

ESG Performance

Company Name : TCM CORPORATION PUBLIC COMPANY LIMITED

Symbol : TCMC

Market : SET

Industry Group : Consumer Products

Sector : Home & Office Products

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 Management, Waste Management, Greenhouse Gas and Climate Change Management

Information on review of environmental policies, guidelines, and/or goals over the past year

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Information on incidents related to legal violations or negative environmental impacts

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Information on electricity management

Company's electricity consumption ^(*)

| | 2020 | 2021 | 2022 |
|--|--------------|--------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 9,335,428.00 | 9,275,990.00 | 10,628,233.15 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 9,335,428.00 | 9,185,776.00 | 9,451,717.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | N/A | 90,214.00 | 1,176,516.15 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 7,951.81 | 8,440.39 | 9,014.62 |

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

Electricity Consumption Intensity

| | 2020 | 2021 | 2022 |
|---|------|------------|------------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | N/A | 1.71000000 | 1.80000000 |

Electricity Expense ^(*)

| | 2020 | 2021 | 2022 |
|---|---------------|---------------|---------------|
| Total electricity expense (Baht) | 32,766,981.31 | 31,891,279.59 | 40,129,813.45 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 0.49 | 0.41 | 0.45 |

| | 2020 | 2021 | 2022 |
|--|-----------|-----------|-----------|
| Percentage of total electricity expense to total revenues (%) ^(**) | 0.48 | 0.41 | 0.44 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 27,910.55 | 29,018.45 | 34,037.16 |

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

| | 2020 | 2021 | 2022 |
|-----------------------------------|--------------|--------------|--------------|
| Diesel (Litres) | N/A | 58,995.22 | 56,238.59 |
| Gasoline (Litres) | N/A | 64,625.74 | 30,276.88 |
| Natural gas (Standard Cubic Feet) | N/A | 55.50 | 667.36 |
| LPG (Kilograms) | 1,352,427.00 | 1,316,275.00 | 1,499,477.00 |
| Steam (Metric tonnes) | 16,918.00 | 14,721.00 | 19,178.00 |
| Coal (Metric tonnes) | 0.00 | N/A | N/A |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2020 | 2021 | 2022 |
|--|---------------|---------------|---------------|
| Total fuel expense (Baht) | 23,733,935.00 | 25,560,131.63 | 32,720,124.03 |
| Percentage of total fuel expense to total expenses (%) ^(**) | 0.35 | 0.33 | 0.37 |
| Percentage of total fuel expense to total revenues (%) ^(**) | 0.35 | 0.33 | 0.36 |

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

| | 2020 | 2021 | 2022 |
|---|------|-----------|-----------|
| Total energy consumption within the organization (Megawatt-Hours) | N/A | 27,731.29 | 30,469.89 |

Energy Consumption Intensity

| | 2020 | 2021 | 2022 |
|--|------|------|------|
|--|------|------|------|

| | 2020 | 2021 | 2022 |
|---|------|------------|------------|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*) | N/A | 0.00353599 | 0.00333357 |
| Intensity of total energy consumption within the organization (Megawatt-Hours / m ²) | N/A | 0.01000000 | 0.01000000 |

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

Information on setting goals for water management

Setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Information on water management

Water withdrawal by source

| | 2020 | 2021 | 2022 |
|---|-------|------------|------------|
| Total water withdrawal (Cubic meters) | 51.76 | 111,576.13 | 126,131.16 |
| Water withdrawal by third-party water (cubic meters) | 51.76 | 17,916.13 | 21,576.16 |
| Water withdrawal by surface water (cubic meters) | N/A | 0.00 | 0.00 |
| Water withdrawal by groundwater (cubic meters) | N/A | 93,660.00 | 104,555.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 0.04 | 101.53 | 106.98 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.00 | 0.01 | 0.01 |

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

Water discharge by destinations

| | 2020 | 2021 | 2022 |
|---|------|------|------|
| Total wastewater discharge (cubic meters) | 0.00 | 0.00 | 0.00 |
| Wastewater discharged to third-party water (cubic meters) | N/A | 0.00 | 0.00 |
| Wastewater discharged to surface water (cubic meters) | N/A | 0.00 | 0.00 |
| Wastewater discharged to groundwater (cubic meters) | N/A | 0.00 | 0.00 |

Water consumption

| | 2020 | 2021 | 2022 |
|--|-------|------------|------------|
| Total water consumption (Cubic meters) | 51.76 | 111,576.13 | 126,131.16 |

Water Consumption Intensity

| | 2020 | 2021 | 2022 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.00000754 | 0.01422696 | 0.01379944 |
| Intensity of total water consumption (Cubic meters / m ²) | N/A | 0.02000000 | 0.02000000 |

