



ESG Performance Report for Listed Companies in 2024

TCM CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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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

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, Air Quality Management, Noise Pollution Management

The company is committed to continuous improvement in the efficient use of resources and energy throughout the supply chain. This includes reducing energy, water, and resource consumption, minimizing waste and emissions, and selecting environmentally friendly products. The company also promotes tree planting, pollution reduction, and the adoption of clean technologies. It continuously researches and implements innovative technologies and best practices to drive its business toward a Bio Economy, Circular Economy, and Green Economy in order to achieve Net Zero by 2050. Furthermore, the company supports, collaborates, and promotes awareness while enhancing the capacity of business partners, alliances, and stakeholders in conducting environmentally friendly business practices. This is aimed at conserving and utilizing natural resources efficiently and sustainably while ensuring compliance with laws, regulations, and business-related standards.

Reference link for environmental policy and guidelines : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320092306.pdf

Page number of the reference link : 1

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

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

A review has been conducted. However, no alterations have been made to the environmental policies, practices, or targets during the past year.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : BCG Model, ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 — Energy management

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 principles and standards : The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, Other : Science Based Targets initiative (SBTi)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Beyond managing production waste and byproducts through the 5Rs principle, the company has expanded its waste management commitment by responsibly handling the end-of-life processing of used carpets removed from customer sites. Regardless of the manufacturer, these carpets are processed as a co-material for cement kilns. This initiative supports our customers' efforts to reduce greenhouse gas emissions and minimizes the environmental impact of our products. In 2024, 361 tons of carpets were processed, an 81% increase from the previous year.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

| | | |
|--|---|----------------|
| Boundary type | : | Business Group |
| Total number of disclosure boundaries | : | 2 |
| Actual number of disclosure boundaries | : | 1 |
| Data disclosure coverage (%) | : | 50.00 |

Information on energy management

Energy management plan

The company's energy management plan : Yes

1. Operations Under International Standards, Laws, and Regulations

The company is committed to conducting its carpet manufacturing business with minimal energy consumption in production processes and minimal environmental impact. In addition to complying with requirements and laws, the company has appointed an Energy Management System Working Group to implement energy conservation policies by setting targets, planning, executing plans, and monitoring and analyzing performance according to the guidelines of the international energy management system, ISO 50001. The company has been certified to this standard since 2014 to ensure efficient energy conservation and continuous improvement every year.

2. Enhancing Energy Efficiency and Continuous Improvement

The company continuously operates and conducts energy conservation activities through control, promotion, and support measures to achieve higher energy efficiency. Emphasis is placed on both investment and non-investment energy conservation projects, along with the study of energy-saving technologies and their application to benefit the company.

3. Cultivating Energy Conservation Awareness Among Employees

The company conducts regular training for employees every year. In 2024, a training course on "Energy Conservation Awareness for New Employees" was organized to promote and build knowledge and awareness of energy conservation among employees, fostering a positive organizational culture in energy conservation.

4. Enhancing Personnel Capabilities in Energy Conservation

The company prioritizes the development of employee potential and capabilities to ensure employees have good skills and knowledge in specialized tasks, can perform tasks proficiently and in a timely manner, and can apply this knowledge to the company's energy management system.

5. Preventive Operations

The company has developed a plan to maintain machinery and equipment, particularly high-energy consuming machines like those in utility operations. This plan focuses on preventive maintenance to ensure these machines are ready for use, retain their condition, prevent damage, and continually implement measures that control the efficiency and performance of significant machines by prioritizing the use of the most efficient models. This approach leads to effective management of machinery and equipment operations, improved operational safety, reduced energy losses, and minimized environmental impacts.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

| Target(s) | Base year(s) | Target year(s) |
|---|--|----------------------|
| Reduction of electricity purchased and fuel consumption | 2023 : energy consumption 121,926,033.00 MJ | 2024 : Reduced by 3% |

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company utilizes both electrical and fuel energy in its production processes. In 2024, the total energy consumption was 121,515,515 megajoules (MJ), compared to 121,926,033 MJ in 2023, representing a 0.34% decrease in total energy consumption. When considering total energy consumption per unit of product, the figure for 2024 was 16.57, compared to 17.20 in 2023, indicating a 3.62% reduction. The Company's investment in clean energy (solar rooftop) has effectively prevented overall energy consumption from escalating and contributed to a reduction in energy consumption per unit of product, demonstrating a commitment to the Race to Net Zero policy.

In 2024, four key projects were implemented to enhance energy efficiency:

1. Phase 2 Solar Rooftop Installation Project:

This project aimed to expand renewable energy utilization by installing a 993.6-kilowatt solar rooftop system. Operational in 2024, the system generated 706,631 kilowatt-hours of clean electricity for the factory within approximately 12 months.

2. LED Lighting Conversion Project:

To improve electrical energy efficiency, fluorescent lamps were replaced with LED lamps, commencing in the first quarter of 2024. This resulted in an annual energy efficiency gain of 10,830 kilowatt-hours.

3. Phase 1 Steam Trap Improvement Project at the Silk Dyeing Factory:

This project focused on optimizing steam and LPG-derived heat energy in dyeing machinery. Improvements and repairs to steam traps prevented steam leakage, maximizing steam efficiency. This led to a reduction of 475,960 megajoules per year in heat energy consumption from LPG fuel in steam generators.

4. Off-Peak Production Expansion Project:

This project enhanced electrical energy efficiency by increasing production during off-peak hours, particularly on weekends. This strategy maximized the utilization of clean energy from the solar cell system and further reduced fossil fuel consumption, yielding an annual increase of 20,973 kilowatt-hours of clean energy utilization during off-peak periods.

Diagram of performance and outcomes in energy management



Solar power

Information on electricity management

Company's electricity consumption (*)

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 10,628,233.15 | 11,263,644.24 | 10,872,533.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 9,451,717.00 | 9,826,096.00 | 9,216,603.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 1,176,516.15 | 1,437,548.24 | 1,655,930.00 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 9,014.62 | 8,946.50 | 9,045.37 |

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

Electricity Consumption Intensity

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | 1.80000000 | 1.85000000 | 2.08716260 |

Electricity Expense ^(*)

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total electricity expense (Baht) ⁽¹⁾ | 40,129,813.45 | 47,642,378.14 | 41,187,867.98 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 0.45 | 0.61 | 0.60 |
| Percentage of total electricity expense to total revenues (%) ^(**) | 0.44 | 0.59 | 0.67 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 34,037.16 | 37,841.44 | 34,266.11 |

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

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

Remark: ⁽¹⁾ The Company's electricity expenses reflect usage solely for the TCM Surface business.

Information on fuel management

Company's fuel consumption

| | 2022 | 2023 | 2024 |
|-----------------------------------|--------------|--------------|--------------|
| Diesel (Litres) | 56,238.59 | 65,181.02 | 90,217.20 |
| Gasoline (Litres) | 30,276.88 | 33,568.33 | 55,320.20 |
| Natural gas (Standard Cubic Feet) | 667.36 | 592.14 | 951.77 |
| LPG (Kilograms) | 1,499,477.00 | 1,675,336.00 | 1,665,910.00 |
| Steam (Metric tonnes) | 19,178.00 | 23,041.00 | 23,404.00 |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total fuel expense (Baht) | 32,720,124.03 | 42,075,936.36 | 48,333,143.36 |
| Percentage of total fuel expense to total expenses (%) ^(**) | 0.37 | 0.54 | 0.70 |
| Percentage of total fuel expense to total revenues (%) ^(**) | 0.36 | 0.52 | 0.79 |

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

| | 2022 | 2023 | 2024 |
|---|-----------|-----------|-----------|
| Total energy consumption within the organization (Megawatt-Hours) | 30,469.89 | 33,236.77 | 34,771.00 |

Energy Consumption Intensity

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*) | 0.00333357 | 0.00413793 | 0.00565996 |
| Intensity of total energy consumption within the organization (Megawatt-Hours / m ²) | 0.00516376 | 0.00544467 | 0.00667487 |

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 | : | 2 |
| Actual number of disclosure boundaries | : | 1 |
| Data disclosure coverage (%) | : | 50.00 |

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company manages water usage efficiently and systematically throughout the organization, starting with campaigns to raise awareness among employees at all levels to use water cost-effectively and to maximize benefits, both for consumption within the office and for product manufacturing. Particularly in the dyeing process, which accounts for 80% of the total water usage, we are making strong efforts to find new technologies that minimize water usage in dyeing. Wastewater generated from the company's activities is collected, treated, and improved in quality until it can be recycled back into the production process, which helps reduce water usage from natural sources and results in zero discharge outside the company.

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) |
|--|--|------------------------|
| Increase of recycled water for consumption | 2023 : Recycled water for consumption 169,810.00 Cubic meters | 2024 : Increased by 5% |

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2024, the company was able to increase the rate of wastewater recycling and reduce the use of natural water resources by 170,714 cubic meters, an increase from 169,810 cubic meters in 2023, or an increase of 0.53%. This 170,714 cubic meters of wastewater from the company's various activities is collected and treated to a quality better than industrial wastewater standards and recycled as follows: 45% is treated to RO water quality for reuse in the production process and boilers, 41% is used for managing green areas within the company, 10% is used for sanitation system management, and 4% for other purposes such as natural evaporation, etc. This helps reduce the extraction of water from natural sources such as groundwater and surface water by 170,714 cubic meters.

The company monitors the quality of treated water through daily internal laboratory analysis and monthly external laboratory analysis registered with the Department of Industrial Works. Additionally, the quality of groundwater and surface water around the company is monitored once a year, and it is found to meet legal standards. In addition to controlling the quality of treated water to meet wastewater quality standards, the company has continuously managed the reuse of water within the company and prevented wastewater discharge outside the factory for the past 10 consecutive years, since 2015.

Diagram of performance and outcomes in water management



25% Energy savings per production unit from dyeing machine investment, equal to 510 megajoules reduction per year, or 32 kg CO₂e GHG per year.

WAVES OF CHANGE

CREATING AN ECO-FRIENDLY YARN DYING PROCESS



100% Recycled Water
Processed on site



ZERO Liquid Discharge
No harmful chemicals



ZERO Waste
All solid waste upcycled to make fertilizer



On-site water processing



Spray Dying reduces water usage by 30 – 40%



70% Water Reduction

Water management

Information on water management

Water withdrawal by source

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Total water withdrawal (Cubic meters) | 197,334.16 | 242,216.09 | 246,438.77 |
| Water withdrawal by third-party water (cubic meters) | 21,576.16 | 16,965.09 | 6,639.77 |
| Water withdrawal by surface water (cubic meters) | 0.00 | 0.00 | 0.00 |
| Water withdrawal by groundwater (cubic meters) | 104,555.00 | 142,236.00 | 163,448.00 |
| Water withdrawal by seawater (cubic meters) | 0.00 | 0.00 | 0.00 |
| Water withdrawal by produced water (cubic meters) ⁽²⁾ | 71,203.00 | 83,015.00 | 76,351.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 167.37 | 192.39 | 205.02 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.02 | 0.03 | 0.04 |

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

Remark: ⁽²⁾ Due to the dyeing process (RO + tap water + groundwater), there may be double counting in the total water usage calculation. Therefore, the water usage data from the production process is entered as 'RO water volume'

Water discharge by destinations

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total wastewater discharge (cubic meters) | 0.00 | 0.00 | 0.00 |

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Wastewater discharged to third-party water (cubic meters) | 0.00 | 0.00 | 0.00 |
| 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) | 0.00 | 0.00 | 0.00 |

Water consumption

| | 2022 | 2023 | 2024 |
|--|------------|------------|------------|
| Total water consumption (Cubic meters) | 197,334.16 | 242,216.09 | 246,438.77 |

Recycled water consumption

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Total recycled water for consumption (Cubic meters) | 132,882.00 | 169,810.00 | 170,714.00 |

Water Consumption Intensity

| | 2022 | 2023 | 2024 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.02158945 | 0.03015557 | 0.04011488 |
| Intensity of total water consumption (Cubic meters / m ²) | 0.02000000 | 0.03000000 | 0.04730800 |

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

Water withdrawal expenses

| | 2022 | 2023 | 2024 |
|---|--------------|--------------|--------------|
| Total water withdrawal expense (Baht) | 3,893,729.00 | 4,356,984.00 | 3,954,423.25 |
| Total water withdrawal expense from third-party water (Baht) | 788,945.00 | 537,538.00 | 204,086.46 |
| Total water withdrawal expense from other sources (Baht) | 3,104,784.00 | 3,819,446.00 | 3,750,336.79 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.04 | 0.06 | 0.06 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.04 | 0.05 | 0.06 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 3,302.57 | 3,460.67 | 3,289.87 |

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 | : | 2 |
| Actual number of disclosure boundaries | : | 1 |
| Data disclosure coverage (%) | : | 50.00 |

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company has established a waste management plan and guidelines for waste within the factory based on the 5Rs principle (Refuse, Reduce, Reuse, Recycle, and Repurpose). This involves managing waste and pollution with a focus on minimizing waste generation (Waste minimization) and reducing resource use as the primary steps. The emphasis is on efficient use of raw materials or production resources. Once waste is generated, efforts are made to find ways to reuse or recycle it as much as possible, considering the potential benefits of each waste type and relevant laws, to minimize the amount of waste that needs to be treated or disposed of. Waste disposal is considered the last resort in waste management.

