and chairman of audit committee representative participate in determining the agenda for the board of directors' meeting to promote the balance of power between the board and the management.

Principle 4: Ensure Effective Top Executives and People Management

The Company has systematically arranged a succession plan for the top executives of each line. This is to ensure that the Company has executives and employees with skills, knowledge, abilities and attitudes that will lead the Company to success as targeted and support the Company's future growth.

The Company encourages directors and executives to attend training for knowledge and ability development annually. The Company sent them to various training courses to develop skills and knowledge organized by the Thai Institute of Directors Association (IOD), courses namely Director Certification Program, Ethical Leadership Program, Advance Audit Committee Program, Board Secretary Program, and Anti-Corruption Practical Guide. etc., including organizing annual internal training and seminars via electronic media.

Principle 5: Nurture Innovation and Conduct Business with responsibility

The Company emphasizes and supports the creation of innovations that create value to the business while creating benefits for all groups of stakeholders and are responsible to society and the environment as follows:

(1) The Company is part of the Roundtable on Sustainable Palm Oil (RSPO), sustainable and environmentally friendly palm oil production. Palm tree must be planted on land with documented rights, strictly comply with labor laws, protection against soil, water, and the environment, such as using chemicals as necessary as appropriate, reduce chemical contamination in water, soil, store containers in appropriate places, restore soil and water. Importantly, do not burn in any case which the Company provides support by joining as a member and obtaining RSPO certification, including purchasing some CPO from trading partners and sell products to RSPO certified customers as well throughout the chain.

(2) The Company designs and develops products and services, researches, improves production and work processes, including collaborating with partners to create mutual benefits for the Company, customers, partners, community and the environment. Currently, the Company is currently studying the possibility in developing the production process to reduce the maximum contaminants of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil used for direct consumption or used as other food ingredients in the criteria that The European Food Safety Authority (EFSA) has established and accepted. Such substances were caused by distillation and processing at temperatures above 200 degrees Celsius to remove the color, odor and acid that cause rancidity. Both substances cause damage to the genetic material, especially the highest risk group is new born babies which is likely to be exposed to high levels of 3-MCPD from the use of palm oil in the production of infant formula.

(3) The Company places importance on social and community responsibility to build believe and trust from surrounding communities by listening to opinions/problems from the community through the Company's personnel from the safety, occupational health, and environment unit and cooperate fully to improve. In 2025, the Company successfully passed the evaluation for the CSR-DIW Award 2025, which is a program promoting industrial factories to demonstrate responsibility toward society and communities. The objective is to enhance the industrial sector to coexist sustainably with local communities (CSR-DIW to MIND for Sustainability). This initiative is implemented under expenditures for promoting social responsibility and for the development and upgrading of eco-industrial towns.

Principle 6: Strengthen Effective Risk Management and Internal Control

The Board of Directors has established a risk management policy to ensure that the Company has a risk management system to effectively achieve its objectives and complies with relevant laws and standards. The risks

are divided into 2 groups, namely corporate risk and operational risk. The board of directors and the risk management committee emphasized the Company's awareness of risks that may arise from business operations and to carry out risk management according to the risk mitigation plan and to effectively monitor performance according to the indicators of each critical risk in each work system. Business Development and Corporate Strategy Manager acknowledges a monthly report of performance from each department and is representing the management team report to the Risk Management Committee on a quarterly basis.

The Board of Directors and Audit Committee has established an internal control that covers operations performance, finance and accounting in order to operate in accordance with the relevant laws, regulations and regulations by appointing internal auditors from outside to perform audits (outsourced), giving opinions and suggestions on the internal control, including the overall organization to make the internal control of the Company more efficient and has a duty to report to the audit committee for approval on a quarterly basis.

Principle 7: Ensure Disclosure and Financial Integrity

The Board of Directors attaches importance to the disclosure of accurate and complete financial information within a specified period for stakeholders to receive information equally in accordance with the requirements, laws, rules and regulations of the Company. The Company provides quarterly and annually financial statements that has been reviewed and audited according to accounting standards, which has been consented and approved by the Audit Committee and the Board of Directors, respectively along with MD&A, before disclosing to shareholders and stakeholders through the SETLink and the Company website.

The Board of Directors resolved to establish a Control of Internal Information policy, which has been effective since May 15, 2013, and a Information Disclosure policy, which has been effective since February 18, 2021. These policies serve as guidelines for communication and information disclosure in accordance with the Company's principles of good corporate governance, and require directors, executives, and employees to comply with the following practices:

1. Maintain the confidentiality and/or internal data within the Company. No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return. Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Company's directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59

Since COVID-19 epidemic, the Company did not arrange a meeting to provide information to institutional investors and analyst. The Company has disclosed various information via SET Link and the Company's website www.aienergy.co.th. So, all groups of stakeholders are informed equally and in timely manners. Those who are interested in asking for information on the Company's news can contact via the following channels:

- (a) Postal : Investor Relations, AI Energy Public Company Limited 55/2 Moo 8 Sethakit 1 Rd., Klongmadua, Krathum Baen, Samut Sakhon, 74110
- (b) Telephone : +66 34 877-488
- (c) Email : ir@aienergy.co.th
- (d) LINE ID : aie-ir
- (e) Website : www.aienergy.co.th

Principle 8: Ensure Engagement and Communication with Shareholders

The Board of Directors emphasis on the rights and equality of shareholders by giving shareholders the right to receive complete information and in a timely manner for attending the shareholders' meeting to decide on the matters of approval of the Company.

The 2025 Annual General Meeting of Shareholders

In 2025, the Annual General Meeting (AGM) of shareholders was held on 4 April 2025 at 10:00 hrs. only through Electronic Media (e-AGM), in accordance with criteria specified in related laws and regulations at Asian Insulators Public Company Limited 5th floor, 254 Seri Thai Road, Kannayaow, Bangkok.

There were 7 out of 7 directors attending the meeting and there were shareholders attended the e-meeting by themselves and proxy, totaling 30. The total number of shares 948,393,704 shares, representing 68.52% of the total number of ordinary shares with voting rights of 1,384,014,009 shares. The Company has complied with the best practices according to the AGM Checklist of the Thai Investors Association and in accordance with the principles of good corporate governance as follows:

Prior to the Meeting

- Shareholders were provided with channels to propose meeting agenda and nominate qualified candidates for directorship, as well as to send any questions concerning meeting agenda, which needed to be answered at the AGM prior to the meeting 1 month in advance between 22 November to 30 December 2024. The criteria were posted on the Companys website. The Board of Directors will consider the agenda proposed by the shareholders, if the board of directors rejects the agenda proposed the board of directors must notify the reason to the shareholders' meeting for acknowledgment.
- The board shall ensure that the Company arranges for the notice of the shareholders meeting and related papers to be sent to shareholders at least fourteen (14) days before the meeting and posted the notice in Thai and English version on the Companys website at least 30 days before the meeting.
- The meeting invitation informs details of the nomination of independent directors for shareholders to consider as proxies. In the event that shareholders are unable to attend the meeting via electronic media by themselves as well as the rules and regulations used in the meeting such as registration and the exercise of voting rights are also provided.
- The Company has posted the notice of shareholder meeting invitation on ThunHood newspaper for a consecutive 3 days in the period of 17-19 March 2025, specified date, time, location as well as agendas.

On the day of the Meeting

- The Web Link registration began 1 hour before the meeting and live streaming started.
- All 7 directors, managing director, finance and accounting manager, auditor, and legal consultant attended the AGM to provide information and handle questions raised during each agenda.
- The Company explicitly informed the AGM of the meeting criteria in accordance with the laws and the Companys articles of association, such as announced the number of attendees, total number of shares with voting rights, etc. The manual and method to use Web Link system also provided. All the mentioned details were recorded in the minutes of the AGM

After the Meeting

- The Company disclosed the resolution passed at the 2025 Annual General Meeting of Shareholders (AGM) and voting results of every agenda through the SETs portal once the meeting had ended.
- The Company prepared the minutes of the AGM, specifying the names of director and management in attendance, as well as other relevant attendees, important explanations, a list of questions and answers and submitted to the SET and related agencies within 14 days after the meeting date, and posted it on the Companys website.