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

Water withdrawal expenses

| | 2020 | 2021 | 2022 |
|---|-----------|--------------|--------------|
| Total water withdrawal expense (Baht) | 33,934.60 | 1,767,560.60 | 2,181,787.90 |
| Total water withdrawal expense from third-party water (Baht) | 33,934.60 | 549,980.60 | 822,572.90 |
| Total water withdrawal expense from other sources (Baht) | N/A | 1,217,580.00 | 1,359,215.00 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.00 | 0.02 | 0.02 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.00 | 0.02 | 0.02 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 28.91 | 1,608.34 | 1,850.54 |

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

Information on setting goals for waste management

Setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

Information on waste management

Waste Generation^(*)

| | 2020 | 2021 | 2022 |
|--|--------------|--------------|--------------|
| Total waste generated (Kilograms) | 1,848,232.86 | 1,587,610.11 | 1,722,695.00 |
| Total non-hazardous waste (kilograms) | 1,734,561.86 | 1,326,580.11 | 1,420,345.00 |
| Total hazardous waste (kilograms) | 113,671.00 | 261,030.00 | 302,350.00 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.27 | 0.20 | 0.19 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.25 | 0.17 | 0.16 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.02 | 0.03 | 0.03 |

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

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

Information on waste management

Waste reuse and recycling

| | 2020 | 2021 | 2022 |
|---|--------------|--------------|--------------|
| Total reused/recycled waste (Kilograms) | 1,847,176.00 | 1,467,385.11 | 1,601,600.00 |
| Reused/Recycled non-hazardous waste (Kilograms) | 1,734,560.00 | 1,207,255.11 | 1,300,270.00 |
| Reused/Recycled hazardous waste (Kilograms) | 112,616.00 | 260,130.00 | 301,330.00 |

| | 2020 | 2021 | 2022 |
|--|--------|-------|-------|
| Percentage of total reused/recycled waste to total waste generated (%) | 99.94 | 92.43 | 92.97 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 100.00 | 91.01 | 91.55 |
| Percentage of reused/recycled hazardous waste to hazardous waste (%) | 99.07 | 99.66 | 99.66 |

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 | : | Business Group |
| Total number of disclosure boundaries | : | 1 |
| Actual number of disclosure boundaries | : | 1 |
| Data disclosure coverage (%) | : | - |

Information on greenhouse gas management plan

Greenhouse gas management plan

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Information on performance and outcomes of greenhouse gas management

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2020 | 2021 | 2022 |
|---|------|-----------|------------|
| Total GHG emissions (Metrics tonne of carbon dioxide equivalents) | 0.00 | 83,932.80 | 103,966.60 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | - | 4,603.70 | 5,285.72 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | - | 4,278.10 | 4,422.83 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) | - | 75,051.00 | 94,258.05 |

Greenhouse Gas Emissions Intensity

| | 2020 | 2021 | 2022 |
|--|----------|----------|----------|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*) | 0.000000 | 0.010702 | 0.011375 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 0.00 | 76.37 | 88.18 |
| Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²) | - | 0.02 | 0.02 |

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

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

| | 2020 | 2021 | 2022 |
|---|------|------|------------|
| Total reduced GHG (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 490,057.45 |
| Other projects (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 490,057.45 |
| Solar Roof (Metric kilograms of carbon dioxide equivalent) | - | - | 490,057.45 |

Absorption and removal of Greenhouse Gas

| | 2020 | 2021 | 2022 |
|---|------|------|------|
| Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |
| Other projects (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

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ESG Performance

Company Name : TCM CORPORATION PUBLIC COMPANY LIMITED

Symbol : TCMC

Market : SET

Industry Group : Consumer Products

Sector : Home & Office Products

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 Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

| | | |
|--|---|----------------|
| Boundary type | : | Business Group |
| Total number of disclosure boundaries | : | 1 |
| Actual number of disclosure boundaries | : | 1 |

Information on employees and labor management plan

Employees and labor management plan

Information on setting employee and labor management goals

Setting employee and labor management goals

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Information on employment

Employment

| | 2020 | 2021 | 2022 |
|------------------------------------|-------|-------|-------|
| Total employees (persons) | 1,174 | 1,099 | 1,179 |
| Male employees (persons) | 482 | 462 | 488 |
| Percentage of male employees (%) | 41.06 | 42.04 | 41.39 |
| Female employees (persons) | 692 | 637 | 691 |
| Percentage of female employees (%) | 58.94 | 57.96 | 58.61 |

Number of employees categorized by age

| | 2020 | 2021 | 2022 |
|--|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 90 | 52 | 81 |
| Percentage of employees under 30 years old (%) | 7.67 | 4.73 | 6.87 |
| Total number of employees 30-50 years old (Persons) | 813 | 726 | 744 |
| Percentage of employees 30-50 years old (%) | 69.25 | 66.06 | 63.10 |
| Total number of employees over 50 years old (Persons) | 271 | 321 | 354 |
| Percentage of employees over 50 years old (%) | 23.08 | 29.21 | 30.03 |