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 | 2023 : non-hazardous waste and hazardous waste 2,152,602.60 Kilograms | 2024 : Reduced by 3% | <ul style="list-style-type: none">• Reuse• Recycle• Incineration with energy recovery• Incineration without energy recovery• Other : - |

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 has implemented comprehensive management from resource utilization to waste disposal to maximize efficiency through continuous development and improvement of processes in both production and support areas under the Lean Company project, which aims to eliminate waste in processes, thereby reducing resource consumption and waste generation. In 2024, the operational results were as follows:

1. Waste management through reuse is based on the potential benefits of waste instead of wasteful disposal. In 2024, 330 tons of waste were used as alternative fuel, 361 tons were used as alternative raw materials in cement kilns, and 274 tons of biological sludge from the wastewater treatment system were used to produce bio-compost, resulting in only 1% of waste requiring disposal (by incineration)
2. The company recycled 9.2 tons of yarn within its production process and 56.03 tons of yarn outside the company for the production of new products.

3. Through holistic waste management, encompassing resource optimization, waste reduction at source, recycling, reuse, and waste utilization, the company has successfully implemented its policy of Zero Landfill waste disposal from production processes since 2010, a practice that continues to the present.

Diagram of performance and outcomes of waste management



Zero Waste Management



Carpet Reclamation Program

Information on waste management

Waste Generation^(*)

| | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|
| Total waste generated (Kilograms) | 1,722,695.00 | 2,122,935.00 | 1,641,210.83 |
| Total non-hazardous waste (kilograms) | 1,420,345.00 | 1,830,305.00 | 1,518,900.53 |
| Non-hazardous waste - Landfilling (Kilograms) ⁽³⁾ | N/A | N/A | 87,757.73 |
| Non-hazardous waste - Incineration with energy recovery (Kilograms) | N/A | N/A | 691,790.00 |
| Non-hazardous waste – Others (kilograms) | N/A | N/A | 739,352.80 |
| Total hazardous waste (kilograms) | 302,350.00 | 292,630.00 | 122,310.30 |
| Hazardous waste - Incineration without energy recovery (Kilograms) | N/A | N/A | 122,310.30 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.19 | 0.26 | 0.27 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.16 | 0.23 | 0.25 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.03 | 0.04 | 0.02 |

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

Remark: ⁽³⁾ This is municipal waste, not operational waste.

Waste reuse and recycling

| | 2022 | 2023 | 2024 |
|--|--------------|--------------|------------|
| Total reused/recycled waste (Kilograms) | 1,300,373.00 | 1,710,530.00 | 465,812.80 |
| Reused/Recycled non-hazardous waste (Kilograms) | 1,300,270.00 | 1,710,230.00 | 465,807.80 |
| Reused non-hazardous waste (Kilograms) | N/A | N/A | 75,668.00 |
| Recycled non-hazardous waste (Kilograms) | N/A | N/A | 390,139.80 |
| Reused/Recycled hazardous waste (Kilograms) | 103.00 | 300.00 | 5.00 |
| Reused hazardous waste (Kilograms) | 103.00 | 300.00 | 5.00 |
| Percentage of total reused/recycled waste to total waste generated (%) | 75.48 | 80.57 | 28.38 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 91.55 | 93.44 | 30.67 |
| Percentage of reused/recycled hazardous waste to hazardous waste (%) | 0.03 | 0.10 | 0.00 |

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

| | |
|--|------------------|
| Boundary type | : Business Group |
| Total number of disclosure boundaries | : 2 |
| Actual number of disclosure boundaries | : 1 |
| Data disclosure coverage (%) | : 50.00 |

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The organization has established a plan to reduce greenhouse gas emissions from its operational activities in alignment with the goals of the Paris Agreement. The targets are set according to the Science Based Targets initiative (SBTi) standards, based on climate science, to reduce greenhouse gas emissions by 42% by 2030 and achieve net-zero by 2050. The baseline year is set as 2021. The greenhouse gas management plan can be summarized as follows:

- 1. Reduce reliance on fossil fuel energy by transitioning to clean energy**, including the installation of solar rooftop systems, switching to electrical machinery, and replacing vehicles used in the organization's business operations, such as electric forklifts and electric delivery vehicles.
- 2. Replace air conditioners using refrigerants with high Global Warming Potential (GWP) with those using refrigerants with low GWP.**
- 3. Increase research and development of new eco-friendly products**, including reducing the use of raw materials in products and developing products with a higher proportion of recycled materials.
- 4. Raise awareness among suppliers throughout the supply chain** to jointly reduce greenhouse gas emissions from the upstream level through improved production process efficiency.
- 5. Acquire goods and raw materials that have a low carbon footprint.**
- 6. Utilize clean energy transportation systems** to reduce greenhouse gas emissions from goods transportation and travel.

Reference link for company's greenhouse gas management : https://www.tcm-corporation.com/upload/esgpolicy/fileth_250321093127.pdf
plan
Page number of the reference link : 1

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year | Certification |
|-------------------------------|---|--|---|--|
| Scope 1-3 | 2021 : Greenhouse gas emissions 83,932.80 tCO ₂ e | 2030 : Reduced by 42% in comparison to the base year | 2050 : Reduced by 100% in comparison to the base year | <ul style="list-style-type: none">• Thailand Greenhouse Gas Management Organization (TGO) : None• Science-based Targets (SBTi) : None |

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company recognizes the importance of sustainable environmental management, particularly in reducing the impact of greenhouse gas emissions that contribute to global warming and climate change. Therefore, we are committed to developing approaches and policies to reduce greenhouse gas emissions across all sectors of our operations. In 2024, the operational results were as follows:

1. Assess and establish a greenhouse gas inventory for both direct and indirect emissions (Scope 1-3) from all activities throughout the organization's value chain. In 2024, TCM Surface's direct greenhouse gas emissions were 10,068.6 tons of carbon dioxide equivalent, and indirect greenhouse gas emissions were 94,833.49 tons of carbon dioxide equivalent, totaling 104,902.10 tons of carbon dioxide equivalent. The greenhouse gas emissions per unit of product were 0.02 tons of carbon dioxide equivalent per square meter.

2. Set a KPI to reduce greenhouse gas emissions by 2%, with each department collaborating to develop efficiency improvement and operational process improvement projects. This is to support the organization's Net Zero target and enhance long-term sustainability operations. It also helps reduce energy and resource costs and create a work culture that emphasizes the environment through collaboration across all departments. The average results from all projects showed a reduction in greenhouse gas emissions of 2.71%.

3. Reduce the use of electricity generated from fossil fuels by installing a Solar Rooftop system, which has reduced cumulative electricity usage from the grid system by 40%, representing a reduction of 2,358.03 tons of carbon dioxide equivalent (tCO₂e) compared to the baseline year.

4. Raise awareness among Wool Fiber suppliers about global warming and climate change, as well as current stakeholder expectations, to jointly reduce greenhouse gas emissions from the upstream level through improved production process efficiency, such as efficient energy use, switching from fossil coal to clean energy, and reducing waste in the production process.

5. Increase the proportion of recycled materials in the production and development of environmentally friendly products, which in 2024 accounted for 46.79% of the total weight of all materials.

6. Communicate knowledge and organize activities to raise awareness about global warming and climate change among employees within the organization, as follows:

- Communicate through Foreman meetings and Shift talks with employees in the morning before starting work.
- Organize an employee tree planting activity at the Sok Luek Village Community Forest in Chainat Province, planting 2,000 trees across 10 rai, in collaboration with the Care the Wild project's "Plant Trees to Create Forests" initiative, which involves cooperation from four parties: TCMS, the Stock Exchange of Thailand, the Royal Forest Department, and the Sok Luek Village community. This project focuses on new forest planting, forest enhancement, and promoting forest care.
- Organize the "TCM's Carbon Footprint Mission: Every Action Counts" project, encouraging employees to share ideas for changing daily and work behaviors that help reduce greenhouse gas emissions, accumulate points, and redeem rewards under the concept "How will you help the world from global boiling?" This involves making small changes in daily and work behaviors, as well as fostering a corporate culture that prioritizes environmental care and sustainability.

Diagram of performance and outcomes in greenhouse gas management

Net Zero Journey

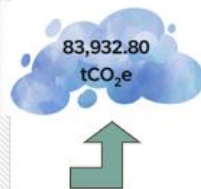
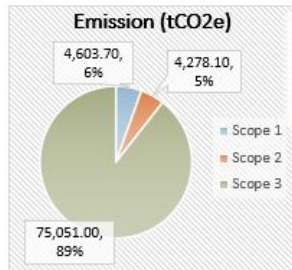
We are committed to reducing our environmental impact and reaching net zero emissions in 2050. Our comprehensive strategy and the key steps we are taking to achieve this important goal are:

- Invested in clean energy
- Emission Reduction by implementing strategies to significantly cut our direct and indirect emissions across our value chain.
- Carbon offset by forestry projects

Decarbonization Pathway



2021 data (Based Year)



- Scope 1, 2: Target -42% from based year, by 2030 (aligned with SBTi Target)
- Scope 3: Target -25% from based year, by 2030 (aligned with SBTi Target)

Near Term Reduction Plan and Performance

| GHG Record from TCM Surface Group | | | | |
|-----------------------------------|-------------------|-------------------|-------------------|--|
| Unit: tCO ₂ | 2022 | 2023 | 2024 | |
| Per Unit (tCO ₂ /SQM) | 0.02 | 0.02 | 0.02 | |
| Scope 1 | 5,285.72 | 5,591.24 | 5,806.364 | |
| Scope 2 | 4,422.83 | 4,597.39 | 4,262.24 | |
| Scope 3 | 94,258.05 | 92,662.25 | 94,833.49 | |
| Total GHG emissions | 103,966.60 | 102,850.88 | 104,902.09 | |

14

NET Zero Journey

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Total GHG emissions (Metrics tonne of carbon dioxide equivalents) | 103,966.60 | 102,850.88 | 104,902.09 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | 5,285.72 | 5,591.24 | 5,806.36 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | 4,422.83 | 4,597.39 | 4,262.24 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) | 94,258.05 | 92,662.25 | 94,833.49 |

Greenhouse Gas Emissions Intensity

| | 2022 | 2023 | 2024 |
|--|------------|------------|------------|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*) | 0.011375 | 0.012805 | 0.017076 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 88.18 | 81.69 | 87.27 |
| Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²) | 0.02000000 | 0.02000000 | 0.02000000 |

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

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Total reduced GHG (Metric kilograms of carbon dioxide equivalent) | 490,057.45 | 611,662.81 | 768,105.72 |
| Other projects (Metric kilograms of carbon dioxide equivalent) | 490,057.45 | 611,662.81 | 768,105.72 |
| Solar Roof (Metric kilograms of carbon dioxide equivalent) | 490,057.45 | 611,662.81 | 768,105.72 |
| Solar Roof (Metric kilograms of carbon dioxide equivalent) | 490,057.45 | 611,662.81 | 768,105.72 |
| Solar Roof (Metric kilograms of carbon dioxide equivalent) | 490,057.45 | 611,662.81 | 768,105.72 |

Absorption and removal of Greenhouse Gas

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

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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/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Human rights policy

1) The Board of Directors, executives, and employees at all levels shall be aware of the importance of respect for human rights in all aspects of every individual, society, and community in accordance with the laws of each country and the treaty to which each country is obligated to adhere to. This includes:

- Treating all persons equally in accordance with the principles of human rights without discrimination.
- Avoiding acts that violate human rights.
- Supporting and promoting human rights.

2) The Company shall refrain from engaging in any act that is considered a violation of human rights including forced labor, illegal migrant labor, child labor, and human trafficking in particular.

3) The Company shall treat its employees humanely, without any violence, sexual harassment, or abuse whether physically, mentally, or verbally, and to maintain high standards of hygiene, work safety, and good working environment.

4) The Company supports the Women's Empowerment Principles (WEPs), as well as promotes gender equality and inclusion.

5) The Company supports its business partners in the business value chain, suppliers, contractors, and joint ventures to participate in business operations with integrity, respecting human rights, and to treat all persons in accordance with the principles of human rights in line with this policy.

6) The Company pays attention to suggestions or opinions of employees in relation to work. By providing opportunities and encouraging all employees to participate in nominating or expressing opinions without limitation.

Guidelines

1. The Board of Directors, executives, and employees at all levels shall respect human rights, treat each other equally with respect, and without discriminating against differences in appearance, mind, race, nationality, country of origin, race, religion, gender, language, age, skin color, education, social status, culture, customs, or any other matters.

2. Exercise caution in performing duties in order to prevent the risk of human rights violations in business operations and to monitor respect for human rights practices.

3. Support and promote actions to protect human rights.

4. Communicate, disseminate, educate, create an understanding, set guidelines, and provide support to business partners in the business value chain, suppliers, contractors, as well as joint ventures, to participate in business operations with integrity, respect for human rights, and treat all persons in accordance with the principles of human rights under this policy.

5. Always ensure there is a respect for human rights and not neglecting or ignoring actions that constitute human rights violations that are relevant to the Company. Any violations found must be reported to supervisors or responsible persons for acknowledgment, and investigations must be cooperated with. If there are any doubts or inquiries, consult with your supervisor or the person in charge through the various channels provided.

6. The Company will provide fairness and protection to persons who report human rights violations related to the Company by using measures to protect complainants or those who cooperate in reporting human rights violations as stipulated by the Company in the Whistleblower Policy.