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

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SAMPAN HUNPAYON	Director	9 Apr 2013	Law
Mr. CHOTI SONTIWATTANANONT	Director	31 May 2013	Accounting, Finance

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Selecting independent directors, the Company has no Nomination and Remuneration Committee. Therefore, the selecting criteria is to comply with the Company's bylaws and relevant laws. The selection process should be transparent and clear. The Board of Directors is required to consist of independent directors at least one-third of the Board of Directors but not less than 3 persons holding office for a term of 3 years from the date of appointment by resolution. The independent directors must be knowledgeable, capable, and have qualifications as required by the Securities and Exchange Act, including the announcements, regulations and/or regulations of the Stock Exchange of Thailand and can express their opinions at the meeting freely. They must also be capable of safeguarding the interests of shareholder equally with no conflict of interest between the Company and the directors, executives and all stakeholders. The approved candidates will be proposed to the agenda for election of independent directors in the Company's shareholder meeting. The independent directors of the Company have qualifications in accordance with the SEC criteria as follows:

1. Hold less than 1% of the total ordinary shares of the Company, subsidiaries, and affiliated. The count must be inclusive of shares belong to the independent directors associates.
2. Has not involve in management, or has never held position as executive director, employee, consultant with fixed salary or controlling shareholders of the Company and was received salary, the parent companys, subsidiarys, affiliates, or same level subsidiarys authorized person, majority shareholders or the Companys authorized person, except being exempt from the above characteristic for at least 2 years prior to submitting the permit to the Securities and Exchange Commission Office. The above prohibited characters exclude the independent director who is a government employee or consultant who is majority shareholders or authorized director of the Company.
3. Dont have a relationship directly or legally married to executives, majority shareholders, authorized person or person who has been nominated an executive position or subsidiary, including not being parents, siblings, children, and being in-law of such person as stated above.

4. Never or used to have business relationship with the Company, the Parent Company, subsidiary, majority shareholders, affiliate, majority shareholders or the Company's authorized person of which obstructed independent judgment, including not being or used to be significant shareholders or an authorized person having business relationship with parent company, subsidiary, affiliate, majority shareholders or the Company's authorized person, except being exempt from the above characteristics at least two years before submitting application to Securities and Exchange Commission Office.
5. Never or used to be the Company's, parent company's, subsidiaries, affiliates, major shareholders or authorized persons external auditor. Never or used to be major shareholder, authorized person, or partner of any auditor firms that the Company's, parent company's, subsidiaries, affiliates, or major shareholders external auditors are in, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
6. Never or used to be a professional service provider whose business includes legal or financial adviser, who receives more than THB 2 million per annual service fee from the Company, parent company, subsidiary, affiliates, major shareholders or authorized person of the Company and not a majority shareholders, authorized person or partner of the professional service provider, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
7. Not an appointed committee by the representative of the Company's director, major shareholders or shareholders who associate with majority shareholders of the Company.
8. Not operate the same business and a significant competitive business with the Company or subsidiary or not a significant partner in partnership or an executive director of such business, employees or consultant who earn fixed salary or hold more than 1% of ordinary share of another company which operates the same business and be a significant competitor with the Company or subsidiary.
9. No other characteristics preventing the independent opinion on the Company's operation.
10. The independent directors may be assigned by the board of directors to decide on the operation of the Company, the parent company, subsidiary, affiliates, and subsidiary of the same level, major shareholders or authorized person of the Company in collective decision form.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : No

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : No

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The Company emphasizes the right and the equitable treatment of the shareholders in accordance with the good corporate governance practices. The Company has facilitated shareholders the opportunity nominating qualified person(s) for election as directorship of the Company. This will help the Company recruiting qualified persons to serve as directors for the utmost benefit of the Company and all stakeholders. Shareholders who has the right to propose director nomination must holding the Company's share on the date of proposal, being either one shareholder or combined shareholders holding a minimum of share proportions not less than 5 (five) percent of total voting rights with evidence for securities holder: A certified authentic copy from a securities company or other official document from the Stock Exchange of Thailand or Thailand Securities Depository Co., Ltd.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year⁽⁶⁾

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
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List of directors	Participation in training in the past financial year	History of training participation
1. Mr. NARONG THARERATANAVIBOOL (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) • 2004: Role of the Chairman Program (RCP) Other <ul style="list-style-type: none"> • 2012: Advanced Management Program, Capital Market Academy No. 15 • 2000: Diploma, National Defense College, The Joint State - Private Sector Course Class 13
2. Mr. THANIT THARERATANAVIBOOL (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2013: Advanced Management Program No. 17, Capital Market Academy
3. Mr. SAMPAN HUNPAYON (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2013: Director Accreditation Program (DAP) • 2008: Director Certification Program (DCP)
4. Mr. CHOTI SONTIWATTANANONT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AACP) • 2013: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
5. Ms. PIMWAN THARERATANAVIBOOL (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2020: Ethical Leadership Program (ELP) • 2017: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: TLCA CFO CPD No. 1/2025: Economic Update for CFO • 2025: TLCA CFO CPD No. 7/2025 Accounting standards related to the International Sustainability Standards IFRS S1/ IFRS S2 • 2025: TLCA CFO CPD No. 8/2025 Three Lines of Defense model for CFO • 2019: Strategic CFO in Capital Markets No. 8 • 2013: Company Secretary Program No. 51
6. Mr. DAMRONG JOONGWONG (Director, Independent director)	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2013: Director Certification Program (DCP)
7. Mr. Pongsakon Thareratanavibool (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Risk Management Program for Corporate Leaders (RCL) • 2021: Director Certification Program (DCP)

Remark: ⁽⁶⁾ (1) The Board of Directors Meeting No.1/2026 held on January 22, 2026 appointed Ms. Ratima Thareratanavibool as director and authorized director in place of Ms. Pimwan Thareratanavibool, who resigned from positions from January 22, 2026 onwards.

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company requires the board to assess their performance with a self-assessment. The assessment criteria are set up appropriately and consistent with good practice and good corporate governance principles of listed

companies in 2017, the assessment results were presented to the board of directors' meeting. The results were used as information for considering various policies or determining the annual remuneration of directors. As for the sub-committees, there is no assessment because they are the same committees as all the board of directors.