Number of male employees categorized by age

| | 2020 | 2021 | 2022 |
|--|------|------|------|
|--|------|------|------|

| | 2020 | 2021 | 2022 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 26 | 19 | 35 |
| Percentage of male employees under 30 years old (%) | 5.39 | 4.11 | 7.17 |
| Total number of male employees 30-50 years old (Persons) | 324 | 295 | 296 |
| Percentage of male employees 30-50 years old (%) | 67.22 | 63.85 | 60.66 |
| Total number of male employees over 50 years old (Persons) | 132 | 148 | 157 |
| Percentage of male employees over 50 years old (%) | 27.39 | 32.03 | 32.17 |

Number of female employees categorized by age

| | 2020 | 2021 | 2022 |
|---|-------|-------|-------|
| Total number of female employees under 30 years old (Persons) | 64 | 33 | 46 |
| Percentage of female employees under 30 years old (%) | 9.25 | 5.18 | 6.66 |
| Total number of female employees 30-50 years old (Persons) | 489 | 431 | 448 |
| Percentage of female employees 30-50 years old (%) | 70.66 | 67.66 | 64.83 |
| Total number of female employees over 50 years old (Persons) | 139 | 173 | 197 |
| Percentage of female employees over 50 years old (%) | 20.09 | 27.16 | 28.51 |

Number of employees categorized by position

| | 2020 | 2021 | 2022 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 814 | 765 | 825 |
| Percentage of employees in operational level (%) | 69.34 | 69.61 | 69.97 |
| Total number of employees in management level (Persons) | 314 | 286 | 299 |
| Percentage of employees in management level (%) | 26.75 | 26.02 | 25.36 |
| Total number of employees in executive level (Persons) | 46 | 48 | 55 |
| Percentage of employees in executive level (%) | 3.92 | 4.37 | 4.66 |

Number of male employees categorized by position

| | 2020 | 2021 | 2022 |
|--|------|------|------|
|--|------|------|------|

| | 2020 | 2021 | 2022 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 326 | 310 | 324 |
| Percentage of male employees in operational level (%) | 67.63 | 67.10 | 66.39 |
| Total number of male employees in management level (Persons) | 131 | 123 | 132 |
| Percentage of male employees in management level (%) | 27.18 | 26.62 | 27.05 |
| Total number of male employees in executive level (Persons) | 25 | 29 | 32 |
| Percentage of male employees in executive level (%) | 5.19 | 6.28 | 6.56 |

Number of female employees categorized by position

| | 2020 | 2021 | 2022 |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 488 | 455 | 501 |
| Percentage of female employees in operational level (%) | 70.52 | 71.43 | 72.50 |
| Total number of female employees in management level (Persons) | 183 | 163 | 167 |
| Percentage of female employees in management level (%) | 26.45 | 25.59 | 24.17 |
| Total number of female employees in executive level (Persons) | 21 | 19 | 23 |
| Percentage of female employees in executive level (%) | 3.03 | 2.98 | 3.33 |

Number of employees categorized by department over the past year

Significant changes in the number of employees

Number of male employees categorized by region

Number of female employees categorized by region

Employment of workers with disabilities

| | 2020 | 2021 | 2022 |
|---|------|------|------|
| Total employment of workers with disabilities (persons) | 0 | 12 | 10 |

| | 2020 | 2021 | 2022 |
|---|------|------|------|
| Total number of employees with disabilities (Persons) | N/A | 4 | 4 |
| Percentage of disabled employees to total employees (%) | N/A | 0.36 | 0.34 |
| Total number of workers who are not employees with disabilities (persons) | N/A | 8 | 6 |

Information on compensation of employees

Employee remuneration by gender

| | 2020 | 2021 | 2022 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 578,747,027.75 | 563,842,909.60 | 633,096,163.60 |
| Total male employee remuneration (baht) | 275,079,295.97 | 289,787,068.36 | 231,212,117.37 |
| Percentage of remuneration in male employees (%) | 47.53 | 51.40 | 36.52 |
| Total female employee remuneration (baht) | 303,667,731.78 | 274,055,841.24 | 401,884,046.23 |
| Percentage of remuneration in female employees (%) | 52.47 | 48.60 | 63.48 |
| Average remuneration of employees (Baht / Person) | 492,970.21 | 513,050.87 | 536,977.24 |
| Average remuneration of male employees (Baht / Person) | 570,703.93 | 627,244.74 | 473,795.32 |
| Average remuneration of female employees (Baht / Person) | 438,826.20 | 430,228.95 | 581,597.75 |
| Ratio of average remuneration of female employees to male employees | 0.77 | 0.69 | 1.23 |