7. The Company shall continually develop and implement a Due Diligence Process to identify issues and assess the risks and impacts of human rights violations. The process also includes identifying the affected groups or individuals, planning and setting corrective and preventive guidelines, as well as managing, resolving, and preventing human rights

violations and monitoring the results. The Company shall also provide appropriate mitigation procedures if there is an occurrence of human rights violations.

8. The Company shall examine and monitor the management and resolution of human rights violations in accordance with the audit and monitoring process. The Company is also committed to supporting and cooperating in remediating the impact caused by or in connection with the Company.

9. The Company is committed to creating and maintaining an organizational culture that adheres to respect for human rights in accordance with this human rights policy.

10. Violations of human rights are violations of the Company's code of conduct in which disciplinary actions shall be considered and executed in accordance with the regulations set by the Company. Furthermore, if such violations are illegal, there may be prosecutions under the law.

Reference link for social and human rights policy and guidelines : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320103104.pdf
Page number of the reference link : 1-2

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

The policies, practices, and goals related to social and human rights were reviewed, but remained unchanged over the past year

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The company has an ongoing process for managing human rights (Human Right Due Diligence: HRDD). The main steps include:

1. **Risk and Impact Assessment:** The company identifies human rights issues and assesses the risks and potential impacts of human rights violations. This includes determining the groups or individuals who may be affected by the company's operations.
2. **Planning and Prevention:** The company plans and establishes guidelines for correcting and preventing human rights issues. This includes managing the correction and prevention of potential human rights violations.
3. **Monitoring and Review:** The company continuously monitors and reviews its human rights performance. This includes monitoring and reviewing potential human rights risks that may change.
4. **Remediation and Impact Mitigation:** The company has processes in place to mitigate impacts appropriately in cases where human rights violations occur, and it implements remedial measures within the organization.

In addition, the company reviews its policies and prepares comprehensive information on the management and processes of human rights due diligence. This includes defining the scope of due diligence, assessing risks, and mitigating risks. These processes cover the company's entire value chain.

The company emphasizes the importance of examining human rights issues at every stage of operations. This is to ensure that employees are aware of the importance of human rights and to ensure that the company's operations do not lead to human rights violations. The company will examine and monitor the results of any corrective actions taken. It will also

disclose operational results, information on risk issues, and its approaches to managing human rights risks in a comprehensive manner. This disclosure (Human Right Due Diligence: HRDD) will be part of the company's core business operations related to human rights. The company will also provide support and cooperation in remedying any potential human rights impacts that may arise from any business activities.

Information on other social management

Plans, performance, and outcomes related to other social management

Fair Treatment of Labor:

- The company complies with the Labor Protection Act, the Labor Relations Act, and labor protection standards in general, ensuring employment without discrimination of any kind.
- The company adheres to equality and fairness, and does not consider personal opinions regarding politics, age, gender, or disability as factors in employment decisions.
- The company provides fair compensation to employees in the form of salaries.
- The company supports employee opportunities for growth within the organization, based on knowledge, ability, and suitability, in a fair and non-discriminatory manner. This is a factor that enhances the company's ability to compete and grow sustainably in the future.
- The company has established a welfare committee in the workplace to represent employees, with elections held every 2 years. The next election will be in 2025.

Promotion of Gender Equality and Respect for Diversity:

- TCM Corporation Public Company Limited has signed in support of the Women's Empowerment Principles, developed and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact.
- The company is committed to being part of the effort to support gender equality and promote acceptance of diversity in the workplace, marketplace, and community. It emphasizes respect for and acceptance of differences, and provides equal opportunities for career advancement, regardless of physical or mental differences, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, political or other opinions, culture, customs, or any other matter.

Community Relations Management and Social Responsibility:

- The company focuses on creating value and balance in business operations, combined with strengthening community capacity to be strong and have a good quality of life.
- The company has implemented various projects to create jobs and generate income for people in the community, aiming to build the community's economy and support channels for product distribution.
- The company promotes and supports executives and employees to participate in work and public service activities with society and the community.
- The company discloses information about plans to promote participation and develop communities and society related to the business, to ensure that all operations are transparent and auditable, and to enable employees and various sectors in the community to jointly develop quality of life and create sustainability for society effectively.

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

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

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of cases or incidents of significant legal or social and human rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

| | | |
|--|---|----------------|
| Boundary type | : | Business Group |
| Total number of disclosure boundaries | : | 2 |
| Actual number of disclosure boundaries | : | 1 |
| Data disclosure coverage (%) | : | 50.00 |

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, Occupational health and safety in workplace |

The company conducts annual reviews of its organizational structure to ensure it remains streamlined, agile, and responsive to evolving business needs. This includes aligning workforce allocation with workload demands. Workforce planning aligns with the organization's goals, with both short-term and long-term plans developed. These plans address the current business environment and employee turnover rates. Workforce management is strategically aligned with departmental needs, focusing on maximizing employee potential and fostering multi-skill development. This ensures the organization is adaptable and can respond quickly to changes. Employee training and development are prioritized through needs assessments and analyses across all employee groups. The company is committed to continuously enhancing employee capabilities to drive performance and achieve objectives. To this end, the company promotes employee development at all levels through training programs and knowledge-sharing activities. This empowers employees to adapt to change and stay up-to-date with organizational policies, exemplified by programs like the Next Gen Leader Program and sales skill development initiatives. Furthermore, the company places significant emphasis on employee retention, focusing on safety, engagement, and career advancement.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|--|--|--|
| • Employee training and development | %Upskill / Reskill | 2023: 70% | 2024: 70% |
| • Employee training and development | The number of training hours for employees at all levels | 2023: not less than 20 hours/person/year | 2024: not less than 20 hours/person/year |
| • Promoting employee relations and participation | Employee Engagement score | 2023: 85% | 2024: 85% |

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

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

The Company implements a variety of initiatives aimed at enhancing employee well-being and fostering organizational engagement. A notable project launched in 2024 is:

Well-Being Program:

In 2024, the Company recognized the importance of employee well-being as a crucial factor in promoting engagement and work efficiency. To this end, the Company collaborated with the Human Resource Development Faculty of the National Institute of Development Administration (NIDA) and the Office of Health Promotion Foundation's (ThaiHealth) Health Promotion in Organizations Office (Happy Workplace Excellent Center) to develop and improve a work environment conducive to employee happiness.

As part of this collaboration, a survey was conducted among a sample group of 356 employees to gather data related to employee well-being and needs. The data obtained from the survey was subjected to detailed analysis, with the objective of developing appropriate approaches to promote employee well-being within the organization. This initiative reflects the Company's commitment to the sustainable enhancement of employee happiness, satisfaction, and quality of life, which will contribute to the strengthening of positive relationships between employees and the organization.

The well-being survey encompassed five dimensions of individual well-being: Psychological and Emotional, Career, Social & Community, Financial, and Physical. The survey results were categorized into two groups: factory employees and head office employees.

The survey results and employee interviews, categorized by employee tenure, led to improvements in 2024 related to career or income generation for employees prior to retirement. A LINE group was established to provide information to employees in the five well-being dimensions: physical and mental health, financial planning, social security, knowledge of government benefits, and career promotion. Furthermore, a "Happy Retirement Fair" was organized for 200 employees, aimed at preparing them for retirement life. The activities included:

- Inviting representatives from government agencies, such as the Social Security Office, and related organizations to provide consultation and information.
- Inviting representatives from the private sector and communities to provide guidance on career and income generation, as well as physical health care.
- Organizing workshops and knowledge-sharing sessions on relevant topics, such as basket weaving for career and income generation.

The benefits employees will receive from this initiative include physical and mental preparation for retirement, knowledge of financial planning and entitled benefits, guidance on suitable supplementary career paths, and the opportunity to network and learn from experts in various fields.

The Company is committed to caring for employees at every stage of their working lives, including supporting employees to lead secure, healthy, and self-reliant lives in retirement. As a result of these improvements, the employee engagement score was 93.40%, and the voluntary employee turnover rate was 1.26%.

In 2024, the company prioritized Reskilling and Upskilling initiatives to enhance employee skills and adaptability.

As a result, employee skill levels increased by 71.84%, with an average of 21.80 training hours per employee per year.

Diagram of performance and outcomes for employee and labor management

| Operating Result | 2022 | 2023 | 2024 |
|---------------------------------|-------|------|-------|
| Targets for Employee Engagement | - | - | 85 |
| Employee Engagement Score (%) | 70.20 | - | 93.40 |
| Turnover rate (%) | 1.36 | 1.72 | 1.26 |

Employee engagement and turnover rate

Information on employment

Employment

| | 2022 | 2023 | 2024 |
|---|--------|--------|--------|
| Total Employment (Person) | 1,179 | 1,259 | 1,202 |
| Percentage of employees to total employment (%) | 100.00 | 100.00 | 100.00 |
| Total employees (persons) | 1,179 | 1,259 | 1,202 |
| Male employees (persons) | 488 | 516 | 502 |
| Percentage of male employees (%) | 41.39 | 40.98 | 41.76 |
| Female employees (persons) | 691 | 743 | 700 |
| Percentage of female employees (%) | 58.61 | 59.02 | 58.24 |

Number of employees categorized by age

| | 2022 | 2023 | 2024 |
|--|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 81 | 121 | 141 |
| Percentage of employees under 30 years old (%) | 6.87 | 9.61 | 11.73 |
| Total number of employees 30-50 years old (Persons) | 744 | 753 | 672 |
| Percentage of employees 30-50 years old (%) | 63.10 | 59.81 | 55.91 |
| Total number of employees over 50 years old (Persons) | 354 | 385 | 389 |
| Percentage of employees over 50 years old (%) | 30.03 | 30.58 | 32.36 |

Number of male employees categorized by age

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 35 | 52 | 62 |
| Percentage of male employees under 30 years old (%) | 7.17 | 10.08 | 12.35 |
| Total number of male employees 30-50 years old (Persons) | 296 | 299 | 270 |
| Percentage of male employees 30-50 years old (%) | 60.66 | 57.95 | 53.78 |
| Total number of male employees over 50 years old (Persons) | 157 | 165 | 170 |
| Percentage of male employees over 50 years old (%) | 32.17 | 31.98 | 33.86 |

Number of female employees categorized by age

| | 2022 | 2023 | 2024 |
|--|------|------|------|
|--|------|------|------|

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Total number of female employees under 30 years old (Persons) | 46 | 69 | 79 |
| Percentage of female employees under 30 years old (%) | 6.66 | 9.29 | 11.29 |
| Total number of female employees 30-50 years old (Persons) | 448 | 454 | 402 |
| Percentage of female employees 30-50 years old (%) | 64.83 | 61.10 | 57.43 |
| Total number of female employees over 50 years old (Persons) | 197 | 220 | 219 |
| Percentage of female employees over 50 years old (%) | 28.51 | 29.61 | 31.29 |

Number of employees categorized by position

| | 2022 | 2023 | 2024 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 825 | 889 | 850 |
| Percentage of employees in operational level (%) | 69.97 | 70.61 | 70.72 |
| Total number of employees in management level (Persons) | 299 | 315 | 297 |
| Percentage of employees in management level (%) | 25.36 | 25.02 | 24.71 |
| Total number of employees in executive level (Persons) | 55 | 55 | 55 |
| Percentage of employees in executive level (%) | 4.66 | 4.37 | 4.58 |

Number of male employees categorized by position

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 324 | 350 | 348 |
| Percentage of male employees in operational level (%) | 66.39 | 67.83 | 69.32 |
| Total number of male employees in management level (Persons) | 132 | 137 | 126 |
| Percentage of male employees in management level (%) | 27.05 | 26.55 | 25.10 |
| Total number of male employees in executive level (Persons) | 32 | 29 | 28 |
| Percentage of male employees in executive level (%) | 6.56 | 5.62 | 5.58 |

Number of female employees categorized by position

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 501 | 539 | 502 |
| Percentage of female employees in operational level (%) | 72.50 | 72.54 | 71.71 |
| Total number of female employees in management level (Persons) | 167 | 178 | 171 |
| Percentage of female employees in management level (%) | 24.17 | 23.96 | 24.43 |
| Total number of female employees in executive level (Persons) | 23 | 26 | 27 |
| Percentage of female employees in executive level (%) | 3.33 | 3.50 | 3.86 |

Remark: ⁽⁴⁾ Due to the multi-tiered operational structure within the factory, employee classification criteria are defined by job level as follows:

Operational Level = Employees at levels 1-4

Management Level = Employees at levels 5-8

Senior Management Level = Employees at levels 9-14

Significant changes in the number of employees

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

Number of male employees categorized by region

| | 2022 | 2023 | 2024 |
|-------------------------------|------|------|------|
| Bangkok Metropolitan (Person) | 316 | 320 | 322 |
| Northern (Person) | 54 | 62 | 63 |
| Central (Person) | 20 | 24 | 22 |
| Northeastern (Person) | 58 | 69 | 74 |
| Southern (Person) | 13 | 13 | 14 |
| Eastern (Person) | 5 | 6 | 7 |

Number of female employees categorized by region

| | 2022 | 2023 | 2024 |
|-------------------------------|------|------|------|
| Bangkok Metropolitan (Person) | 412 | 426 | 424 |
| Northern (Person) | 48 | 53 | 55 |
| Central (Person) | 34 | 43 | 44 |
| Northeastern (Person) | 114 | 141 | 149 |
| Southern (Person) | 14 | 14 | 14 |

| | 2022 | 2023 | 2024 |
|------------------|------|------|------|
| Eastern (Person) | 15 | 15 | 14 |