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

In 2025, the Board of Directors is of the opinion that the Board of Directors has performed its duties efficiently, understood its roles and responsibilities, understood the business and situation of the Company very well, and each Director has devoted time to perform duties and contributed to the work of the Board of Directors.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company has determined that the performance evaluation will calculate efficiency as a percentage of Force Rank from the distribution of weight scores on indicators in line with the importance of the work to the achievement of the Company's goals for each department supervised by such managements, which will be divided into 2 main parts: Performance measurement, which is determined from the Action Plan of each department, taking into account the achievement of the Company's goals as the main consideration, and the performance results in terms of the quality management system of the department.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 4
past year (times)
Date of AGM meeting : 04 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. NARONG THARERATANAVIBOOL (Chairman of the board of directors)	4	/	4	1	/	1		/	
2. Mr. THANIT THARERATANAVIBOOL (Vice-chairman of the board of directors)	4	/	4	1	/	1		/	
3. Mr. SAMPAN HUNPAYON (Director, Independent director)	4	/	4	1	/	1		/	
4. Mr. CHOTI SONTIWATTANANONT (Director, Independent director)	4	/	4	1	/	1		/	
5. Ms. PIMWAN THARERATANAVIBOOL (Director)	4	/	4	1	/	1		/	
6. Mr. DAMRONG JOONGWONG (Director, Independent director)	4	/	4	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. Pongsakon Thareratanavibool (Director)	4	/	4	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. NARONG THARERATANAVIBOOL (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mr. THANIT THARERATANAVIBOOL (Vice-chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Mr. SAMPAN HUNPAYON (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Mr. CHOTI SONTIWATTANANONT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Ms. PIMWAN THARERATANAVIBOOL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Mr. DAMRONG JOONGWONG (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
7. Mr. Pongsakon Thareratanavibool (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company determines the remuneration policy for the Company's Board of Directors and Audit Committee fairly and reasonably in awareness of the appropriateness and accord with the responsibilities of the directors, financial position of the Company, and in the reference to the companies in the same industry. The remuneration shall set at appropriate level and sufficient to motivate and retain qualified directors to present to the Board of Directors and the shareholders' meeting for approval. The Company does not have a Nomination Committee, in which persons appointed to hold positions of directors and executives of the Company shall qualify under Section 68 of the Public Company Act B.E. 2535. The 2025 Annual General Meeting of Shareholders held on 4 April 2025 resolved to approve the determination of remuneration for the Company's directors for the year 2025 for not exceeding 3,200,000 Baht.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. NARONG THARERATANAIBOOL (Chairman of the board of directors)			391,000.00		N/A
Board of Directors (Chairman of the board of directors)	115,000.00	276,000.00	391,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
2. Mr. THANIT THARERATANAIBOOL (Vice-chairman of the board of directors)			340,000.00		N/A
Board of Directors (Vice-chairman of the board of directors)	100,000.00	240,000.00	340,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. SAMPAN HUNPAYON (Director, Independent director)			500,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	240,000.00	340,000.00	No	
Audit Committee (Member of the audit committee)	160,000.00	0.00	160,000.00	No	
4. Mr. CHOTI SONTIWATTANANONT (Director, Independent director)			500,000.00		N/A
Board of Directors (Director)	100,000.00	240,000.00	340,000.00	No	
Audit Committee (Member of the audit committee)	160,000.00	0.00	160,000.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Ms. PIMWAN THARERATANAVIBOOL (Director)			340,000.00		N/A
Board of Directors (Director)	100,000.00	240,000.00	340,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. DAMRONG JOONGWONG (Director, Independent director)			524,000.00		N/A
Board of Directors (Director)	100,000.00	240,000.00	340,000.00	No	
Audit Committee (Chairman of the audit committee)	184,000.00	0.00	184,000.00	No	
7. Mr. Pongsakon Thareratanavibool (Director)			340,000.00		N/A
Board of Directors (Director)	100,000.00	240,000.00	340,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	715,000.00	1,716,000.00	2,431,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	504,000.00	0.00	504,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	960,000.00	1,020,000.00	1,219,000.00
Other monetary remuneration (Baht)	1,152,000.00	1,287,000.00	1,716,000.00
Total (Baht)	2,112,000.00	2,307,000.00	2,935,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

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

The Company has established policies for significant transactions and principles for supervising operations in subsidiaries as follows:

(1) The Board of Directors will appoint the Company's representative as a director in each subsidiary in order to supervise the subsidiary to operate in accordance with the laws, good corporate governance policy, and other related policies.

(2) The Company must receive a quarterly performance report with related documents for consideration which the subsidiary must strictly comply with, including the need to supervise the collection of information and accounting records of subsidiary so that the Company can audit and compile them to prepare consolidated financial statements on time.

(3) If the subsidiary has transactions of the acquisition or disposition of assets under the Notification of the Capital Market Supervisory Board concerning the acquisition or disposition of assets or connected transactions. The Company has duty to seek approval from the board of directors' meeting, and/or disclose information to the SET and/or seek approval from the shareholders' meeting before entering into transactions. In this regard, the subsidiary will be able to enter into the transaction or proceed only after receiving the approval according to the specified criteria. The Company's representative shall oversee and ensure that the subsidiary has regulations and complies with the related party transactions, acquisition or disposal of assets, or any other significant transactions of the said company in a complete and correct manner, and shall use the criteria related to the disclosure of information and the above transactions in the same manner as the Company's criteria, and shall enter into transactions or operate only after receiving approval in accordance with the specified criteria.

In addition, in some transactions or events of the subsidiary may have cause the Company to disclose information to the SET according to the specified criteria. Directors of the subsidiary are obliged to notify the managing director of the Company immediately that the subsidiary has a plan to enter into a transaction or such event occurs.

(4) The Company has set a policy for directors of subsidiaries to disclose information about their interests and related persons and transactions with the Company in a manner that may cause a conflict of interest by the board of directors of the Subsidiary to the board of directors of the Company. Subsidiary's directors must not participate in approving matters in which he or she is a stakeholder or having conflicts of interest, both directly and indirectly.

(5) In the event that the Company found significant suspected issues, the Company able to inform the subsidiary for clarification and submitting documents for consideration.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company has established a policy that the Board of Directors, managements and employees must perform their duties for the best interests of the Company. In the event that any person has a stake in or is involved in a

transaction under consideration, such person must notify the department responsible for such matter and must not participate in considering such transaction.

In the event that the Company or its subsidiaries carries out their businesses with the related person who may have a conflict of interest with the Company, the Audit Committee will express its opinion regarding the necessity of such transactions. The Audit Committee will ensure that terms and conditions of these transactions are consistent with market practice and prices charged for these transactions are evaluated and compared with market prices and non-benefit transfer. In the event that market price is not available, the Audit Committee must ensure that these prices are reasonable and the transactions are carried out in the best interest of the Company and its shareholders. If the Audit Committee is unable to evaluate connected transactions due to lack of expertise in certain areas, the Company will arrange an independent expert to evaluate and give opinion on such transactions. The Board of Directors or Audit Committee or the Company's shareholders, as the case may be, will use this opinion from the independent expert as a supplement to form their own conclusion.

The Company has established a code of conduct that specifies the appropriate use of personal data, not disclosing or sharing confidential information of business partners and related parties to unrelated persons, which may cause damage to business partners, and not using it for personal gain, unless it is disclosed in accordance with legal duties, which the Board of Directors has considered and approved on November 14, 2023.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has established a control of internal information policy for supervising the use of inside information in accordance with the law and principles of good corporate governance, requiring directors, managements, and employees to comply with the following:

1. Maintain the confidentiality and/or internal data within the Company. No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return. Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and

immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Companys directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	1

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

Year of event	Details	Progress status
Dec 2025	<p>Case or issue</p> <p>The Securities and Exchange Commission (SEC) has instituted civil enforcement actions against a total of six offenders in connection with the sale of shares of AI Energy Public Company Limited (AIE). The case involves persons who knew of or possessed inside information, disclosed inside information to others while knowing or having reason to know that the recipients might use such information for trading purposes, or assisted or facilitated others in committing the offense. The actions were taken pursuant to Section 242(1), Section 242(2) in conjunction with Section 243(1), Section 244(3), and Section 315, which prescribe penalties under Section 296 and Section 296/2, as well as civil sanctions under Sections 317/4 and 317/5 of the Securities and Exchange Act B.E. 2535.</p> <p>Investigation results</p> <p>This action was taken in accordance with the authority and duties of the regulatory agency, and there are no additional matters that the Company is required to undertake. Such action is considered an individual matter and does not affect the Companys business operations in any way.</p> <p>Corrective actions</p> <p>-</p>	Implemented

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

1. The review of this policy is set for at least once a year and is to be submitted to the board of directors for approval.
2. The Company was already certified as member by the CAC since February 4, 2019, renew every 3 years. The Company received its second renewal on July 2nd, 2025.
3. Establishes communications and training to provide understanding of the Policy and Procedures on anti-fraud and corruption to the Board of Directors, managements and employees and add the anti-corruption policy as a mandatory subject in the organization's individual training yearly.
4. Corruption risks are assessed and identified by each department, and compliance with the anti-corruption policy is monitored and evaluated by the internal auditor at least once a year.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

In 2025, there were no reports or complaints of misconduct, fraud, and abnormal activities

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 8

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. DAMRONG JOONGWONG (Chairman of the audit committee)	8	/	8	8/8 (100.00%)
2 Mr. SAMPAN HUNPAYON (Member of the audit committee)	8	/	8	8/8 (100.00%)
3 Mr. CHOTI SONTIWATTANANONT (Member of the audit committee)	8	/	8	8/8 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In 2025, the Audit Committee held a total of 8 meetings. The Chairman of the Audit Committee is Mr.Damrong Joongwong and Mr.Choti Sontiwattananont is a director who has sufficient expertise and experience in finance and accounting to review the credibility of financial statements. Miss Radtika Ngamniyom is serving as the committee secretary. In the meeting, the Audit Committee has invited an external audit and an internal audit to join the meeting as to the due agenda, presented to the Board of Directors.