Provident fund management policy

Provident fund for employees (PVD)

| | 2020 | 2021 | 2022 |
|--|--------------|--------------|---------------|
| Number of employees joining in PVD (persons) | 289 | 357 | 382 |
| Proportion of employees who are PVD members (%) | 24.62 | 32.48 | 32.40 |
| Total amount of provident fund contributed by the company (baht) | 3,223,909.90 | 5,622,835.17 | 13,260,084.32 |
| Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%) | 0.56 | 1.00 | 2.09 |

Information on employee development

Employee training and development

| | 2020 | 2021 | 2022 |
|--|------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 19.07 | 11.34 | 15.85 |
| Total amount spent on employee training and development (Baht) | 533,475.00 | 1,147,165.35 | 1,173,365.45 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.000079 | 0.000147 | 0.000132 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.000078 | 0.000146 | 0.000128 |

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

Information on safety, occupational health, and work environment

Number of working hours

| | 2020 | 2021 | 2022 |
|---|--------------|--------------|--------------|
| Total number of hours worked by employees (Hours) | 2,797,966.00 | 2,454,614.09 | 2,634,849.63 |

Statistic of accident and injuries of employees from work

| | 2020 | 2021 | 2022 |
|--|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 6 | 6 | 4 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 6 | 4 | 1 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.51 | 0.36 | 0.08 |
| Total number of employees that fatalities as a result of work-related injury (Persons) | 0 | 0 | 0 |
| Percentage of employees that fatalities as a result of work-related injury (%) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**) | 0.00 | 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

| | 2020 | 2021 | 2022 |
|--|------|------|------|
|--|------|------|------|

| | 2020 | 2021 | 2022 |
|--|------|------|------|
| Total number of employee turnover leaving the company voluntarily (persons) | 219 | 140 | 174 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 109 | 47 | 65 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 110 | 93 | 109 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 9.28 | 4.28 | 5.51 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 9.37 | 8.46 | 9.25 |

Employee internal groups

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Responsible sales and marketing policy and guidelines

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

Information on customer management plan

Customer management plan

Information on setting customer management goals

Setting customer management goals

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Customer satisfaction

Channels for receiving complaints from customers/consumers

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Information on community and social management plan

Community and social management plan

Information on setting of community and social management goals

Setting of community and social management goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Benefit from implementing social development project

Financial benefits

Non-financial benefits

Expenses from social and environmental development project

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ESG Performance

Company Name : TCM CORPORATION PUBLIC COMPANY LIMITED

Symbol : TCMC

Market : SET

Industry Group : Consumer Products

Sector : Home & Office Products

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and guidelines related to the board of directors

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

Determination of Director Remuneration

Independence of the Board of Directors from the Management

Director Development

Board Performance Evaluation

Corporate Governance of Subsidiaries and Associated Companies

Policy and guidelines related to shareholders and stakeholders

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

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

Prevention of Conflicts of Interest

Anti-corruption

Whistleblowing and Protection of Whistleblowers

Prevention of Misuse of Inside Information

Promotion of compliance with the business code of conduct

Participation in anti-corruption networks

Information on material changes and developments in policy and corporate governance system

over the past year

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

Implementation of the CG Code for listed companies

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

| | 2020 | | 2021 | | 2022 | |
|---|-----------------------|-------------------------|-----------------------|-------------------------|-----------------------|-------------------------|
| | Male (person s) | Female (person s) | Male (person s) | Female (person s) | Male (person s) | Female (person s) |
| Total directors | 0 | | 9 | | 9 | |
| | 0 | 0 | 5 | 4 | 5 | 4 |
| Executive directors | 0 | | 4 | | 4 | |
| | 0 | 0 | 1 | 3 | 1 | 3 |
| Non-executive directors | 0 | | 5 | | 5 | |
| | 0 | 0 | 4 | 1 | 4 | 1 |
| Independent directors | 0 | | 4 | | 4 | |
| | 0 | 0 | 3 | 1 | 3 | 1 |
| Non-executive directors who have no position in independent directors | 0 | | 1 | | 1 | |
| | 0 | 0 | 1 | 0 | 1 | 0 |

| | 2020 | | 2021 | | 2022 | |
|---|-------------|---------------|-------------|---------------|-------------|---------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 0.00 | | 100.00 | | 100.00 | |
| | 0.00 | 0.00 | 55.00 | 44.00 | 55.00 | 44.00 |
| Executive directors | 0.00 | | 100.00 | | 100.00 | |
| | 0.00 | 0.00 | 25.00 | 75.00 | 25.00 | 75.00 |
| Non-executive directors | 0.00 | | 100.00 | | 100.00 | |
| | 0.00 | 0.00 | 80.00 | 20.00 | 80.00 | 20.00 |
| Independent directors | 0.00 | | 100.00 | | 100.00 | |
| | 0.00 | 0.00 | 75.00 | 25.00 | 75.00 | 25.00 |
| Non-executive directors who have no position in independent directors | 0.00 | | 100.00 | | 100.00 | |
| | 0.00 | 0.00 | 100.00 | 0.00 | 100.00 | 0.00 |