Employment of workers with disabilities

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Total employment of workers with disabilities (persons) | 10 | 11 | 11 |
| Percentage of disabled workers to total employment (%) | 0.85 | 0.87 | 0.92 |
| Total number of employees with disabilities (Persons) | 4 | 6 | 3 |
| Total male employees with disabilities (persons) | 3 | 3 | 1 |
| Total female employees with disabilities (persons) | 1 | 3 | 2 |
| Percentage of disabled employees to total employees (%) | 0.34 | 0.48 | 0.25 |
| Total number of workers who are not employees with disabilities (persons) | 6 | 5 | 8 |
| Contributions to empowerment for persons with disabilities fund | No | No | No |

Information on compensation of employees

Employee remuneration by gender

| | 2022 | 2023 | 2024 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 431,665,494.39 | 449,576,488.59 | 523,746,449.00 |
| Total male employee remuneration (baht) | 205,171,196.55 | 222,880,196.51 | 236,447,489.26 |
| Percentage of remuneration in male employees (%) | 47.53 | 49.58 | 45.15 |
| Total female employee remuneration (baht) | 226,494,297.84 | 226,696,292.08 | 287,298,959.74 |
| Percentage of remuneration in female employees (%) | 52.47 | 50.42 | 54.85 |
| Average remuneration of employees (Baht / Person) | 366,128.49 | 357,090.14 | 435,729.16 |
| Average remuneration of male employees (Baht / Person) | 420,432.78 | 431,938.36 | 471,010.93 |
| Average remuneration of female employees (Baht / Person) | 327,777.56 | 305,109.41 | 410,427.08 |
| Ratio of average remuneration of female employees to male employees | 0.78 | 0.71 | 0.87 |

Provident fund management policy

Provident fund management policy : Have

The Company has a policy to encourage the Company's Provident Fund Committee to select fund managers who adhere to the Investment Governance Code ("I Code") and/or manage investments responsibly, considering Environmental, Social, and Governance ("ESG") factors. Adherence to investment governance principles is prioritized as it aligns with the long-term best interests of the Company's Provident Fund members

Reference link for provident fund management policy : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320162442.pdf

Page number of the reference link : 1

Provident fund for employees (PVD)

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|--------------|
| Number of employees joining in PVD (persons) | 382 | 520 | 406 |
| Proportion of employees who are PVD members (%) | 32.40 | 41.30 | 33.78 |
| Total amount of provident fund contributed by the company (baht) | 13,260,084.32 | 14,331,020.78 | 8,373,627.03 |
| Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%) | 3.07 | 3.19 | 1.60 |

Information on employee development

Employee training and development

| | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|
| Employee development plans as part of annual performance reviews | Yes | Yes | Yes |
| Average employee training hours (Hours / Person / Year) | 15.85 | 22.63 | 21.80 |
| Total amount spent on employee training and development (Baht) | 1,173,365.45 | 1,439,722.55 | 1,205,931.36 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.000132 | 0.000186 | 0.000176 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.000128 | 0.000179 | 0.000196 |

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

Information on safety, occupational health, and work environment

Number of working hours

| | 2022 | 2023 | 2024 |
|---|--------------|--------------|--------------|
| Total number of hours work (Hours) | 2,634,849.63 | 2,996,962.83 | 2,654,444.68 |
| Total number of hours worked by employees (Hours) | 2,634,849.63 | 2,996,962.83 | 2,654,444.68 |

Statistic of accident and injuries of employees from work

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 4 | 7 | 8 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 1 | 6 | 8 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.08 | 0.48 | 0.67 |
| 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

| | 2022 | 2023 | 2024 |
|--|-------|-------|-------|
| Total number of employee turnover leaving the company voluntarily (persons) | 174 | 221 | 164 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 65 | 96 | 66 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 109 | 125 | 98 |
| Proportion of voluntary resignations (%) | 14.76 | 17.55 | 13.64 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 5.51 | 7.63 | 5.49 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 9.25 | 9.93 | 8.15 |
| | 2022 | 2023 | 2024 |
| Evaluation result of employee engagement | Yes | No | Yes |

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

| | | |
|--|---|--|
| Consumer data privacy and protection policy and guidelines | : | Yes |
| Consumer data privacy and protection guidelines | : | Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data |
| Reference link to consumer data privacy and protection policy and guidelines | : | https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320161452.pdf |
| Page number of the reference link | : | 1-5 |

Responsible sales and marketing policy and guidelines

| | | |
|--|---|---|
| Responsible sales and marketing policy and guidelines | : | Yes |
| Responsible sales and marketing guidelines | : | Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts |
| Reference link for responsible sales and marketing policy and guidelines | : | https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320165545.pdf |
| Page number of the reference link | : | 1-2 |

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

| | | |
|---|---|---|
| Policy and guidelines on communicating the impact of products and services to customers / consumers | : | Yes |
| Policy and guidelines on communicating the impact of products and services to customers / consumers | : | Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels |
| Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers | : | https://www.tcm-corporation.com/upload/esgpolicy/fileth_250320165545.pdf |
| Page number of the reference link | : | 1-2 |

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 recognizes the importance of building customer trust, meeting customer expectations in terms of product and service quality, maintaining good and close customer relations, and developing knowledge of the sales teams and dealers to be able to provide proper advice to customers, as well as opening new communication channels to listen to opinions, suggestions, and complaints to keep improving and developing products and services with the management guidelines as follows:

- Established a responsible marketing communication policy to guide the actions of our employees and sales representatives and to ensure customers are aware of their rights.

- Provide training to employees and customers on product features, proper usage, and maintenance.
- Customer Complaint Handling: We have a dedicated department responsible for receiving and addressing customer complaints. This department coordinates with relevant teams to ensure prompt resolution. Customers can seek advice, information, and guidance regarding our products at any time.
- Compliance with Consumer Protection Laws: We conduct our business in accordance with the Consumer Protection Act B.E. 2522 to ensure fair treatment of customers in the event of issues arising from company errors.
- Truthful Advertising: We refrain from any form of misleading advertising that could create misunderstandings about the essential features of our products and services.
- As our sales are primarily project-based, product labels are limited to essential details such as carpet type, fiber composition, quality, dimensions, and installation area. Comprehensive installation guides, care instructions, and warranty documents are provided separately to ensure accurate project implementation by designated customer representatives

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|---|--------------|----------------|
| • Development of customer satisfaction and customer relationship | Customer satisfaction measurement for products and services | 2023: 90% | 2024: 92.69% |

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Performance and Results in Customer Management:

The company has implemented various projects and activities demonstrating its commitment to effective customer management, including:

- **Lunch & Learn Project:** This project builds upon the development of sales staff skills to create activities beneficial to both business and relationships with customers and partners. Activities include new product launches, communicating organizational sustainability, and gathering customer feedback. The project emphasizes creating a friendly atmosphere to foster strong relationships with customers and partners.
- **Website Improvement in the Sustainability Section:** To communicate the company's sustainable business management and resource management projects, such as reducing fossil fuel use, landfill waste, and implementing water recycling practices. This improvement aims to communicate with customer groups and educate them on the company's environmental initiatives.
- **Communication through Social Media Channels:** The company has established communication channels on various social media platforms to provide options for communicating with customer groups, answering inquiries, and presenting product and service information.
- **BIM Object Development:** To assist architect and designer customers in material selection and specification. In 2024, RT acoustic sound-absorbing panels were added to the Bim Object platform.
- **Research on Usage Behavior and Purchasing Decisions:** To analyze market trends and use the information for marketing planning.
- **Use of Virtual Reality Technology:** To aid customer purchasing decisions by allowing customers to simulate product usage virtually.
- **Signing of Academic Cooperation Agreements:** To exchange and transfer knowledge with schools, universities, and the education sector, including developing new products from carpet production waste.
- **Product and Service Responsibility:** The company prioritizes building customer trust through various actions, such as:
 - **Handling Product and Service Complaints:** Customers can contact through channels such as sales staff, call centers, email, and LINE.

- **Annual Customer Satisfaction Surveys:** To ensure customers receive good products and services. In 2024, the company aimed for 90% customer satisfaction.
- **Marketing Communication and Customer Privacy:** The company has guidelines for customer responsibility and communication through various channels and emphasizes customer personal data protection.
- **Carpets Inter Received the SX TSCN Sustainability Award 2024:** Nominated by a customer, reflecting the commitment to sustainable business development.

Diagram of performance and outcomes of customer management



Carpets Inter Receives SX TSCN Sustainability Award 2024

Customer satisfaction

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

Channels for receiving complaints from customers/consumers

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

Telephone : 023187833

Fax : 023183962

Email : info@tcm-corporation.com

Company's website : <https://www.tcm-corporation.com>

Address : 2054 New Petchburi Road, Bangkapi, Huaykwang, Bangkok
10310 Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://www.tcm-corporation.com/en/news?itype=3>

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

The company has established an annual Community and Social Responsibility Operational Plan, focusing on participation with government agencies and communities near the factory to promote sustainable development and create positive impacts on society. The plan is divided into three main approaches:

- 1. Environmental Care Project:** Emphasizing the care and preservation of the environment in community areas, with a focus on raising environmental awareness and the efficient use of resources.
- 2. Religion and Culture:** Committing to the conservation of local culture and traditions to strengthen positive relationships between the organization and the community.
- 3. Experience Sharing and Learning Exchange with Neighboring Communities:** The company believes that sustainable community development relies on cooperation and knowledge exchange between the organization and the community. Therefore, various projects are implemented to promote long-term community self-reliance.

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 : No

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

Environmental Care Project

The company is committed to instilling environmental awareness in its employees, partners, and the general public, focusing on waste segregation, waste reduction, and the promotion of efficient resource utilization through the following four activities:

- **Participatory Community Waste Management Project:** Collaborating with Bang Khu Wat Municipality and the community to promote the segregation of recyclable waste, such as UHT milk cartons, aluminum, and clean, stretchable plastic, to reduce waste and create environmental benefits. In 2024, the company donated a total of 243.90 kilograms of recyclable waste.

- **"Third Page Paper" Activity:** Encouraging employees to donate used paper in good condition to the Foundation for the Blind in Thailand for the production of Braille materials. In 2024, 32 kilograms of paper were donated, helping to reduce paper waste and creating educational opportunities for the visually impaired.

- **"Waste Bank" Project:** Managing waste sustainably by using the proceeds from the sale of recyclable waste to support lunch expenses for Ban Khlong Chao Mueang School. In 2024, 1,140 kilograms of glass bottles, 380 kilograms of plastic bottles, and 200 kilograms of beverage cans were donated.

- **Carpet Donation Project for Schools:** Supporting a suitable learning environment by donating carpets to 5 schools in Bangkok and other provinces, totaling 5,162.61 square meters, worth 2,701,078.79 baht, for use in libraries, meeting rooms, dance practice rooms, Thai music rooms, and Buddhist prayer rooms, promoting effective learning and student activities.

The company's operations help reduce environmental impacts in the factory area and surrounding communities, building confidence among neighboring communities regarding environmental management standards and strengthening positive relationships between the organization and the community. (Reference: Environmental Dimension data)

Thai Cultural Activities

Promote and support the conservation of Thai cultural traditions that have been passed down from generation to generation, including beliefs, thoughts, actions, values, attitudes, morals, customs, cultures, and rituals that have existed since the past era and continue to exist in modern times.

Knowledge Sharing and Learning Exchange with Neighboring Communities

The company is committed to community development through various projects and activities in the areas of social welfare, health and well-being, and education. The company leverages its knowledge, experience, and expertise to contribute to social development and address the needs of stakeholders. The goal is to empower communities to achieve a better quality of life and self-sufficiency.

- **Workplace Initiative for People in Need Across 4 Regions" Project**

The "Workplace Initiative for People in Need Across 4 Regions" initiative promotes well-being, quality of life, and education by leveraging our organization's knowledge, experience, and expertise to contribute to social development and address the needs of stakeholders. This initiative aims to enhance community well-being and foster sustainable self-reliance. Our product research and development experts conducted workshops at the Nonthaburi Home for the Destitute (Pak Kret), teaching members how to utilize leftover colorful yarn scraps from our production process. These high-quality materials, which retain significant value, were used to teach techniques for crocheting, creating patterns, and assembling yarn scraps into rugs. This activity promotes learning, skill development, muscle rehabilitation, mental recovery, and mindfulness. It also supports income generation through the sale of finished products, creating employment and livelihood opportunities for shelter members.

This initiative aims to support the overall well-being and empowerment of individuals at the center, helping them build new skills and generate income through self-sufficient means. It also promotes job creation and skill development by utilizing leftover materials, aligning with TCMC's BCG (Bio-Circular-Green Economy) strategy to foster sustainable practices in both the community and the environment. We donated a total of 50 kilograms of yarn, resulting in the production of 38 seats for monks.

- **"From Threads to Skilled Hands" project**

The company is dedicated to utilizing resources efficiently and promoting sustainability within the community. Through the "From Threads to Skilled Hands" project, we take leftover yarn from the production process and give it new value by promoting vocational skills and improving quality of life. We organized a workshop for students from Watthana Choti School in Chainat Province, teaching them how to craft keychains from leftover yarn. This provides a potential path towards creating jobs and increasing income for the community. We also provided lunch and scholarships to the students to help alleviate financial burdens and support their education.