The Audit Committee oversight and regulate in relation to financial reporting to ensure of the accuracy, completeness and compliance with generally accepted accounting principles and adequate disclosure prior to

present the Board of Directors. As well as, review the risk management and internal control to be effective and suggest solutions to the Board of Directors when the systems should be corrected or improved are summarized below;

1. Financial Statements

Reviewed the information in the financial statements of the Company and its subsidiaries quarterly and for the year 2025, which had a meeting with the external auditor and the Company's accounting department for accuracy, completeness, according to accepted accounting principles and adequately disclosed. Moreover, the Audit Committee responsible for reviewing all related-parties transactions are as reasonable, appropriated, and free of conflicts of interest such as the acquisition or disposition of assets prior to submission to the Board of Director for approval.

In the Audit Committee meeting, there are no executive directors attended, to allow the Audit Committee and the external audit discuss freely, including inform all the problem and obstacle in auditing process. As a result, the Audit Committee has an opinion regards to the financial statements for the year 2025 are adequately disclosed in an appropriate information, no conflict with the facts and are prepared in accordance with accepted accounting principles.

2. Internal Control Systems

The Audit Committee has appointed Honor and Advisory Co., Ltd. as an internal auditor to review and evaluate the Company's internal control system, which appropriately and adequately designed and able to protect the Company from potential risks in accordance to the guidelines of COSO (The Committee of Sponsoring Organization of the Treadway Commission) and the Association of Internal Auditors of Thailand as well as the guidelines of the Stock Exchange of Thailand. The internal auditor has a duty to follow up the correction of comments and suggestions, then prepared the internal audit report for the Audit Committee Meeting on quarterly basis. In order to prevent any significant deficiencies of the internal control of the accounting system that impact on the Company's financial statements.

3. Risk Management Processes

The Audit Committee has monitored the Company's risk management with the implementation of the established risk mitigation plan through quarterly reports of the Risk Management Committee in order to be able to monitor measures and risk mitigation strategies effectively and provide suggestions to improve procedures or action plans to be appropriate and to cope with unpredictable situations.

4. Compliance

In quarterly meeting of Audit Committee, the Audit Committee has been continuously audited and reviewed regarding the Securities and Exchange Act and the Stock Exchange of Thailand regulations including laws relating to the Company's operation.

5. Whistleblowing

In 2025, No reports of misconduct, fraud, and abnormal activities.

6. Appointment of the External Auditor

The Audit Committee has appointed Siam Truth Audit Company Limited as an external auditor to examine and comment on the Company's 2025 financial statements and set the Audit fee for no more than 3.43 million Baht excluding direct expenses, which will be charged not exceeding 10% of the audit fee and proposed for the Board of Directors approval prior to present the Shareholder Meeting approved.

The Audit Committee is of the opinion that the Company prepares financial reports in accordance with accounting standards, is reliable and has adequate information disclosure and useful to users of financial statements. There is an internal control system that is sufficient and effective. There is proper risk management and able to complete the planned work in a timely manner. In 2025, the Audit Committee received good cooperation from the Board of Directors, managements, auditors, internal auditors, and all departments.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NARONG THARERATANAIBOOL (The chairman of the executive committee)	14	/	14	14/14 (100.00%)
2 Mr. THANIT THARERATANAIBOOL (Member of the executive committee)	14	/	14	14/14 (100.00%)
3 Ms. PIMWAN THARERATANAIBOOL (Member of the executive committee)	14	/	14	14/14 (100.00%)
4 Mr. Pongsakon Thareratanavibool (Member of the executive committee)	14	/	14	14/14 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

In 2025, the Executive Committee performed its duties within the scope of responsibilities as stipulated in the Executive Committee Charter approved by the Board of Directors. A total of 14 meetings were held during the year, at which key matters were considered to control and oversee the Company's operations to ensure alignment with the Company Plan for 2025 as approved by the Board of Directors. The key matters can be summarized as follows:

1. Considered the Company's operating plans and budgets for submission to the Board of Directors for approval, and continuously monitored management's performance to ensure compliance with the approved plans and budgets.
2. Monitored the implementation of policies and management guidelines in various areas, including the use of the Company's budget, to ensure compliance with the mandates of the Board of Directors and the established plans.
3. Considered the Company's operating plans and budgets for submission to the Board of Directors for acknowledgment, and continuously monitored management's performance to ensure alignment with the Company Plan for the year and the approved budgets.
4. Monitored operating results in accordance with the Company Plan and considered and approved various operational matters within the approval authority of the Executive Committee, including the use of the Company's budget in line with the mandates of the Board of Directors and the established plans, on a quarterly basis.
5. Reviewed the Executive Committee Charter and concluded that the current charter remains adequate and appropriate for the performance of the Executive Committee's duties and is consistent with relevant policies and practices.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company has set up a policy to operate its business in accordance with ESG guidelines, namely the environment, Social and Governance in order to create business growth together with sustainable social responsibility. The Company has established guidelines for business operations by taking into account the potential impacts on communities, society, environment and all groups of stakeholders. This includes shareholders, investors, employees, business partners/contractors customers, communities, government agencies, and competitors.

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

Sustainability management goals

Does the company set sustainability management : Yes
goals

The Company has established sustainability management targets aligned with its business strategy, covering all three dimensions Environmental, Social, and Governance (ESG) to ensure effective mitigation of impacts across these areas, as follows:

Sustainability Management Goals	Base Year (2024)	Performance Result (2025)	Target	SDG goals aligned with the organizations sustainability management goals
<u>Environmental</u>				
1. Electricity Consumption Rate	121.99	142.48	In 2029, the organization is in the process of developing a plan to reduce electricity consumption and set clear targets.	Goal 6 Clean Water and Sanitation Goal 12 Responsible Consumption and Production Goal 13 Climate Action
2. Water Consumption (per unit of product)	2.39	3.09	Water consumption declined by 3.71% in 2026. Water consumption declined by 15% in 2029.	
3. Costs or Penalties related to Environmental Impact Management	Zero	Zero	Zero	
4. Violation of environmental laws	Zero case	Zero case	Zero case	

5. Quantity of Waste Disposed by Landfilling	Zero	Zero	Zero	
<u>Social</u>				
1. Human rights violations against the company's stakeholders	Zero case	Zero case	Zero case	Goal 1 No Poverty Goal 2 Zero Hunger Goal 3 Good Health and Well-being Goal 4 Quality Education
2. % of employees who completed a training on the human rights policy.	100%	100%	100%	
3. Employee satisfaction assessment	80.07%	80.11%	≥ 80%	
4. Total recordable injuries and illnesses among employees and related parties (TRIR)	Zero	1	Zero	
5. Violation of laws and regulations related to the community and society	Zero case	Zero case	Zero case	
6. Fines incurred from mitigating damages to the community and society	Zero	Zero	Zero	
7. Number of Community and Social Development Projects	-	3 projects per year	3 projects per year	
<u>Governance</u>				
1. Violations of business ethics, corruption, and bribery	Zero case	Zero case	Zero case	Goal 9 Industry, Innovation and Infrastructure
2. % of employees who completed a training and passed the test on anti-corruption and anti-bribery knowledge.	100%	100%	100%	
3. Customer satisfaction assessment	≥ 3.5	98.01 %*	≥ 87.50 %*	
4. Complaints Related to Customer Personal Data Protection	Zero case	Zero case	Zero case	

***Remark:** In 2025, the Company has revised its customer satisfaction assessment methodology has been revised from a scoring scale of 04 to percentage-based reporting on a 0100 scale in order to enhance clarity in communication and reporting. The results are referenced in accordance with the customer satisfaction scoring criteria table.