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

| | 2020 | | 2021 | | 2022 | |
|----------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average director age | 0 | | 54 | | 54 | |
| | 0 | 0 | 28 | 26 | 28 | 26 |

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. PIMOL SRIVIKORN Gender: Male Age : 58 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 : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 153,500,000 Shares (20.112654 %) | <p>Chairman of the Board of Directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 2 May 2013 | Corporate Management, Economics, Finance & Securities, Leadership, Marketing, Home & Office Products |
| <p>2. M.L. WALLIWAN VARAVARN Gender: Female Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 24 Apr 2000 | Corporate Management, Data Analysis, Finance, Home & Office Products, Banking, Leadership, Commerce, Economics, Negotiation, Strategic Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>3. Mr. SORAVIS KRAIRIKSH Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Existing director</p> | 14 Jun 2005 | <p>Corporate Management, Audit, Finance, Negotiation, Internal Control, Banking, Accounting, Finance & Securities, Economics, Leadership, Risk Management, Strategic Management, Governance/ Compliance</p> |
| <p>4. Mr. ISAREIT CHIRATHIVAT Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 29 Apr 2013 | <p>Corporate Management, Brand Management, Marketing, Property Development, Economics, Fashion, Food & Beverage, Home & Office Products, Commerce, Leadership, Strategic Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>5. Mr. SUVITCHA NATIVIVAT Gender: Male Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Existing director</p> | 2 Jul 2013 | <p>Law, Corporate Management, Audit, Marketing, Internal Control, Negotiation, Leadership, Risk Management, Governance/ Compliance</p> |
| <p>6. Mr. SUMATE SUWANVONGKIJ Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Existing director</p> | 2 Jul 2013 | <p>Corporate Management, Marketing, Home & Office Products, Commerce, Negotiation, Leadership</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>7. Mrs. DUANGJAI LORLERTWIT Gender: Female Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Existing director</p> | 1 Mar 2018 | <p>Corporate Management, Marketing, Finance, Accounting, Audit, Internal Control, Media & Publishing, Risk Management, Governance/ Compliance, Leadership</p> |
| <p>8. Mrs. NOPPHAPORN APHIWATTHANAKUL Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p> | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : -</p> <p>Type of director : Existing director</p> | 27 Apr 2018 | <p>Corporate Management, Audit, Data Analysis, Governance/ Compliance, Economics, Commerce, Accounting, Finance, Budgeting, Data Management, Home & Office Products, Leadership, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|--|
| 9. Ms. PIYAPORN PHANACHET Gender: Female Age : 55 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 : - Legal offenses in the past 5 years : - DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 1,500,000 Shares (0.196541 %) | Director (Executive Directors) Authorized directors as per the company's certificate of registration : - Type of director : Existing director | 16 Jul 2020 | Corporate Management, Marketing, Finance, Negotiation, Corporate Social Responsibility, Accounting, Property Development, Home & Office Products, Sustainability, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Budgeting |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the company's certificate of registration |
|------------------------------------|------------------------------------|---------------------|-------------------------|-----------------------|---|---|
| 1. Mr. PIMOL SRIVIKORN | Chairman of the Board of Directors | ✓ | | | | |
| 2. M.L. WALLIWAN VARAVARN | Director | ✓ | | | | |
| 3. Mr. SORAVIS KRAIRIKSH | Director | | ✓ | ✓ | | |
| 4. Mr. ISAREIT CHIRATHIVAT | Director | | ✓ | ✓ | | |
| 5. Mr. SUVITCHA NATIVIVAT | Director | | ✓ | ✓ | | |
| 6. Mr. SUMATE SUWANVONGKIJ | Director | | ✓ | | | |
| 7. Mrs. DUANGJAI LORLERTWIT | Director | | ✓ | ✓ | | |
| 8. Mrs. NOPPHAPORN APHIWATTHANAKUL | Director | ✓ | | | | |
| 9. Ms. PIYAPORN PHANACHET | Director | ✓ | | | | |
| Total (persons) | | 4 | 5 | 4 | 1 | 0 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|-------------------------------------|------------------|-------------|
| 1. Banking | 2 | 22.22 |
| 2. Budgeting | 2 | 22.22 |
| 3. Media & Publishing | 1 | 11.11 |
| 4. Finance | 5 | 55.56 |
| 5. Commerce | 4 | 44.44 |
| 6. Law | 1 | 11.11 |
| 7. Finance & Securities | 2 | 22.22 |
| 8. Brand Management | 1 | 11.11 |
| 9. Strategic Management | 4 | 44.44 |
| 10. Sustainability | 1 | 11.11 |
| 11. Corporate Management | 9 | 100.00 |
| 12. Audit | 5 | 55.56 |
| 13. Leadership | 9 | 100.00 |
| 14. Property Development | 2 | 22.22 |
| 15. Home & Office Products | 6 | 66.67 |
| 16. Corporate Social Responsibility | 1 | 11.11 |
| 17. Data Analysis | 3 | 33.33 |
| 18. Governance/ Compliance | 5 | 55.56 |
| 19. Risk Management | 5 | 55.56 |
| 20. Fashion | 1 | 11.11 |
| 21. Internal Control | 4 | 44.44 |
| 22. Data Management | 1 | 11.11 |
| 23. Accounting | 4 | 44.44 |
| 24. Marketing | 6 | 66.67 |
| 25. Economics | 5 | 55.56 |
| 26. Food & Beverage | 1 | 11.11 |
| 27. Negotiation | 5 | 55.56 |