This project has several benefits: students and the community gain knowledge and skills in utilizing leftover yarn, creating opportunities to earn extra income for families, and the project fosters positive relationships between the company and the community.

We intend to expand this project to other schools and communities to create sustainable livelihoods while maximizing the benefits of recycled resources and minimizing environmental impact.

Diagram of performance and outcomes in community and social management



"From Threads to Skilled Hands" project



"Workplace Initiative for People in Need Across 4 Regions" Project

| | | 2022 | 2023 | 2024 |
|----------------------------|---|---------|--------|--------|
| Clean stretchable plastics |  | 66.9 kg | 158 kg | 236 kg |
| Aluminum |  | 3 kg | 4.6 kg | 2.6 kg |
| UHT milk cartons |  | 25 kg | 5.6 kg | 5.3 kg |



Community-based waste management project with Bang Khu Wat Municipality

Benefit from implementing social development project

Financial benefits⁽⁵⁾

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

| | 2022 | 2023 | 2024 |
|---|--------------|--------------|--------------|
| Value of purchasing goods and/or services from the community (Baht) | 2,486,793.51 | 3,708,405.00 | 2,701,078.79 |
| Scholarships (Baht) | 125,000.00 | 120,000.00 | 120,000.00 |
| Supporting local community income (OTOP) (Baht) | 580,945.00 | 575,780.00 | 541,745.00 |

Remark: ⁽⁵⁾Value of community purchases of goods and/or services* refers to the value of carpets donated by the company to schools, temples, and government offices

Non-financial benefits⁽⁶⁾

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

| | 2022 | 2023 | 2024 |
|-------------------------------------|-------|-------|-------|
| Community forest (Rais) | 0.00 | 15.00 | 10.00 |
| Educational beneficiaries (Persons) | 40.00 | 40.00 | 40.00 |

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Contribution to Educational Knowledge Development" (Places) | 2.00 | 8.00 | 4.00 |

Remark: ⁽⁶⁾ 1) "Beneficiaries of Educational Opportunities" refers to the number of scholarships awarded to students with excellent academic records and good conduct from schools in nearby communities.
2) "Contribution to Educational Knowledge Development" refers to the number of educational institutions that visited the factory."

Expenses from social and environmental development project

| | 2022 | 2023 | 2024 |
|--|-----------|------------|------------|
| Total financial contribution to community/social development projects or activities (Bath) | 51,300.00 | 690,200.00 | 476,148.00 |
| Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*) | 0.000578 | 0.008908 | 0.006936 |
| Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*) | 0.000561 | 0.008593 | 0.007751 |

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

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

ESG Performance

Company Name : 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

The Board of Directors has determined to perform corporate efficient operations with competitive potential and high profits. Furthermore, the company prioritizes accountability, prudence, integrity, transparency, and business ethics to treat shareholders and stakeholders with fairness and equality. In addition, the company emphasizes corporate social and environmental responsibility along with respect for human beings, political neutrality, and anti-corruption for sustainable values. Therefore, the company has imposed corporate governance policies to act as a guideline for directors, executives, and employees at all levels. Therefore, the company has imposed corporate governance policies to act as a guideline for directors, executives, and employees at all levels, and review the policies annually to ensure consistency with the changing environment. Corporate governance is a responsibility of directors, executives, and employees at all levels to perform their duties with accountability, prudence, integrity, transparency, and business ethics for efficient business management with competitive potential and high profits. The company shall treat all shareholders and stakeholders with fairness and equality and prevent the use of internal information for personal interests. In addition, business information shall be transparently exposed. The company shall provide respect for human beings, political neutrality, and anti-corruption for sustainable values.

The Company participates in Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), having signed a declaration of intent to oppose corruption on September 3, 2014. The Company received its second membership recertification in 2022 from the CAC's Steering Committee.

The Company has established a Good Corporate Governance Manual to provide operational guidelines for the Board of Directors, executives, and employees at all levels, as well as to build confidence among the Company's stakeholders. Details are available on the website

www.tcm-corporation.com under the section "Corporate Governance."

Reference link for the full version of corporate governance policy and guidelines : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf

Policy and guidelines related to the board of directors

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

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

Nomination of Directors

The Board of Directors is responsible for the selection of the Board of Directors and sub-committees by considering qualifications, knowledge, and expertise for the given positions. Furthermore, shareholders are allowed to propose the appointment of new directors in advance by setting the criteria and conditions for nominations, published in the company's website www.tcm-corporation.com, including the database of directors (Director Pool) of the Thai Institute of Directors Association (IOD) are also taken into consideration.

Reference link for Nomination of Directors : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf

Page number of the reference link : 23-24

Determination of Director Remuneration

The company determined of remuneration of the Board of Directors and sub – committees at fair and appropriate remuneration payment in short term and long term by taking account of the scope of duties and responsibilities as well as the benefit expected to receive from directors. The company’s operation and the Board of Directors’ performance shall be assessed in comparison with the other companies in the same industry and other listed companies in the same industry.

Reference link for Determination of Director Remuneration : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf
Page number of the reference link : 24-25

Independence of the Board of Directors from the Management

Any members of the Board of Directors who are independent directors shall have qualifications related to independence as specified by the company and the Securities and Stock Exchange Act regarding the qualifications to ensure their abilities to take care of the benefits of each shareholder fairly and equitably, prevent conflict of interest and they are allowed to attend the Board of Directors’ meeting in which independent opinions are welcome. The independent directors who are members of the audit committee must be outsiders and have accounting and financial knowledge.

Reference link for Independence of the Board of Directors : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf
from the Management
Page number of the reference link : 14 - (7)

Director Development

The Board of Directors promotes and supports the continuous participation of directors in various training programs and seminars. These programs may be organized by the Thai Institute of Directors Association, the Stock Exchange of Thailand, the Securities and Exchange Commission (SEC), or other independent organizations. The aim is to enhance knowledge and improve work practices that benefit the efficient performance of duties, as detailed below:

- (1) Support directors in consistently attending training and developing necessary knowledge and skills for performing their duties as directors of the company.
- (2) Support directors in gaining an understanding of laws, regulations, standards, risks, information technology, and the environment related to the company's operations, as well as staying updated on current information.
- (3) Disclose information on the continuous training and development of directors in the 56-1 One Report.

Reference link for Director Development : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf
Page number of the reference link : 27-28

Board Performance Evaluation

The Board of Directors has established guidelines and conducts evaluations of the performance of the Board of Directors and sub-committees, both collectively and individually, at least once a year. The evaluation utilizes a template based on the guidelines of the Thai Institute of Directors Association and the Stock Exchange of Thailand, modified to suit the company's specific needs. The objectives of this evaluation are:

- (1) To identify issues and obstacles that prevented the achievement of objectives during the past year.
- (2) To enhance the effectiveness of the Board of Directors and sub-committees by ensuring a clear understanding of their responsibilities.
- (3) To understand how the knowledge, abilities, and independence of the Board of Directors are utilized in expressing opinions.
- (4) To help improve the relationship between the Board of Directors and management.

Reference link for Board Performance Evaluation : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf
Page number of the reference link : 26-27

Corporate Governance of Subsidiaries and Associated Companies

TCM Corporation Public Company Limited recognizes the significance of corporate governance practices for itself, its subsidiaries, and associated entities. To this end, the company has established a comprehensive policy for the governance of subsidiaries and associates, outlining a framework and mechanisms for the direct and indirect oversight of

their policies and operational activities. The policy includes measures for the rigorous monitoring of subsidiary performance, ensuring a level of scrutiny commensurate with safeguarding the company's investments. It also aligns with the company's established policies, relevant laws, and regulatory frameworks, thereby bolstering shareholder confidence.

This policy shall be implemented in a manner consistent with the Company's ownership rights and proportionate interests in its subsidiaries and associates, provided that such implementation does not contravene or conflict with any applicable laws or regulations governing those entities. Furthermore, the policy shall not operate to abrogate any benefits to which the Company's foreign subsidiaries and associates are entitled under the relevant laws of their jurisdictions.

Reference link for Corporate Governance of Subsidiaries and Associated Companies : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093546.pdf

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The company respects and recognizes the basic right, the right set forth by law, and company regulations, such as the right to check the number of shares, right to receive stock certificates, right to attend the shareholders' meeting and vote, right to express opinion freely at a shareholders' meeting, and right to participate in critical business decision-making decisions as the company owner including equitable treatment of shareholders, transparent disclosure, and reliable for shareholders.

Reference link for Shareholder : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 5

Employee

Employees are the most valuable resource and the key to the company's success. Therefore, the company has focused on developing organizational culture and working atmosphere, threat each other under human rights, not creating behavioral harassment and sexual harassment as well as promoting teamwork. The principles are as follows.

- (1) According to the Labor Protection Act BE 2541, the company will not hire a laborer under the age of 18.
- (2) The company will adequately and equitably pay wages with benefits that the employee is entitled to under the law.
- (3) The company does not allow employees to work longer than normal working hours required by law, including overtime and on holiday.
- (4) The company will comply with the employment contract. And if there is a layoff, the dismissal will be carried out at each stage according to labor law. We do not cancel the contract unfairly unless there is clear evidence that the termination of the contract is justified.
- (5) The company treats all employees equally and does not discriminate by race, sex, age, color, religion, disability, nationality, education, or any other status not directly related to the activity.
- (6) The company provides an opportunity to all employees for having the right to work under the rules, regulations, announcements, and orders of the company.
- (7) The company and employees must not commit any acts of sexual harassment either to employees or outsiders who come to contact the company. This includes sexual harassment, wooing, abusive, obscene materials, verbal and physical violence, or intimidation of any kind.
- (8) The company treats the personal information of employees with confidentiality and does not transmit or distribute personal information to unrelated persons or disclose the transfer of personal information without the consent of the owner.
- (9) Employing, appointing, and relocating employees will be determined on the basis of merit and the best use of human resources for the company.
- (10) The company always keeps the working environment safe for the life and property of its employees and strictly adheres to the labor law.

Reference link for Employee : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 6

Customer

The company is committed to customer satisfaction and confidence in receiving good quality products and services as well as maintaining a good relationship according to the principles below:

- (1) Produce standardized products and services of quality by striving to raise the standards continuously and exposing the information completely and accurately without distorting the facts.
- (2) Do not disclose customer information without permission unless the information is disclosed to the relevant third party in accordance with the provisions of law.

Reference link for Customer : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 6

Business competitor

The Company has a policy to support and promote free trade that will be competed with fairness and honesty. The Company does not have a policy to compete in any way by using illegal methods of obtaining competitors' information and unethical.

Reference link for Business competitor : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 7

Business partner

The Company is engaged in business with its creditors and partners on the basis of fairness and honesty and must not be detrimental to the reputation of the company or contrary to any law. There is a sense of equality in business and mutual interests. Partner selection must be done in a fair manner. The company considers partners as a key factor in creating value for customers. The Company adheres to the contract and adheres to the terms and conditions of creditors and trading partners.

Reference link for Business partner : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 5-6

Creditor

The Company is engaged in business with its creditors and partners on the basis of fairness and honesty and must not be detrimental to the reputation of the company or contrary to any law. There is a sense of equality in business and mutual interests. Partner selection must be done in a fair manner. The company considers partners as a key factor in creating value for customers. The Company adheres to the contract and adheres to the terms and conditions of creditors and trading partners.

Reference link for Creditor : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 5-6

Government agencies

Code of Conduct for Government Regulators

- (A) Operate and control the operation by following the intent of internal and external laws and regulations.
- (B) Do not act, support, or allow for the avoidance of legal or regulatory compliance.
- (C) Collaborate with the company and report information on the violation or non-compliance with laws or regulations by the procedures set by the firm.

Reference link for Government agencies : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 11

Community and society

The company is aware of being a part of society, which is responsible for social assistance and support local activities where the company operates. The company has a policy to promote the activities of nature and environmental conservation and also the policy to select and promote a product that is environmentally friendly.

Reference link for Community and society : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 7

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

TCM Corporation Public Company Limited is committed to operating the business to maximize the benefits to society through a mission of the organization. We are always aware when performing daily tasks, which follow "Corporate Governance Policy" and "Ethics and Code of Conduct" to create a valuable culture and to be appreciated by all stakeholders.

- (1) Commit to being a good representative of shareholders to conduct business to maximize shareholder satisfaction and to strengthen the business.
- (2) Conduct business with creditors and partners on the basis of fairness and honesty.
- (3) Commit to customer satisfaction and confidence for receiving good quality service as well as maintaining a good relationship.
- (4) Focus on developing culture and working atmosphere. Treat each other with human rights. Do not create behavioral and sexual harassment. Promote teamwork and respect for individuality.
- (5) To support and promote free, fair, and honest trade.
- (6) Be part of society. Take responsibility for supporting social and local activities where the company operates.
- (7) Obey strictly with the law, rules, and regulations.
- (8) Do not act in a way that may cause a conflict of interest to the organization.
- (9) Do not take any benefit for your own sake and related parties by distributing critical internal information of the company and customers to the public either directly or indirectly.
- (10) Participate in anti-corruption by creating a mindset that promotes honesty and fairness under a strong working system and effective internal control.

Reference link for the full version of business code of conduct : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

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, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Executives, directors, and employees must avoid conflicts of interest in many ways. The actions and decisions of directors, executives, and employees must always take into account the interests of other stakeholders before their interests. In the event a conflict of interest occurs, the negotiation process along with company regulations shall be used to resolve the problem.