Percentage	Description	Grade	Action
87.50 - 100	Highest level of customer satisfaction	A	Maintain current performance and pursue continuous improvement
75.00 - 87.49	High level of customer satisfaction	B	Implement improvements and pursue continuous development
62.50 - 74.49	Moderate level of customer satisfaction	C	Develop strategies to increase customer satisfaction, improve processes, and enhance customer attentiveness
< 62.49	Customer dissatisfaction	D	Take immediate corrective action

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production

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

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

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

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

The Company enhanced its Sustainability Management Policy to cover the entire supply chain and value chain, ensuring that ESG considerations are integrated into supplier selection and management, operational processes, and product and service delivery, in order to manage impacts, reduce risks, and create long-term sustainable value for stakeholders

Information on impacts on stakeholder management in business value chain

Business value chain

The Company implements a comprehensive approach to supply chain management, covering the selection of qualified suppliers, supplier relationship management, and the promotion of human rights and strict compliance with labor laws. This enables the Company to deliver products and services efficiently, enhancing customer satisfaction and confidence in product and service quality. The Company conducts its business in accordance with the principles of good governance, transparency, and fairness, and respects human rights at every stage while promoting equality.

The Company has established an effective value chain management approach to enhance organizational competitiveness, create added value for its products and services, and support long-term business and environmental sustainability. Key considerations are organized into two main activities, as set out below.

1. Primary Activities in Business Value Chain Management

The Company creates value for products and services from the procurement of raw materials to after-sales service. These activities directly contribute to increasing product value and customer satisfaction:

1) Raw Material Sourcing

The Company recognizes responsible raw material sourcing as a cornerstone of sustainable production. Accordingly, it selects qualified suppliers that demonstrate strong quality performance and environmental responsibility to establish a resilient foundation for long-term business operations. Supplier selection is guided by internationally recognized standards, including ISO 9001, ISO 45001, and ISO 14001, as well as Good Hygiene Practices (GHP), Hazard Analysis and Critical Control Points (HACCP), ISO 22000, and/or Global Food Safety Initiative (GFSI)-recognized standards, to provide assurance that suppliers maintain robust controls over quality, safety, and environmental impacts.

2) Operations

The Company adopts an integrated and end-to-end approach to manufacturing, beginning with efficient production planning and maintaining process controls aligned with customer requirements, applicable laws, and internationally recognized industry standards. The Company uses raw materials, energy, water, and circular and renewable resources efficiently, manages greenhouse-gas emissions, and ensures effective waste management to minimize adverse impacts on society and the environment.

3) Outbound Logistic

The Company implements end-to-end warehousing and delivery planning, including storage in facilities with controlled environmental conditions in accordance with quality and safety requirements. The Company also manages inventory systematically to maintain consistent product quality throughout the storage period.

4) Sales and After-Sales Service

The Company is committed to offering high-quality products and services that effectively meet customer needs. It develops sales plans clearly aligned with defined target segments and continuously builds and maintains strong customer relationships to enhance the overall customer experience. The Company assigns responsible functions to serve as points of contact for customer inquiries, suggestions, and complaints, and to address product and service issues promptly.

2. Business Value Chain Management Support Activities

The Company strengthens its value chain through strategies focused on effective management of organizational infrastructure, human capital, technology development, and procurement, as set out below:

1) Organizational Infrastructure

This includes general administrative functions such as accounting, finance, and maintenance, which are performed under an integrated quality management system that incorporates food safety, occupational health and safety, and environmental management considerations.

2) Human Resource Management

Focus on recruiting, training, and developing employees to strengthen quality competencies and a strong safety culture, while fostering environmental awareness and stewardship.

3) Technology Development

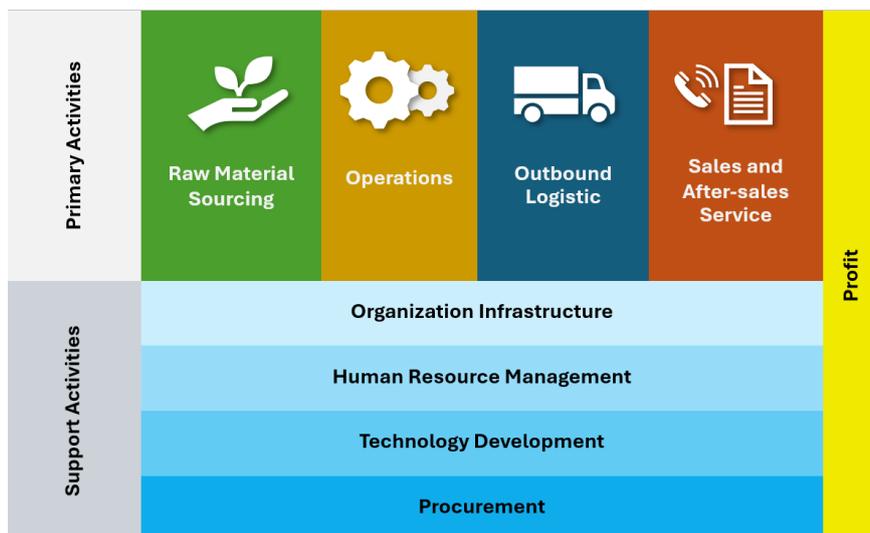
Focus on improving products and production processes through innovation and automation, with the aim of reducing energy consumption, minimizing waste, and enhancing the control of critical food safety points.

4) Procurement

Prioritize the procurement of machinery, equipment, and services from suppliers and service providers that have been rigorously assessed against quality, food safety, and environmental standards. Together, these measures support the creation of an efficient, safe, and sustainable value chain.

In addition, the Company continuously monitors and measures customer satisfaction and has set a target satisfaction score of not less than 87.50% (Grade A highest satisfaction). The results are used to drive ongoing operational improvements. The Company also strictly complies with its Personal Data Protection Policy to reinforce confidence in transparent and responsible business practices.

Business value chain diagram



Business Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Receive appropriate compensation and benefits • Receive support for career advancement • Employees shall be treated equitably and fairly, and shall not be exploited or subjected to any human rights 	<ul style="list-style-type: none"> • Provide fair and appropriate compensation, supported by performance evaluations and defined performance indicators • Ensure equitable treatment and non-discrimination • Establish accessible grievance and complaint channels • Provide tools, equipment, and systems 	<ul style="list-style-type: none"> • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>violations.</p> <ul style="list-style-type: none"> • Appropriate tools, equipment, and systems shall be provided to support effective work. • Training and skill development are provided. • Occupational health and safety protections shall be ensured. • Safe and healthy working environment • The company controls and manages factory activities to prevent environmental impacts, including those related to energy use, waste generation, and pollution. 	<p>to improve work efficiency and effectiveness</p> <ul style="list-style-type: none"> • Maintain a training plan and support employee participation in training and skills development • Implement robust workplace safety management through risk assessment and monitoring, permit-to-work controls for high-risk tasks, safety training and emergency drills, readiness of emergency equipment, and strict enforcement of safety regulations • Manage the factory's environmental performance by controlling all activities to minimize impacts, regularly monitoring and assessing environmental quality, maintaining qualified personnel and an operational emergency response plan, and systematically 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		reviewing environmental issues across all processes on an ongoing basis <ul style="list-style-type: none"> • Comply with applicable labour laws • Maintain and implement policies on human rights and non-discrimination, and on communication and disclosure of information. 	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Suppliers • Raw material manufacturers 	<ul style="list-style-type: none"> • Adhere to agreed terms and conditions and ensure fair payment practices • Fair and transparent price competition • Ensure equitable treatment and respect for human rights, with no violations 	<ul style="list-style-type: none"> • Treat all business partners fairly and equitably, respect their human rights, and conduct business with transparency • Protect the confidentiality of business partners information 	<ul style="list-style-type: none"> • Others • Comply with the Company's procurement regulations and procedures