Information about the other directors

| | 2020 | 2021 | 2022 |
|--|------|------|------|
| The chairman of the board and the highest-ranking executive are from the same family | No | No | No |

| | 2020 | 2021 | 2022 |
|---|------|------|------|
| The company appoints at least one independent director to determine the agenda of the board of directors' meeting | Yes | Yes | Yes |

Additional explanation : (*) ข้อมูลเกี่ยวกับคณะกรรมการอื่น ๆ จะถูกประมวลผลตั้งแต่ปี 2565 เป็นต้นไป
 (**) หากมีการระบุนโยบายเหตุจะเป็นการนำหมายเหตุของปีล่าสุดมาแสดง

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

Information on the roles and duties of the board of directors

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

-

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit Committee

Role

-

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

-

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

-

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|--|--|--|---|
| <p>1. Mr. SORAVIS KRAIRIKSH^(*)</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 25 Mar 2018 | <p>Corporate Management, Audit, Finance, Negotiation, Internal Control, Banking, Accounting, Finance & Securities, Economics, Leadership, Risk Management, Strategic Management, Governance/ Compliance</p> |
| <p>2. Mr. SUVITCHA NATIVIVAT</p> <p>Gender: Male</p> <p>Age : 40 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</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 : Existing director</p> | 2 Jul 2013 | <p>Law, Corporate Management, Audit, Marketing, Internal Control, Negotiation, Leadership, Risk Management, Governance/ Compliance</p> |
| <p>3. Mrs. DUANGJAI LORLERTWIT</p> <p>Gender: Female</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Communication Arts</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 : Existing director</p> | 25 Mar 2018 | <p>Corporate Management, Marketing, Finance, Accounting, Audit, Internal Control, Media & Publishing, Risk Management, Governance/ Compliance, Leadership</p> |

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|--|-------------------------------------|--|
| <p>1. Mr. PIMOL SRIVIKORN Gender: Male Age : 58 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> | Chairman of the executive committee | 29 Apr 2004 |
| <p>2. M.L. WALLIWAN VARAVARN Gender: Female Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 29 Apr 2003 |
| <p>3. Ms. PIYAPORN PHANACHET Gender: Female Age : 55 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> | Member of the executive committee | 17 Jul 2020 |
| <p>4. Mrs. NOPPHAPORN APHIWATTHANAKUL Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 27 Apr 2018 |

Other Subcommittees

| Subcommittee name | Name list | Position |
|---------------------------|---------------------------------|----------|
| Risk Management Committee | Ms. PIYAPORN PHANACHET | Chairman |
| | Mrs. NOPPHAPORN APHIWATTHANAKUL | Member |
| | Mr. Viritphol Ngampailin | Member |
| | Ms. Sikarin Sangchaypiengpen | Member |
| | Mr. Sompope Werawittayanukoon | Member |

Information on the executives

Information on the executives

List and positions of the executive

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

| List of executives | Position | First appointment date | Skills and expertise |
|--|---|------------------------|---|
| <p>1. Ms. PIYAPORN PHANACHET Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>CHIEF EXECUTIVE OFFICER (The highest-ranking executive)</p> | 1 Jan 2021 | <p>Corporate Management, Marketing, Finance, Negotiation, Corporate Social Responsibility, Accounting, Property Development, Home & Office Products, Sustainability, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Budgeting</p> |
| <p>2. Mrs. NOPPHAPORN APHIWATTHANAKUL^(*) Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p> | Group Finance Director | 27 Apr 2018 | <p>Corporate Management, Audit, Data Analysis, Governance/ Compliance, Economics, Commerce, Accounting, Finance, Budgeting, Data Management, Home & Office Products, Leadership, Risk Management</p> |
| <p>3. Mr. Shyam Sunder Bhattar Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : - Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | CEO, TCM Surface | 1 Jan 2022 | <p>Accounting, Finance, Leadership, Strategic Management, Risk Management, Home & Office Products, Commerce, Corporate Social Responsibility, Data Analysis, Corporate Management</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|---|-----------------------------------|------------------------|---|
| 4. Mr. Jonathan Fearn Gender: Male Age : 48 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : - Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | CEO, TCM Living | 1 Jan 2022 | Strategic Management, Leadership, Accounting, Home & Office Products, Finance, Corporate Social Responsibility, Human Resource Management, Corporate Management |
| 5. Mr. Toh Kulchornchan Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : - Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | Managing Director, TCM Automotive | 20 Sep 2010 | Industrial Materials & Machinery, Corporate Management, Engineering, Leadership, Risk Management, Project Management, Negotiation, Strategic Management |