- (1) Directors, executives, and employees must not conduct any private business that affects job duty, responsibility, and working hours of the company. Do not engage in any business or participate in any competing companies, either directly or indirectly.
- (2) Business transactions within the group or with the other groups.
 - A) In the case of intra-party transactions, the business group will comply with the rules and

procedures for approval by taking into account the maximum benefit of the company as a transaction with third parties.

B) Doing business with the company on behalf of the individual, family, or any juristic person in which the directors, executives, and employees have a conflict of interest must disclose their interests to the Board of Directors before the transaction.

C) Directors, executives, and employees with vested interests are prohibited from making any transaction or any act relating to their interests on behalf of the company.

D) The person acting on behalf of the company is obliged to check the relationships of partners to determine whether they are related to directors, executives, and employees before the transaction to prevent potential conflicts of interest. Thus, the meaning of the relationship is defined by the Stock Exchange of Thailand.

Reference link for Prevention of Conflicts of Interest : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 8-9

Anti-corruption

TCM Corporation Public Company Limited (“The Company”) realizes the importance of good corporate governance policy and business ethics, conducting business with integrity, transparency, fairness, responsibility, and caution under the law, rules, and regulations, and relevant standards. The Company must avoid any activities that might lead to an actual or perceived conflict of interest between personal interests and the interests of the Company.

The Company underlines the significance of measures against all forms of corruption. The Company has been a member of “Thailand’s Private Sector Collective Action Coalition Against Corruption” to ensure the intent of the Anti-Corruption Policy. In addition, the Company has laid down various policies, guidelines, and regulations on anti-corruption in accordance with business operations. Importantly, the Company has defined the written “Anti-Corruption Policy” in order to promote an understanding of anti-corruption practices for everyone in the organization and encourage them to comply with the policy in the same direction to drive the business towards sustainable development goals.

Reference link for Anti-corruption : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320091353.pdf

Whistleblowing and Protection of Whistleblowers

TCM Corporation Public Company Limited adopted a Whistleblower Policy. This policy is intended to encourage employees and stakeholders both internally and externally to take responsibility for investigating and reporting inaccuracies within the organization, as well as to ensure that those who report in good faith receive the Company’s protection while the accused is not legally binding.

The Company will operate with due regard for the Company’s ethics and business results in order to foster a good and appropriate working environment in accordance with social regulations.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.tcm-corporation.com/en/whistleblower>

Prevention of Misuse of Inside Information

Directors, executives, and employees must not take internal information that has not yet been made available to the public to use and distribute both directly and indirectly for the benefit of one or others.

(1) Do not use the information obtained from being a director, executive, or employee for personal or another personal gain.

(2) Do not use internal information for own interests in trading shares or providing internal information to other persons for the benefit of the purchasing shares.

(3) Do not disclose company business secrets to outsiders, especially competitors.

(4) Directors and executives are required to report their securities holdings to the Board of Directors following the Securities and Exchange Commission requirements.

(5) Executives, directors, and employees who are aware of significant internal information that may affect the change of trading prices must suspend the trading within one month of the date the company announces its performance or information publicly disclosed.

Reference link for Prevention of Misuse of Inside Information : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 9

Money laundering prevention

Directors, executives, and employees oppose money laundering and terrorist financing. It protects the company from being a tool or channel for the criminal to bring money into the financial system. The company expresses a clear intention to anti-money laundering and terrorist financing.

Reference link for Money laundering prevention : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 9

Gift giving or receiving, entertainment, or business hospitality

The company has established guidelines for gift-giving, entertainment expenses, various service fees, or any other benefits in the company's operations. This is to ensure compliance with the anti-corruption policy set by the Board of Directors, promoting smooth and transparent operations in line with the company's objectives. The detailed guidelines can be found on the company's website. <https://www.tcm-corporation.com/en/esg-policy>

Reference link for Gift giving or receiving, entertainment, or business hospitality : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320091600.pdf
Page number of the reference link : 1-2

Compliance with laws, regulations, and rules

The Board of Directors, executives, and employees strictly follow laws and regulations and avoid any involvement or action that will violate the laws, regulations, any legal interpretations contrary to the spirit of the law and avoid any actions that are inconsistent with the company's ethics and code of conduct.

- (1) Practice or strictly enforce following the intent of the laws and regulations both inside and outside the organization.
- (2) Do not act, support, or allow for the avoidance of legal or regulatory compliance.
- (3) Collaborate with the company and report information on violations or non-compliance or regulations to the company following the company procedure.

Reference link for Compliance with laws, regulations, and rules : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 8

Environmental management

The company recognizes its role in society and is committed to providing social assistance and supporting local activities in the areas where it operates. It has a policy that promotes nature and environmental conservation, as well as a commitment to selecting and promoting environmentally friendly products.

Reference link for Environmental management : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 7

Human rights

The company shall not affiliate with any organization or individual who violates human rights. We respect the dignity, privacy, and rights of individuals interacting while on duty and do not support any violation or transgression of human rights. (For more details on human rights policies, please refer to https://www.tcm-corporation.com/upload/esgpolicy/fileth_250320103104.pdf)

Reference link for Human rights : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 7

Safety and occupational health at work

The company supports sanitation, safety, and security measures for employees to promote good hygiene and a safe working environment. It controls various hazards and takes action to prevent accidents and diseases.

Reference link for Safety and occupational health at work : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 7

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

TCM Corporation Public Company Limited expects that directors, subcommittees, and executives adhere to the Code of Conduct as a framework for working honestly and fairly and for the sake of sustainability by considering the stakeholders.

The Company provides ongoing training to employees and executives and requires the Board of Directors to review business ethics and code of conduct annually. Penalties are defined for any breaches of the Company's ethical and business conduct guidelines.

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.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf

Page number of the reference link : 10-14

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 : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : CAC .png.jpg

Diagram of 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

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

Material changes and developments in policy and guidelines over the past year : Yes

The Company has established a Subsidiary Governance Policy and revised the Charter of the Sustainability and Risk Management Committee to align with the Committee's duties, ensuring that sustainability and risk considerations are addressed concurrently

Implementation of the CG Code for listed companies

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

The Company recognizes the importance of good corporate governance principles for listed companies and has established a Good Corporate Governance Manual, referencing the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code). The Board of Directors reviews this manual at least annually, and the results of its implementation are reported in the Annual Report (56-1 One Report).

The Company participated in the 2024 Corporate Governance Report of Thai Listed Companies (CGR 2024) survey, conducted by the Thai Institute of Directors (IOD), and received a 5-star rating.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

■ Corporate Governance Structure



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

| | 2024 | |
|---|-------------------|---------------------|
| | Male (persons) | Female (persons) |
| Total directors | 9 | |
| | 5 | 4 |
| Executive directors | 4 | |
| | 1 | 3 |
| Non-executive directors | 5 | |
| | 4 | 1 |
| Independent directors | 4 | |
| | 3 | 1 |
| Non-executive directors who have no position in independent directors | 1 | |
| | 1 | 0 |

| | 2024 | |
|---|----------|------------|
| | Male (%) | Female (%) |
| Total directors | 100.00 | |
| | 55.56 | 44.44 |
| Executive directors | 44.44 | |
| | 11.11 | 33.33 |
| Non-executive directors | 55.56 | |
| | 44.44 | 11.11 |
| Independent directors | 44.44 | |
| | 33.33 | 11.11 |
| Non-executive directors who have no position in independent directors | 11.11 | |
| | 11.11 | 0.00 |

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

| | 2024 | |
|----------------------|--------------|----------------|
| | Male (years) | Female (years) |
| Average director age | 54 | |
| | 48 | 62 |

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 : 60 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 : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 171,000,000 Shares (22.405627 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>-</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/en/market/product/stock/quote/tcmc/major-shareholders</p> | <p>Chairman of the Board of Directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 29 Apr 2004 | Economics, Leadership, Marketing, Negotiation, Strategic Management |
| <p>2. M.L. WALLIWAN VARAVARN Gender: Female Age : 67 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 29 Apr 2003 | Corporate Management, Data Analysis, Finance, Accounting, Leadership |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>3. Mr. SORAVIS KRAIRIKSH</p> <p>Gender: Male</p> <p>Age : 52 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>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 29 Nov 2006 | Finance, Negotiation, Internal Control, Finance & Securities, Leadership |
| <p>4. Mr. SUVITCHA NATIVIVAT</p> <p>Gender: Male</p> <p>Age : 42 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>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 29 Apr 2013 | Law, Corporate Management, Audit, Internal Control, Business Administration |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>5. Mrs. DUANGJAI LORLERTWIT</p> <p>Gender: Female</p> <p>Age : 62 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>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 1 Mar 2018 | <p>Audit, Sustainability, Governance/ Compliance, Negotiation, Business Administration</p> |
| <p>6. Mrs. NOPPHAPORN APIWATTHANAKUL</p> <p>Gender: Female</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) | <p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 27 Apr 2018 | <p>Governance/ Compliance, Accounting, Finance, Budgeting, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>7. Ms. PIYAPORN PHANACHET</p> <p>Gender: Female</p> <p>Age : 57 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>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,500,000 Shares (0.196541 %) | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 17 Jul 2020 | Corporate Management, Accounting, Property Development, Sustainability, Strategic Management |
| <p>8. Mr. SUMATE SUWANVONGKIJ</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 270 Shares (0.000035 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p> | 2 Jul 2013 | Corporate Management, Marketing, Home & Office Products, Business Administration |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| 9. Mr. PIRA SRIVIKORN Gender: Male Age : 25 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : No Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No | Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director | 14 Aug 2024 | Economics, Marketing, Corporate Management, Business Administration |

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.

Diagram of list of the board of directors



TCM Corporation Plc. Board of the Directors, as of December 31, 2024

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

| List of directors | Position | Date of resignation / termination | Replacement director |
|--|---|-----------------------------------|--|
| 1. Mr. ISAREIT CHIRATHIVAT Gender: Male Age : 45 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %) | Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No | 13 Aug 2024 | Mr. PIRA SRIVIKORN Appointment date of replacement director : 14 Aug 2024 |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

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

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|-----------------------------|------------------|-------------|
| 1. Economics | 2 | 22.22 |
| 2. Home & Office Products | 1 | 11.11 |
| 3. Finance & Securities | 1 | 11.11 |
| 4. Property Development | 1 | 11.11 |
| 5. Law | 1 | 11.11 |
| 6. Marketing | 3 | 33.33 |
| 7. Accounting | 3 | 33.33 |
| 8. Finance | 3 | 33.33 |
| 9. Sustainability | 2 | 22.22 |
| 10. Data Analysis | 1 | 11.11 |
| 11. Negotiation | 3 | 33.33 |
| 12. Corporate Management | 5 | 55.56 |
| 13. Leadership | 3 | 33.33 |
| 14. Strategic Management | 2 | 22.22 |
| 15. Risk Management | 1 | 11.11 |
| 16. Audit | 2 | 22.22 |
| 17. Internal Control | 2 | 22.22 |
| 18. Budgeting | 1 | 11.11 |
| 19. Governance/ Compliance | 2 | 22.22 |
| 20. Business Administration | 4 | 44.44 |

Information about the other directors

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : Defined delegation of authority for items requiring Board of Directors' approval.

The Company has established the delegation of authority for item approvals requiring consideration by the Board of Directors. This ensures the Board's appropriate involvement in reviewing transactions within defined parameters and budgetary allocations

Information on the roles and duties of the board of directors

Board charter : Have

The key details of the TCM Corporation Public Company Limited Board of Directors Charter are as follows:

1. Objectives: Defines the scope of operations, powers, duties, responsibilities, and operational guidelines of the Board of Directors.

2. Composition:

- Comprises the Chairman of the Board, executive directors, non-executive directors, and independent directors.
- The number of directors is not less than 5 and not more than 12, appointed by the shareholders' meeting.
- Not less than half of the directors must be domiciled in the Kingdom, and not less than one-third of the total number of directors must be independent directors.
- The shareholders' meeting elects the directors, with one shareholder having one vote per share held.
- The Board of Directors appoints the company secretary and may appoint assistant company secretaries.

3. Qualifications:

- Directors must possess the qualifications and must not have the prohibited characteristics according to the Public Limited Company Act and other relevant laws.
- Possess knowledge and ability, integrity, business ethics, and dedicate time and effort to perform duties to the best of their ability.
- Have diverse expertise and experience in various professional fields.
- Independent directors must possess independence qualifications as specified by the company and according to the Stock Exchange of Thailand regulations.
- Be able to dedicate sufficient time to the operations of the Board of Directors and should receive continuous and consistent training and knowledge enhancement related to the operations of the Board of Directors.

4. Term of Office:

- One-third of the directors retire at every annual general meeting of shareholders.
- In addition to retiring by rotation, directors vacate their position upon death, resignation, lack of qualifications, a resolution by the shareholders' meeting, or a court order.
- In the event of a vacancy, the Board of Directors shall select a qualified individual without prohibited characteristics to fill the position.
- The shareholders' meeting may resolve to remove any director before the expiration of their term.

5. Scope of Duties and Responsibilities:

- Manage the Company in accordance with its objectives, policies, regulations, shareholders' meeting resolutions, and relevant laws.
- Establish policies, strategies, targets, work plans, and annual budgets, as well as oversee the management of directors and executives.
- Define the scope of authority, duties, and responsibilities of subcommittees and executives.
- Ensure the implementation of good corporate governance.
- Ensure the existence of an appropriate and adequate internal control system.
- Establish a risk management policy covering the entire organization.
- Establish a sustainability development policy, considering economic, social, and environmental aspects alongside good

corporate governance.