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Protect the confidentiality of customers information • High-quality, environmentally responsible products • Consistent product quality • Reasonable price • Prompt coordination and responsive customer support • Maintain relevant management system certifications and standards • Treat all customers fairly and transparently, with responsibility to society and the environment 	<ul style="list-style-type: none"> • Maintain product quality and meet customer satisfactions • Manage quality with international standards • Uphold transparent, fair, and auditable governance, supported by anti-corruption policy • Protect the confidentiality of customers information • Address customer feedback and concerns • Use high-quality materials and technologies that are safe for customers and consumers • Conduct regular testing and quality control to maintain product standards • Prioritize on-time delivery and after-sales service. • Adhere to ethical principles and social standards to build customer confidence and trust. 	<ul style="list-style-type: none"> • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<ul style="list-style-type: none"> • Develop new products and services that meet customer needs 	
<ul style="list-style-type: none"> • Others • External providers 	<ul style="list-style-type: none"> • More demand and continue using the services. • Fair and reasonable pricing • Make payment on time • Fair treatment and respect for human rights, with no violations • Clear scope of work • Occupational health and safety protections shall be ensured. • Safe and healthy working environment 	<ul style="list-style-type: none"> • Agree pricing based on market rates or mutually agreed terms • Make payment on time • Ensure fair treatment and respect for human rights, with no violations • Define clear scopes of work • Implement workplace safety management through risk assessment and monitoring, permit-to-work controls for high-risk tasks, safety training, emergency equipment readiness, and strict enforcement of safety regulations 	<ul style="list-style-type: none"> • Others • Comply with the Company's procurement regulations and procedures

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Contractors 	<ul style="list-style-type: none"> • More demand and continue using the services. • Fair and reasonable pricing • Make payment on time • Fair treatment and respect for human rights, with no violations • Clear scope of work • Occupational health and safety protections shall be ensured. • Safe and healthy working environment 	<ul style="list-style-type: none"> • Agree pricing based on market rates or mutually agreed terms • Make payment on time • Ensure fair treatment and respect for human rights, with no violations • Define clear scopes of work • Implement workplace safety management through risk assessment and monitoring, permit-to-work controls for high-risk tasks, safety training, emergency equipment readiness, and strict enforcement of safety regulations 	<ul style="list-style-type: none"> • Others • Comply with the Company's procurement regulations and procedures
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> • Positive relationships with neighbouring communities and no harm or adverse environmental and community impacts • Corporate Social 	<ul style="list-style-type: none"> • Organizing activities with the community and supporting community activities. • Listen and inquire about community needs • Implement workplace safety management 	<ul style="list-style-type: none"> • Visit • Social Event • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	Responsibility (CSR) initiatives that benefit society	through risk assessment and monitoring, permit-to-work controls for high-risk tasks, safety training and emergency drills, emergency equipment readiness, and strict enforcement of safety regulations <ul style="list-style-type: none"> • Manage factory environmental performance by controlling operational activities to minimize impacts, regularly monitoring and assessing environmental quality, maintaining qualified personnel and an operational emergency response plan, and systematically reviewing environmental issues across all processes • Comply with applicable environmental laws and regulations 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Government Agency 	<ul style="list-style-type: none"> • Ensure operations do not cause harm or adverse impacts on the environment or surrounding communities • Comply with applicable laws and regulations 	<ul style="list-style-type: none"> • Implement workplace safety management through risk assessment and monitoring, permit-to-work controls for high-risk tasks, safety training and emergency drills, emergency equipment readiness, and strict enforcement of safety regulations • Manage factory environmental performance by controlling operational activities to minimize impacts, regularly monitoring and assessing environmental quality, maintaining qualified personnel and an operational emergency response plan, and systematically reviewing environmental issues across all processes • Comply with applicable environmental laws and regulations • Cooperate with 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Official letter • Conference/Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		government authorities in inspections and regulatory reviews	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • Legal benefits • Equal treatment of all shareholders • Legal compliance that is transparent and auditable, supported by good corporate governance, ethical management, and policies that promote social responsibility • Strong operating performance and stable financial position • Business expansion strategies and value-added investments • Good risk management and financial stability • Environmentally friendly business operations 	<ul style="list-style-type: none"> • Comply with laws, rules and regulations to ensure shareholder treatment aligns with principles of good corporate governance • Provide equal, accurate, complete, and clear information to shareholders • Pay appropriate dividends • Ensure efficient financial management • Transparent disclosure of financial information and business operations • Plan business expansion and value-added investments to enhance shareholder value • Manage business and financial risks to maintain organizational stability • Invest to improve production efficiency and reduce energy consumption 	<ul style="list-style-type: none"> • Visit • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Quarterly performance reporting through MD&A.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Competitors 	<ul style="list-style-type: none"> Transparent and fair competition 	<ul style="list-style-type: none"> Maintain ethics in competition to avoid conflicts with competitors 	<ul style="list-style-type: none"> Others Quarterly performance reporting through MD&A.

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : No materiality topics

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

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : Carbon Disclosure Project (CDP)
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Board of Directors has established a risk management policy to ensure that the Company has an effective risk management system and complies with relevant laws and standards in accordance with ISO 9001:2015 and COSO ERM (Enterprise Risk Management) in order to mitigate possible risks, maintain at an acceptable level. The risks are divided into 2 groups, namely corporate risk and operational risk. The Company has conducted self - risk evaluation assessments by management team and operation level to assess risks, problems, obstacles, and uncertainties that may affect the achievement of the objectives and goals of the Company. The Company has determined the risk mitigation plan and set out the risk management policies for management team and employees to comply. There is a Risk Management Committee, which consists of management team of the Company to manage the risk in all aspects to be appropriate and assign employees to develop internal procedures. Normally, the working group consists of manager and supervisor level from each department, who is responsible for monitoring and analyzing risk management at the operational level. Operate in accordance with the risk management plan and follow up the implementation of the major risk management plan. Business Development and Corporate Strategy Manager acknowledges a monthly report of performance from each department and is representing the management team report to the Risk Management Committee and Managing Director reports the risk management results to the Executive Committee, Audit Committee, and the Board of Directors on a quarterly basis under the framework of the risk management plan as follows:

- (1) Regulate the overall risk management in accordance with COSO ERM Enterprise Risk Management in order to mitigate possible risks, maintain at an acceptable level.
- (2) Develop the risk mitigation plan for both corporate risk and operational risk to maintain acceptable risk level and effectively manage remaining risks.
- (3) Improvement of risk management methods in various fields according to the suggestion of the internal auditor and external auditor.
- (4) The managements to arrange a meeting on risk management of each department on a monthly basis and collect the actual results to compare with the plans that have been set. Then, proposing to the Risk Management Committee quarterly to review and assessment together with a summary of material risks reported to the Executive Committee, Audit Committee, and Board of Directors on a quarterly basis.

Information on ESG risk factors management standards

ESG risk factors management standards

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Business Competition

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

Demand for biodiesel in 2025 declined compared to 2024, as the government maintained the biodiesel blending mandate at B5 throughout the year. This contrasts with the previous year, when the blending ratio was set at B7 for almost the entire year (1 January - 21 November 2024).

Although the government introduced various measures to stimulate tourism and spending, the tourism sector continued to be affected by tensions along the Thai-Cambodian border, which undermined confidence and travel decisions among both domestic and international tourists. The economic slowdown and political uncertainty also contributed to a decline in tourist numbers. In addition, Thailand experienced the La Nina phenomenon, resulting in heavy rainfall, flooding, and flash floods in many areas, particularly in the upper central and southern regions. This led to reduced travel by the public and a decline in domestic transportation and logistics activities.

Meanwhile, the country's biodiesel production capacity decreased to 11.48 million liters per day, down from 11.96 million liters per day in the same period of the previous year. The reduction was due to the shutdown of three existing producers with a combined production capacity of 0.48 million liters per day, amid intense market competition. Currently, the industry's average capacity utilization rate stands at approximately 2030%, resulting in increasingly aggressive price discount competition, which may negatively impact sales volumes and the company's profitability.