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

Remuneration policy for executive directors and executives

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2020 | 2021 | 2022 |
|---|---------------|---------------|---------------|
| Total remuneration of executive directors and executives (baht) | 16,270,000.00 | 16,545,000.00 | 18,805,000.00 |

Other remunerations of executive directors and executives

| | 2020 | 2021 | 2022 |
|--|------|------|------|
| Employee Stock Ownership Plan (ESOP) | No | No | No |
| Employee Joint Investment Program (EJIP) | No | No | No |

Outstanding remuneration or benefits of executive directors and executives

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|----------------------------------|-------------------------|------------------|
| 1. Mrs. Noppaporn Aphiwattanakul | noppaporn@royalthai.com | 023183960 |

List of the company secretary

| General information | Email | Telephone number |
|----------------------------------|-------------------------|-------------------|
| 1. Mrs. Noppaporn Aphiwattanakul | noppaporn@royalthai.com | 023183960 ต่อ 560 |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|-----------------------------|-------------------------|-------------------|
| 1. Mr. Viritphol Ngampailin | viritphol@royalthai.com | 023145402 ต่อ 571 |

Head of investor relations

List of the head of investor relations

| General information | Email | Telephone number |
|---------------------------------|-----------------------|-------------------|
| 1. Ms. Sikarin Sangchaypiengpen | Sikarin@royalthai.com | 023183960 ต่อ 412 |

Company's auditor

Details of the company's auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|--------------------|------------------|--------------------|--|
| null Telephone- | 3,090,000.00 | - | 1. Ms. Sulalit Ardsawang Email: sulalit.a@daa.co.th License number: null |

Assigned personnel in case of a foreign company

Performance Report on Corporate Governance

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

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

| List of directors | Position | First appointment date of director | Skills and expertise |
|-------------------------|------------------------------------|------------------------------------|--|
| Mr. PIMOL SRIVIKORN | Chairman of the Board of Directors | 2 May 2013 | Corporate Management, Economics, Finance & Securities, Leadership, Marketing, Home & Office Products |
| M.L. WALLIWAN VARAVARN | Director | 24 Apr 2000 | Corporate Management, Data Analysis, Finance, Home & Office Products, Banking, Leadership, Commerce, Economics, Negotiation, Strategic Management |
| Mr. ISAREIT CHIRATHIVAT | Director | 29 Apr 2013 | Corporate Management, Brand Management, Marketing, Property Development, Economics, Fashion, Food & Beverage, Home & Office Products, Commerce, Leadership, Strategic Management |

Selection of independent directors

Criteria for selecting independent directors

Business or professional relationships of independent directors over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Rights of minority shareholders on director appointment

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|-----------------------------------|
| 1. Mr. PIMOL SRIVIKORN (Chairman of the Board of Directors) | Participating | |
| 2. M.L. WALLIWAN VARAVARN (Director) | Participating | |
| 3. Mr. SORAVIS KRAIRIKSH (Director) | Participating | |
| 4. Mr. ISAREIT CHIRATHIVAT (Director) | Participating | |
| 5. Mr. SUVITCHA NATIVIVAT (Director) | Participating | |
| 6. Mr. SUMATE SUWANVONGKIJ (Director) | Participating | |
| 7. Mrs. DUANGJAI LORLERTWIT (Director) | Participating | |
| 8. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | Participating | |
| 9. Ms. PIYAPORN PHANACHET (Director) | Participating | |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

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

Performance evaluation criteria for the executives

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 5
(times)

Date of AGM meeting : 28 Apr 2022

EGM meeting : No

Details of the board of directors' meeting attendance

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. PIMOL SRIVIKORN (Chairman of the Board of Directors) | 4 | / | 5 | | / | | | / | |
| 2. M.L. WALLIWAN VARAVARN (Director) | 5 | / | 5 | | / | | | / | |
| 3. Mr. SORAVIS KRAIRIKSH (Director, Independent director) | 5 | / | 5 | | / | | | / | |
| 4. Mr. ISAREIT CHIRATHIVAT (Director, Independent director) | 5 | / | 5 | | / | | | / | |
| 5. Mr. SUVITCHA NATIVVAT (Director, Independent director) | 5 | / | 5 | | / | | | / | |
| 6. Mr. SUMATE SUWANVONGKIJ (Director) | 5 | / | 5 | | / | | | / | |
| 7. Mrs. DUANGJAI LORLERTWIT (Director, Independent director) | 5 | / | 5 | | / | | | / | |
| 8. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | 5 | / | 5 | | / | | | / | |
| 9. Ms. PIYAPORN PHANACHET (Director) | 5 | / | 5 | | / | | | / | |