- Establish policies and oversee an effective anti-corruption system.
- Define guidelines for transactions that may involve conflicts of interest.
- Promote ethical awareness and integrity among employees at all levels.
- Grant all directors the right to propose agenda items in advance.
- Ensure that the positions of Chairman of the Board and Chief Executive Officer are held by separate individuals, defining the scope of authority and responsibilities of the Chairman in policy setting and the Chief Executive Officer in daily management.
- The Board of Directors shall appoint the Company Secretary and define their scope of authority, duties, and responsibilities.

6. Meetings:

- Hold Board of Directors meetings at least once every three months and hold additional special meetings as necessary.
- At meetings of the Board of Directors, a quorum is constituted by the presence of not less than one-half of the total number of directors.
- Prepare the statement of financial position and the comprehensive income statement of the company.
- Hold the annual general meeting of shareholders within four months from the end of the company's accounting period.
- Hold extraordinary general meetings of shareholders to consider urgent matters.

7. Miscellaneous:

- Amendments, revisions, or changes to this charter can only be made with the approval of the Board of Directors.
- This charter shall take effect from November 14, 2023, until otherwise amended in writing.

Reference link for the board charter : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093118.pdf

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit Subcommittee
- Other
 - Oversight of the Internal Control System
 - Supervision of Operations for Legal Compliance

Scope of authorities, role, and duties

Scope, Powers, Duties, and Responsibilities of the Audit Committee

The Audit Committee has the duty to support and operate on behalf of the Board of Directors to build confidence and credibility for stakeholders. Its scope, powers, duties, and responsibilities are as follows:

1. Review of Financial Reports:

- Review the company's quarterly and annual financial statements for accuracy and compliance with accounting standards.
- Review the accurate and complete disclosure of important information in the financial reports.

2. Oversight of the Internal Control System:

- Review the company's internal control system, internal audit system, and risk management to ensure appropriateness and effectiveness.
- Review compliance with the internal control system.
- Consider the independence of the internal audit unit and approve the appointment, transfer, or termination of the head of the internal audit unit.

3. Supervision of Operations for Legal Compliance:

- Ensure transparent operations in accordance with company regulations, anti-corruption policies, and relevant laws.
- Review related-party transactions or transactions that may involve conflicts of interest for accuracy and appropriateness.

4. Review of the Nomination and Performance Evaluation Process:

- Review the company's executive nomination and performance evaluation process.

5. Consideration and Review of Complaints:

- Consider and review complaints that may affect the company.

6. Joint Meeting with the Auditor:

- Arrange a joint meeting between management, internal auditors, and the external auditor at the end of the annual audit to consider and discuss various issues related to the audit.

7. Actions Upon Discovery of Suspicious Circumstances:

- Notify the Board of Directors of the facts regarding suspicious circumstances indicating that a director, manager, or person responsible for operations has committed an offense, for the Board of Directors to conduct an investigation.
- Report the preliminary investigation results to the SEC and/or the auditor within 30 days from the date of receiving notification from the auditor.

8. Duties of the Secretary of the Audit Committee:

- Prepare and maintain accurate and standardized minutes of the Audit Committee meetings.
- Coordinate with officials from various departments within the company to provide information and/or explanations to the Audit Committee.
- Summarize and present the Audit Committee's performance results to the Board of Directors for their information.

Reference link for the charter

https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321082401.pdf

Executive Committee

Role

- Other
 - Company Operations and Supervision
 - Consideration of Plans and Organizational Management
 - Delegation of Authority and Performance Monitoring

Scope of authorities, role, and duties

Scope, Powers, Duties, and Responsibilities of the Executive Committee

The Executive Committee has the authority, duties, and responsibilities in the management of the company. Meetings are to be held at least every three months to evaluate operations in accordance with the objectives, policies, business plans, and budgets approved by the Board of Directors. They must perform their duties with responsibility, caution, and integrity, as follows:

1. Company Operations and Supervision

- Supervise the company's operations and oversee the management to ensure that operations are in line with the goals, policies, strategies, business plans, and budgets approved by the Board of Directors effectively and efficiently.
- Perform duties in accordance with the law, the company's objectives and regulations, as well as resolutions of the shareholders' meeting with integrity, and carefully protect the interests of the company.
- Establish a system and promote and support anti-corruption policies, and communicate them to employees and all relevant parties to encourage all employees to effectively implement the guidelines throughout the organization. This includes reviewing the suitability of systems and measures to align with changes in business, rules, regulations, and legal requirements.
- Create a corporate culture that adheres to ethics and business conduct, and set a good example.

2. Consideration of Plans and Organizational Management

- Consider initial plans for investment expansion, capital increases, debenture issuance, mergers, and acquisitions before proposing them to the Board of Directors for further consideration and approval.
- Consider, determine, and review the organizational structure, management authority, including appointments, hiring, transfers, salary determination, compensation, bonuses, and terminations from the employee level up to the department manager level, and propose them to the Board of Directors for consideration and approval.
- Consider setting profit and loss targets, proposing interim or annual dividend payments to propose to the Board of Directors for further consideration.

3. Delegation of Authority and Performance Monitoring

- Have the authority to appoint working groups to carry out or manage the company's operations and define the powers, duties, and responsibilities of the working groups, as well as supervise the operations of the appointed working groups to achieve policies and goals.
- Have the authority to delegate authority to one or more executives or other individuals to perform any action within a specified period, under the control of the Executive Committee, including the right to revoke, withdraw, change, or amend the authorized persons or authority as deemed appropriate.
- Have the authority according to work regulations and the authority to approve financial matters as approved by the Board of Directors.
- Report the company's quarterly operating results at the Board of Directors meeting.
- Prepare a self-assessment form for the committee, both collectively and individually, at least once a year, and submit it to the Board of Directors for consideration.
- Perform other actions as assigned by the Board of Directors from time to time

Reference link for the charter

https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321082342.pdf

Sustainability and Risk management Committee

Role

- Risk Management Subcommittee
- Sustainability Subcommittee

Scope of authorities, role, and duties

Scope, Powers, Duties, and Responsibilities of the Sustainability and Risk Management Committee

The Sustainability and Risk Management Committee has the duty to support the operations of the Board of Directors in overseeing the organization's sustainability. Its scope, powers, duties, and responsibilities are as follows:

1. Sustainability

- Define policies and practices that emphasize the environment, social responsibility, and economic sustainability.
- Consider defining policies and guidelines related to the company's sustainable development in accordance with international standards.
- Monitor and evaluate the company's sustainability performance in accordance with established policies and guidelines.
- Prepare the company's sustainability development report annually.

2. Risk Management

- Define risk management policies using fundamental risk management principles.
- Consider defining policies and guidelines for the company's risk management to cover all aspects.
- Monitor and evaluate the company's risk management performance in accordance with established policies and guidelines.
 - Report significant risks and risk management results to the Board of Directors regularly.

Reference link for the charter

https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093507.pdf

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 : 52 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 25 Mar 2018 | Finance, Negotiation, Internal Control, Finance & Securities, Leadership |
| <p>2. Mr. SUVITCHA NATIVIVAT</p> <p>Gender: Male</p> <p>Age : 42 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 2 Jul 2013 | Law, Corporate Management, Audit, Internal Control, Business Administration |
| <p>3. Mrs. DUANGJAI LORLERTWIT</p> <p>Gender: Female</p> <p>Age : 62 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 25 Mar 2018 | Audit, Sustainability, Governance/ Compliance, Negotiation, Business Administration |

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|---|-------------------------------------|--|
| 1. Mr. PIMOL SRIVIKORN 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 Residence in Thailand : Yes | Chairman of the executive committee | 2 May 2013 |
| 2. M.L. WALLIWAN VARAVARN Gender: Female Age : 67 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 | Member of the executive committee | 24 Apr 2000 |
| 3. Ms. PIYAPORN PHANACHET Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 16 Jul 2020 |
| 4. Mrs. NOPPHAPORN APHIWATTHANAKUL Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 27 Apr 2018 |

Other Subcommittees

| Subcommittee name | Name list | Position |
|--|---------------------------------|----------------------------------|
| Sustainability and Risk management Committee | Ms. PIYAPORN PHANACHET | The chairman of the subcommittee |
| | Mrs. NOPPHAPORN APHIWATTHANAKUL | Member of the subcommittee |
| | Ms. Sikarin Sangchaypiengpen | Member of the subcommittee |
| | Mr. Sompope Werawittayanukoon | Member of the subcommittee |
| | Mr. Viritphol Ngampailin | Member of the subcommittee |
| | Ms. Sugrita Kongchum | Member of the subcommittee |
| | Ms. Nattaporn Saenchalerm | Member of the subcommittee |

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</p> <p>Gender: Female</p> <p>Age : 57 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 : No</p> | Chief Executive Officer (The highest-ranking executive) | 1 Jan 2021 | Corporate Management, Accounting, Property Development, Sustainability, Strategic Management |
| <p>2. Mrs. NOPPHAPORN APHIWATTHANAKUL^{(*)(**)}</p> <p>Gender: Female</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</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 : Yes</p> | Finance Director | 27 Apr 2018 | Governance/ Compliance, Accounting, Finance, Budgeting, Risk Management |
| <p>3. Mr. Shyam Sunder Bhattar</p> <p>Gender: Male</p> <p>Age : 58 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 : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Chief Executive, TCM Surface Group | 1 Jan 2022 | Business Administration, Finance, Accounting, Data Analysis |
| <p>4. Mr. Andrew Kennaugh</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Chief Executive Officer, TCM Living Group | 1 Nov 2023 | Business Administration, Marketing |

| List of executives | Position | First appointment date | Skills and expertise |
|---|--|------------------------|--|
| 5. Mr. Nuttachai Nualsuwan Gender: Male Age : 52 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 | Managing Director, TCM Automotive | 1 Nov 2024 | Business Administration, Engineering |
| 6. Ms. Atistaphach Kaewyai ^(**) Gender: Female Age : 44 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 : Yes | Chief Financial Officer, TCM Surface Group | 11 Nov 2024 | Business Administration, Accounting, Finance |
| 7. Mr. Collin Banton ^(**) Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : No Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes | Chief Financial Officer, TCM Living Group | 14 Aug 2024 | Accounting, Finance, Corporate Management, Business Administration |

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

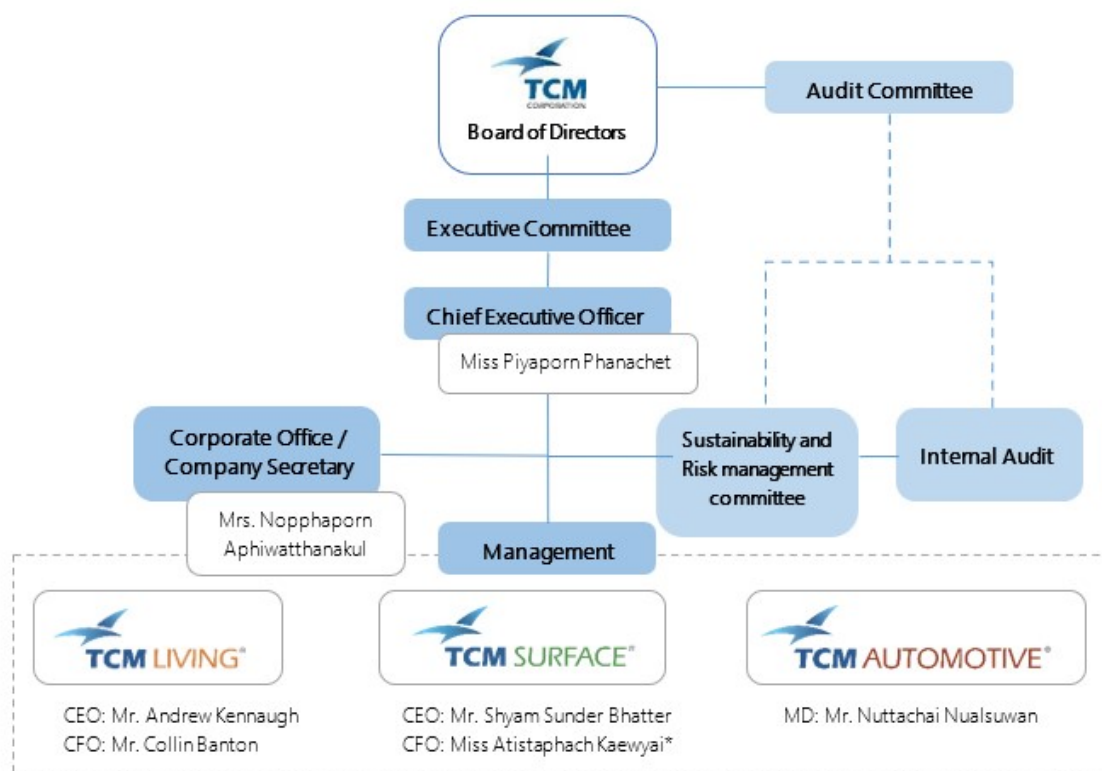
Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 31 Dec 2024
next four executives as of date

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

Company's Structure

The structure of TCM Corporation Public Company Limited as of December 31, 2024, was as below:



* Ms. Atistaphach Kaewyai resigned from her position as CFO, effective February 5, 2025.