Risk-related consequences

Intense price competition may have a negative impact on the Company's sales volume and profitability.

Risk management measures

The Company has begun to prepare for tougher competition by giving importance to the development of efficiency in the production process continuously to bring about higher quality and the highest production efficiency. This will allow the company to control cost and expenses in production more efficiently. It will also allow us to maintain quality of the biodiesel according to standard. The Company has gained an economy of scale from CPO refinery of 1,150,000 kilograms per day and continuously expand investment to further improve efficiency and reduce cost by using PFAD which is a by-product as a raw material to produce B100, also expanded its B100 production capacity to 722,222 liters per day to benefit from economies of scale in biodiesel production. Besides, the Company has invested to construct the refined glycerine 99.7%min plant, which has a production capacity of 100,000 kilograms of refined glycerine per day, add the value added to the Company's existing by-product; crude glycerine. Refined Glycerine is derived from crude glycerine processed through the distillation into refined glycerine. Refined Glycerine is a clear liquid, colorless, odorless, has a sweet taste, can dissolve well in alcohol and water, and has a wide range of chemical properties, so it can be used as a substance in other downstream industries which is commonly used in consumer products, food, medicine, and cosmetics (Pharmaceutical Grade). Refined Glycerine helps the Company expanding customer base in other industries, where has less government policy's intervention. It is the Company's strategic to expand products into other industries with new base of customers and has high demand.

Risk 2 Risk from fluctuations in CPO prices

Related risk factors :
Operational Risk
• Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : No

Risk characteristics

The Company uses CPO as main raw material for producing B100, where its price is defined by global market price that driven by Malaysian CPO market price as Malaysian is the dominant in CPO market as the world highest CPO produced in the world. The factors that affect the price of CPO are changing of economic conditions, consumer needs, weather, national CPO safety stock, and price of other alternative oil such as soy oil and rice bran oil etc.

For Thailand, the price of CPO trend to fluctuates according to the price of CPO in global market, but sometime there is a fluctuation in the opposite direction of CPO prices in the global market because the CPO market in Thailand is a closed market, where can be imported by Public Warehouse Organization, Ministry of Commerce only. In 2025, the average CPO price increased by 2.79% compared to 2024, while in 2024 it rose by 13.53% compared to 2023 (the average price in 2025 was THB 36.50 per kilogram, in 2024 was THB 35.51 per kilogram, and in 2023 was THB 31.28 per kilogram) (Source: Department of Internal Trade, Ministry of Commerce). In early 2025, Malaysia and Indonesia experienced El Nino conditions, coupled with slower expansion of oil palm plantation areas, resulting in lower output. In addition, Indonesias policy to increase the biodiesel blending mandate from B35 to B40 raised concerns over tight global palm oil supply. As a result, the Malaysian CPO price (CPO-MPOB), which serves as the global benchmark price, increased.

Meanwhile, domestic CPO production and stock levels declined to their lowest level in February 2025 at 136,357 tons (according to the announcement of the Central Committee on Prices of Goods and Services, Department of Internal Trade, Ministry of Commerce). This led to a rapid surge in domestic CPO prices to a peak of THB 4850 per kilogram during 319 February 2025. Thereafter, as supply conditions gradually eased and seasonal output entered the market, supply recovered significantly. Consequently, CPO prices began to decline from March 2025 and continued to fall sharply, reaching THB 3236 per kilogram throughout the year. In 2025, the highest monthly average domestic CPO price was THB 46.63 per kilogram (February 2025), while the lowest monthly average price was THB 31.98 per kilogram (May 2025). Meanwhile, the government maintained the biodiesel blending ratio at B5, effective from 21 November 2024 onward.

Risk-related consequences

Thus, the Company may be risk due to the fluctuation of CPO price since sometime the Company is unable to adjust its costing in line to the market price continuously and severely. The fluctuation of the price of CPO may affect the Company's operating performance.

Risk management measures

The Company aware of these risks, the policy has determined to adopt in each department in the Company, especially in raw material procurement procedures. The Company attempt to maintain a faster inventory turnover, where raw material (CPO) was stocked for 17-22 days just enough for monthly delivery plan within the sale contract scope and efficiently control the loss rate from production. Also, the price situation is closely monitored through various channels such as television, newspapers, and website of government organizations which related, such as Department of Internal Trade of Thailand, Ministry of Commerce, coupled with monitoring the price situation, through the business partners continuously. These can help to decrease the impact from the fluctuation of the price of CPO.

Risk 3 Risk from the government policy amendment

Related risk factors : Strategic Risk
 • Government policy

ESG risk factors : Yes

Risk characteristics

Palm oil is considered an important economic crop since it helps with stability in terms of food and energy of the country. Crude palm oil which is extracted from the factory of Thailand will be distributed for various business sectors such as energy, industry, and other non- food sectors such as soap and cosmetics. Palm oil production in the country has enough capacity for domestic and some export, which palm oil and crude palm oil that are extracted from palm oil, including products which use crude palm oil as raw material in the production process were controlled by the government through various ministries, directly and indirectly such as the Ministry of Agriculture and Cooperative,

Ministry of Energy, and Ministry of Commerce since crude palm oil that has been extracted from palm oil is considered a raw material in various industries. The crude palm oils market price in Thailand is correlated to Malaysian crude palm oils market price, the largest crude palm oil in the world, in the past Thai palm oil industry has faced various factors that caused price to fluctuate. The huge fluctuation in the weather condition which caused the Southern area to face a huge drought and natural disasters, these events caused a shortage of palm oil in the market since palm oil and palm fruits has decreased largely, this led to a huge shock in palm oil price and producers cost to increase.

For the price and quantity fluctuation of crude palm oil, the government had issued a policy to control such problem from both the fluctuating price and quantity. The government has used its policy to reduce the portion of B100 blend in Diesel such as lowered B7 to B5 when crude palm oil stock low or the price of crude palm oil extremely high. And increased the ratio of biodiesel in diesel fuel when stocking crude palm oil high. This is to control the amount of crude palm oil used and focuses on the need of the general consumer. Also, price of palm fruit and crude palm oil has been controlled in case of fluctuation and use the policy to buy crude palm oil from the market in case of crude palm oil over supply and the policy to import crude palm oil from overseas. In the case that domestic crude palm oil is at a shortage (at the moment Thailand has a policy to control imported palm oil even though the import tax rate is at 0% since 2010 whereby allowing palm oil to be an authorized imported product. Public Warehouse Organization, Ministry of Commerce is the only entity allowed to import such product so that there will be no effect on the domestic palm oil industry). The Department of Internal Trade of Thailand, Ministry of Commerce had ordered that vegetable oil, fuel oil, and palm oil are controlled products according to the Act on Prices of Goods and Services of B.E. 2542 where vegetable oil and fuel oil are considered sensitive list products. The Department of Internal Trade will monitor the price and condition daily.

Risk-related consequences

The Company therefore faces risk from policy shift which could affect the company's profit.

Risk management measures

The Company has sent representatives to attend meetings with various government agencies and various associations to listen and offer opinions on various policies and has a person in charge that performs assessment and study government regulations in order for the Company to be able to respond to changes in government policies, rules and regulations promptly.

Risk 4 Customer Concentration Risk

Related risk factors : Strategic Risk

- Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

The Company sells B100 up to 46.74% of total Sales in 2025. In the distribution, Biodiesel was distributed to customers who are compiled to section 7 of the Fuel Trade Act B.E. 2543 which was sold in a made to order manner through inviting suppliers for bidding. The selling process after winning the bidding will be a 3-12 months contract depending on customers the term and agreement and policy. Most customers will determine the product pickup or amount of goods clearly in the contract. However, the order quantity may adjust according to the customers demand and the blending B100 mandate ratio in diesel during each period.

Risk-related consequences

If the oil traders under Section 7 cancel their orders or the Company is unable to win the auction, it will affect the sales volume and the Company will not be able to find other customers to replace them because biodiesel is a specific product that must be blended with diesel for use in vehicles, which will significantly affect the Company's income.