Remuneration of the board of directors

Types of remuneration of the board of directors

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. PIMOL SRIVIKORN (Chairman of the Board of Directors) | | | | | |
| Board of Directors | 100,000.00 | 200,000.00 | | No | |
| Executive Committee | | | | | |
| 2. M.L. WALLIWAN VARAVARN (Director) | | | | | |
| Board of Directors | 0.00 | 0.00 | | No | |
| Executive Committee | | | | | |
| 3. Mr. SORAVIS KRAIRIKSH (Director) | | | | | |
| Board of Directors | 100,000.00 | 380,000.00 | | No | |
| Audit Committee | | | | | |
| 4. Mr. ISAREIT CHIRATHIVAT (Director) | | | | | |
| Board of Directors | 100,000.00 | 100,000.00 | | No | |
| 5. Mr. SUVITCHA NATIVIVAT (Director) | | | | | |
| Board of Directors | 100,000.00 | 270,000.00 | | No | |
| Audit Committee | | | | | |
| 6. Mr. SUMATE SUWANVONGKIJ (Director) | | | | | |
| Board of Directors | 100,000.00 | 100,000.00 | | No | |
| 7. Mrs. DUANGJAI LORLERTWIT (Director) | | | | | |
| Board of Directors | 100,000.00 | 270,000.00 | | No | |
| Audit Committee | | | | | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|--------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 8. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | | | | | |
| Board of Directors | 0.00 | 0.00 | | No | |
| Executive Committee | | | | | |
| Risk Management Committee | | | | | |
| 9. Ms. PIYAPORN PHANACHET (Director) | | | | | |
| Board of Directors | 0.00 | 0.00 | | No | |
| Executive Committee | | | | | |
| Risk Management Committee | | | | | |
| 10. Mr. Viritphol Ngampailin (Member) | | | | | |
| Risk Management Committee | | | | | |
| 11. Ms. Sikarin Sangchaypiengpen (Member) | | | | | |
| Risk Management Committee | | | | | |
| 12. Mr. Sompope Werawittayanukoon (Member) | | | | | |
| Risk Management Committee | | | | | |

Summary of the remuneration of each committee over the past year

| | 2020 | 2021 | 2022 |
|------------------------------------|-------------|-------------|---------------------|
| Meeting allowance (Baht) | 0.00 | 0.00 | 600,000.00 |
| Other monetary remuneration (Baht) | 0.00 | 0.00 | 1,320,000.00 |
| Total (Baht) | 0.00 | 0.00 | 1,920,000.00 |

Remunerations or benefits pending payment to the board of directors

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

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

Number of cases or issues related to conflict of interest

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Number of cases or issues related to corruption

Whistleblowing

Operations related to whistleblowing over the past year

Number of cases or issues related to whistleblowing

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

| List of Directors | Meeting attendance of audit committee | | |
|---|---------------------------------------|---|-----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) |
| 1 Mr. SORAVIS KRAIRIKSH (Chairman of the audit committee) | 4 | / | 4 |
| 2 Mr. SUVITCHA NATIVIVAT (Member of the audit committee) | 4 | / | 4 |
| 3 Mrs. DUANGJAI LORLERTWIT (Member of the audit committee) | 4 | / | 4 |

The results of duty performance of the audit committee

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

| List of Directors | Meeting attendance Executive Committee | | |
|--|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Mr. PIMOL SRIVIKORN (Chairman of the executive committee) | | / | |
| 2 M.L. WALLIWAN VARAVARN (Member of the executive committee) | | / | |
| 3 Ms. PIYAPORN PHANACHET (Member of the executive committee) | | / | |
| 4 Mrs. NOPPHAPORN APHIWATTHANAKUL (Member of the executive committee) | | / | |

The results of duty performance of Executive Committee

Meeting attendance Risk Management Committee

| List of Directors | Meeting attendance Risk Management Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Ms. PIYAPORN PHANACHET (Chairman) | | / | |
| 2 Mrs. NOPPHAPORN APHIWATTHANAKUL (Member) | | / | |
| 3 Mr. Viritphol Ngampailin (Member) | | / | |
| 4 Ms. Sikarin Sangchaypiengpen (Member) | | / | |
| 5 Mr. Sompope Werawittayanukoon (Member) | | / | |

The results of duty performance of Risk Management Committee

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability management goals

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Information on organization's material sustainability topics

Organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Doesn't Have data

Company sustainability disclosure aligned with standards

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

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Information on ESG risk factors management standards

ESG risk factors management standards

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Information on supplier code of conduct

Supplier code of conduct

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

Key suppliers acknowledging compliance with the supplier code of conduct

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

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

Benefits of innovation development

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