Risk management measures

The Company is sure that there is very small chance for us to lose our customers since the governments policy to induce usage of B100 blend mandate as diesels standard nationwide in accordance to the Department of Energy Business, Ministry of Energy concerning the nature and quality of biodiesel type of fatty acid methyl esters B.E. 2562 (Enforced from 1 December 2019). Even though the formula has been adjusted to increase or decrease according to the situation in terms of price and output of CPO.

Risk 5 Risks from unforeseeable event

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

The Company has operated business in producing and distributing Biodiesel, Palm Olein, and Refined Glycerine from crude palm oil and its subsidiaries which is AI Ports and Terminals Company Limited (AIPT) who provide ports and storage tanks service. The Company and its subsidiaries operate business regarding fuel oil which might face unanticipated events such as bombing and fuel leak which could bring about damage for the Company and its subsidiaries and surround communities and environment.

Risk-related consequences

This may cause damage to the Company and its subsidiaries, which will affect the ability to conduct business, the community and the surrounding environment, and the performance of the business.

Risk management measures

The Company and its subsidiaries are aware of such risks, including potential disputes with neighboring communities. The guidelines have been established to prevent potential risks through building knowledge and understanding of the operations of various departments by sending them to receive training in government and private agencies involved. This also including creating unity in the team of each department and to transfer knowledge and understanding of work along with the supervision and control of each department's executives. The drills and guidelines have been establishing in the event of an emergency; in case of fire, explosion and oil spill annually under the supervision of the Safety and Occupational Health and Environment Department of the Company. In addition, the Company also arranges for continuous inspection of the readiness of safety equipment and make insurance to prevent risks that may occur with leading insurance companies both in Thailand and abroad which covers all risks that may arise both assets used in business operations, including inventories and surrounding communities that are affected both the risks arising from natural disasters and accidents.

Risk 6 Risk of cyber-attacks and data security

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

The Company has adopted information technology in various systems of business operations and communication with external persons and juristic person. Therefore, it is inevitable that it may be exposed to risks from external information technology attacks.

Risk-related consequences

Ransomware attacks can cause disruption of systems or services, which may lead to loss of productivity. The Company may lose money from having to pay ransom to recover files.

Risk management measures

The Company has set up a system structure and installed a firewall system to prevent attacks and access to the Company's information from outside, including the ability to store and check the log of the firewall retrospectively. Along with installing an anti-virus program inside the server and PC, for internal security, the Company has used an identity system for users work to prevent unauthorized access to information from unknown and control the use of USB and External Storage for only restricted tasks. The Company gives users coping practices in case of finding any suspicious e-mail and websites in order to prevent attacks on information technology systems and viruses from outside or malicious insiders. In addition, the Company has backed up all data in real-time and stored off-site. So, if there were any unfavorable causes, the Company will be able to resume its operation and continuous working in a short period of time.

Risk 7 Foreign exchange risks

Related risk factors :

Financial Risk

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

ESG risk factors : No

Risk characteristics

The Company exports products and by-products, which are sold to foreign markets following reference prices for the US dollar. Thus, the Company has exposed to the fluctuation of foreign exchange rates.

Risk-related consequences

Exchange rate fluctuations for export businesses will result in uncertainty in the business's baht revenue stream, which may result in increased profits or losses.

Risk management measures

The Company use the forward contract with the financial institutions as financial tools to secure and mitigate the forex risks. Also, the Company undertakes matching imports and exports transactions as the mediator for natural hedging in parallel monitoring news and exchange rate movements closely to assess the situation and figure ways out to prevent the potential risk to the Company. Therefore, the Company is confident that if there is volatility of the exchange rate, the Company will be affected insignificantly. The Companys subsidiaries had no foreign currency transaction.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has set a business continuity plan to create a work system for prevention, resolution and recovery from threats from emergency situations that affect the business, life, property, society and the environment, including affecting the Company's reputation and the confidence of stakeholders. This is to ensure that the business can continue smoothly without interruption and have the least impact. It has become an important part of the Company's risk management strategy. Such risks may be natural disasters, epidemics, severe events or terrorism. Business continuity planning consists of the following steps:

- Establish a team to develop a business continuity plan with 1 representative from each department.
- Assess how the potential risks will affect the Company's operations.

- Set goals, scope of the plan, roles and responsibilities of those involved.
- Set up a prevention plan and various steps to respond to emergencies and manage risks.
- Set up a work location in case of relocation and set up a backup system for emergency cases.
- Set up a coordination process with relevant parties both inside and outside the organization in an emergency situation (Call Tree).

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The Company places importance on managing the business value chain, from the raw material procurement process, production process, product delivery, sales, and after-sales service, aiming to meet the needs of all stakeholders throughout the business value chain by taking into account the issues of social and environmental responsibility throughout the supply chain to increase business opportunities, reduce risks, create transparency and strengthen business partners and allies sustainably.

The Company has set a policy for managing the business value chain to be consistent with business operations that are socially and environmentally responsible in order to prevent discrimination against business partners, trade monopoly, and to emphasize the delivery of quality products to customers. The guidelines for managing the business value chain are as follows:

1. Raw material procurement

The Company emphasizes on efficient and transparent procurement processes with equal procedures for dealing with business partners. The criteria used for evaluation are based on the business partners operations in terms of quality, delivery, safety, finance, social and environmental responsibility, non-violation of human rights, and fair employment in accordance with the law. The Company procures only quality CPO and trades CPO that crushing mills were purchased palm fruits from farmers at fair prices. The Company has procured more than 20 CPO suppliers in its Supplier Approved Lists and is not monopolized by any one business partner to reduce the risk of CPO shortages that may occur. The Company also controls and inspects the quality of CPO before receiving.

2. Production and delivery processes

The Company intends to produce products with responsibility towards customers so that customers receive quality products and services that are safe for use and consumption under relevant laws and standards. It also places importance on the production process in every step, covering the use of raw materials, energy use, water use, use of renewable resources, including the release and management of waste that occurs, so that it does not cause negative impacts on society and the environment. In addition, the Company has a production plan and uses technology to support work efficiency and reduce losses (higher yield). The Company controls and inspects the quality of raw materials before production, products during production, and after production, including before delivering products to customers according to an efficient delivery plan so that customers receive quality products that meet standards within the specified time.

3. Sales

The Company places importance on responding to customer needs in a timely manner and following up on customer satisfaction measurements in order to develop and improve operations. In addition, the Company maintains customer data in accordance with the Personal Data Protection Policy to ensure that customers are confident in the Company's business operations.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.aienergy.co.th/en/business-ethics-partners>

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

Research and Development

The Company places great importance on and actively supports research and development to create innovations that generate business value and enhance sustainability, alongside its commitment to social and environmental responsibility. Research and development activities cover a wide range of areas, including the efficient use of raw materials and chemicals; the review and improvement of methods for analyzing and testing raw materials and products to ensure accuracy and reliability; and the development of more efficient production processes to reduce losses during production and increase yield per unit of raw materials and chemicals. These efforts aim to deliver high-quality and safe products and services to customers, stakeholders in all dimensions, and society in a sustainable manner.

During the years 2023-2025, the Company has been in the process of conducting feasibility studies and trials to improve and develop the crude palm oil refining process in order to reduce the maximum contaminants of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil that are used for direct consumption or used as other food ingredients, where in the criteria that The European Food Safety Authority (EFSA) defines and accepts such substances are produced by distillation and processing at temperatures above 200 degrees Celsius to remove the color, odor and acid that cause rancidity. Both substances cause damage to the genetic material. Especially the highest risk group is baby group which is likely to be exposed to high levels of 3-MCPD from the use of palm oil in the production of infant formula. The aforementioned improvements and developments were carried out by the Company through enhancements to the refining process in parallel with its normal production operations. As a result, no direct research and development expenses were incurred.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

	2023	2024	2025
Percentage increase in customer satisfaction scores (%)	10.00	10.00	0.28

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