Company's Structure

Remuneration policy for executive directors and executives

The Executive Committee consider the remuneration structure and rate to ensure appropriateness for responsibilities and to motivate the top management and employees to lead the company to achieve its objectives and goals in accordance with the short-term and long-term remuneration payment.

Short-term remuneration includes salary and annual reward (bonus)

The company has a short-term compensation policy which shall reflect the company performance and achieve the annual budget goals. In addition, there are criteria for performance evaluation of executives and employees. The criteria shall be fair, transparent, auditable, and suitable for the knowledge and ability of the executives and employees. There is a code of practice which shall be considered on the basis of the annual budget and achievement of the company's goals as well as the market and economic situation in comparison to the other companies in the same industry.

Long-term remuneration includes payment upon retirement or resignation

The company has a long-term compensation policy to encourage employees to preserve savings and conduct financial planning for their retirement. Incentives are provided to motivate employees to work hard with love and loyalty to the organization. There is a code of practice which the company has established provident fund for employees to foster employees' savings. The company shall contribute 3 percent or 5 percent of the savings, depending on the salary base of the members. This provident fund is not mandatory and shall be refunded to employees upon retirement or resignation. The company also offers prestigious awards for employees who have worked for the company for over 15 years in order to motivate employees to be dedicated to the organization.

Reference link for remuneration policy for executive directors : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250321122445.pdf
and executives

Page number of the reference link : 24-25

Does the board of directors or the remuneration committee : No
have an opinion on the remuneration policy for executive
directors and executives

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2022 | 2023 | 2024 |
|---|---------------|---------------|---------------|
| Total remuneration of executive directors and executives (baht) | 17,660,000.00 | 30,230,000.00 | 37,160,000.00 |

As of December 31, 2024, the company has a management team comprising nine members, consisting of the Chief Executive Officer, Executive Directors, and Directors of TCM Surface group. The company has paid salary and provident fund contributions for the year 2024 amounting to THB 37.16 million and non-financial benefits, which are 5 company cars, group life Insurance and Directors & Officers Liability Insurance.

Other remunerations of executive directors and executives

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|--------------|
| Company's contribution to provident fund for executive directors and executives (Baht) | 13,260,084.32 | 14,331,020.78 | 8,373,627.03 |
| 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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|-----------------------------------|-------------------------|------------------|
| 1. Mrs. Noppaporn Aphiwatthanakul | noppaporn@royalthai.com | 0892079349 |

List of the company secretary

| General information | Email | Telephone number |
|-----------------------------------|-------------------------|------------------|
| 1. Mrs. Noppaporn Aphiwatthanakul | noppaporn@royalthai.com | 0892079349 |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|------------------------------|--------------------------|------------------|
| 1. Mr. Virithphol Ngampailin | Virithphol@royalthai.com | 0982939896 |

Head of investor relations

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

List of the head of investor relations

| General information | Email | Telephone number |
|---------------------------------|-----------------------|------------------|
| 1. Ms. Sikarin Sangchaypiengpen | Sikarin@royalthai.com | 0879362929 |

Company's auditor

Details of the company's auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|------------------|--------------------|---|
| DHARMNITI AUDITING COMPANY LIMITED 178 DHARMNITI BUILDING, 6TH-7TH FLOOR, SOI PERMSAP (PRACHACHUEN 20) PRACHACHUEN ROAD, BANGSUE, BANGKOK 10800 BANG SUE BANG SUE Bangkok 10800 Telephone +66 2596-0500EXT.327 | 3,305,000.00 | - | 1. Ms. SULALIT ARDSAWANG Email: sulalit.a@daa.co.th Telephone: 02596 0500 License number: 7517 |

Details of the auditors of the subsidiaries⁽⁷⁾

| Audit fee (Baht) | Other service fees |
|------------------|--------------------|
| 4,780,647.00 | - |

Remark: ⁽⁷⁾ Audit fee for TCM Living group in the UK

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

In 2024, the Board of Directors convened a total of seven meetings to approve strategies, annual operating plans, and financial statements; review relevant policies and charters; approve quarterly and annual financial statements; and authorize transactions requiring Board approval. The Board also appointed new directors to replace those who resigned and provided opinions and recommendations beneficial to the Company's sustainable operations.

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. SORAVIS KRAIRIKSH | Director | 29 Nov 2006 | Finance, Negotiation, Internal Control, Finance & Securities, Leadership |
| Mr. SUVITCHA NATIVIVAT | Director | 29 Apr 2013 | Law, Corporate Management, Audit, Internal Control, Business Administration |
| Mrs. DUANGJAI LORLERTWIT | Director | 1 Mar 2018 | Audit, Sustainability, Governance/ Compliance, Negotiation, Business Administration |

List of newly appointed director to replace the ex-director

| List of directors | Position | First appointment date of director | Skills and expertise |
|--------------------|----------|------------------------------------|---|
| Mr. PIRA SRIVIKORN | Director | 14 Aug 2024 | Economics, Marketing, Corporate Management, Business Administration |

Selection of independent directors

Criteria for selecting independent directors

An independent director must have all of the following qualifications:

(1) Holding shares not exceeding one percent of the total number of shares with voting rights of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by related persons of such independent director;

(2) Neither being nor used to be an executive director, employee, staff, advisor who receives a salary, or controlling person of the company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years.

Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the company;

(3) Not being a person related by blood or legal registration as the father, mother, spouse, sibling, and child,

including the spouse of a child, executive, major shareholder, controlling person, or person to be nominated as an executive or controlling person of the company or its subsidiary company;

(4) Neither having nor used to have a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder, or controlling person in the manner which may interfere with his independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years.

The business relationships mentioned in the first paragraph include ordinary course of business transactions, leasing out or taking lease of immovable assets, transactions related to assets and services, providing or receiving financial assistance, including lending, borrowing, guarantees, or pledging assets to secure debts or any other similar action, which result in the company or contractual parties incur debt burden that must be repaid to other party with values from 3 percent of net tangible assets or Baht 20 million, whichever is lower.

The debt burden calculation shall account for the debt burden that took place during a one-year period prior to the date of starting a business relationship with the same person and shall be calculated in accordance with the method prescribed in the Notification of the Capital Market Advisory Board Re: Rules on Connected Transactions, mutatis mutandis.

(5) Neither being nor used to be an auditor of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years;

(6) Neither being nor used to be a provider of any professional services, including those as legal advisor or financial advisor who receives service fees exceeding two million baht per year from the company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years;

(7) Not being a director appointed as representative of directors of the company, major shareholder, or shareholder who is related to the major shareholder;

(8) Not undertaking any business in the same nature and in competition to the business of the company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, or advisor who receives a salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the exact nature and in competition to the business of the company or its subsidiary company;

(9) Not having any other characteristics that cause the inability to express independent opinions with regard to the company's business operations.

Business or professional relationships of independent directors over the past year

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

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 : No
through the nomination committee

Method for selecting persons to be appointed as the highest- : No
ranking executive through the nomination committee

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

TCM Corporation Public Company Limited. ("TCMC", "the Company") firmly intends to comply with Good Corporate Governance. To treat all shareholders fairly and equitably is one of the Company's essential commitments.

Granting minority shareholders the right to propose agenda items and nominate candidates for directorship is considered part of the Company's corporate governance to treat all shareholders fairly and equitably. Therefore, to

ensure the clarity and transparency of the procedures, the Company has set up the criteria concerning the proposal by minority shareholders of agenda items and the qualified candidates for directorship in advance of the Annual General Meeting (AGM).

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

| Qualifications, knowledge, or experience | Skill and expertise |
|---|---|
| <p>(1) Company directors must possess qualifications and must not have prohibited characteristics according to the Public Limited Company Act, the Securities and Exchange Act, and other relevant laws, and must also not have characteristics that indicate a lack of suitability to be trusted to manage the company's affairs.</p> <p>(2) Company directors must be individuals with knowledge, ability, integrity, honesty, ethics, and professional conduct in business operations, and must dedicate time and make their best efforts to perform their duties according to their responsibilities for the maximum benefit of the company and shareholders.</p> <p>(3) Company directors must have expertise and diverse experience in various professional fields, such as industry, engineering, management, sales and marketing, accounting and finance, law, and corporate governance, etc., to align with the company's business strategies. At least one non-executive director must have knowledge and understanding of the company's business to supervise and manage for maximum benefit.</p> <p>(4) Company directors cannot engage in businesses, become partners, or become directors in a legal entity that is of the same nature and competes with the company's business, unless they notify the shareholders' meeting before a resolution to appoint them.</p> <p>(5) Company directors must be responsible in performing their duties and allocate sufficient time to hold the position of director of the company, and should attend meetings no less than 75 percent of all board of directors' meetings held in the past year.</p> <p>(6) Each company director shall hold positions in other listed companies not exceeding 5 listed companies. In the case of executive directors, they shall hold positions in other listed companies not exceeding 3 listed companies to ensure that directors can dedicate sufficient time to perform their duties in the company. Any company director holding a position as a director or executive in another company must notify the board of directors every time.</p> <p>(7) Company directors who are independent directors must have qualifications regarding independence as specified by the company and according to the Securities and Exchange Act, which can oversee the interests of all shareholders equally and prevent conflicts of interest. In addition, they can attend</p> | <p>Economics, Information & Communication Technology, Law, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Management, Data Analysis, Digital Marketing, Negotiation, Project Management, Corporate Management, Strategic Management, Risk Management, Internal Control, Governance/ Compliance, Business Administration</p> |

meetings with the board of directors and provide opinions independently.

(8) Company directors may or may not be shareholders of the company.

(9) The board of directors stipulates that director information be disclosed in the Form 56-1 One Report and published on the company's website as follows:

(9.1) Director information, such as age, gender, education history, experience, shareholding proportion, number of years in the position, directorships in other companies listed on the Stock Exchange of Thailand, number of meetings, and the number of times each director attended meetings in the past year, in the Form 56-1 One Report and published on the company's website.

(9.2) Roles, duties, responsibilities of the board of directors and subcommittees, and reports on the performance of each committee.

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 | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Role of the Chairman Program (RCP) • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions |
| 2. M.L. WALLIWAN VARAVARN (Director) | Participating | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Director Leadership Certification Program (DLCP) • 2006: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions • 2019: Corporate Governance Executive Program |
| 3. Mr. SORAVIS KRAIRIKSH (Director) | Participating | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2018: Advanced Audit Committee Program (AACP) • 2005: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions |
| 4. Mr. SUVITCHA NATIVIVAT (Director) | Participating | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Role of the Chairman Program (RCP) • 2021: Director Leadership Certification Program (DLCP) • 2018: Advanced Audit Committee Program (AACP) • 2014: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions |
| 5. Mrs. DUANGJAI LORLERTWIT (Director) | Participating | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2023: Subsidiary Governance Program (SGP) • 2021: Director Leadership Certification Program (DLCP) • 2018: Advanced Audit Committee Program (AACP) • 2011: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2024: Seminar for Audit Committee 2024 by EY • 2023: TCMC's Net Zero Journey - Implementation & Actions |
| 6. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | Participating | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Subsidiary Governance Program (SGP) • 2022: Director Certification Program (DCP) • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions |

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|--|
| 7. Ms. PIYAPORN PHANACHET (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Subsidiary Governance Program (SGP) • 2023: Board Nomination and Compensation Program (BNCP) • 2023: Role of the Chairman Program (RCP) • 2023: Successful Formulation & Execution of Strategy (SFE) • 2021: Director Leadership Certification Program (DLCP) • 2017: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions • 2023: ESG in the Boardroom: The Practical guide for Board • 2022: Sustainable Business Strategy |
| 8. Mr. SUMATE SUWANVONGKIJ (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness • 2023: TCMC's Net Zero Journey - Implementation & Actions |
| 9. Mr. PIRA SRIVIKORN (Director) | Participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Cyber Threat Awareness |
| 10. Mr. ISAREIT CHIRATHIVAT (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2023: TCMC's Net Zero Journey - Implementation & Actions |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

1. Self-evaluation of the Board of Directors in group

It is made for the assessment of the performance of the Board of Directors in a group with emphasis on reflection of operation efficiency under good corporate governance principles. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Board of Directors
- (2) Roles, duties, and responsibilities of the Board of Directors
- (3) Board of Directors' meeting
- (4) Dynamics of board performance
- (5) Relationship with the management
- (6) Development of directors

2. Self-evaluation of individual members of the Board of Directors

It is made for the assessment of the performance of each member of the Board of Directors with emphasis on reflection of individual operation efficiency. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Board of Directors
- (2) Readiness for duty
- (3) Participation in meetings
- (4) Roles, duties, and responsibilities of Directors
- (5) Relationship with the management

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

1. The results of the Board of Directors' evaluation in 2024 in which 9 members were assessed accounted for 93.13 percent.
2. The results of the individual Board of Directors' evaluation in 2024 in which 9 members were assessed accounted for 97.03 percent.

Details of the evaluation of the duty performance of the board of directors

| List of directors | Assessment form | Grade / Average score received | Grade / Full score |
|--|---|--------------------------------|--------------------|
| Board of Directors | Group assessment | 93.13 | 100 |
| | Self-assessment | 97.03 | 100 |
| | Cross-assessment (assessment of another director) | None | None |
| Audit Committee | Group assessment | 94.44 | 100 |
| | Self-assessment | 95.83 | 100 |
| | Cross-assessment (assessment of another director) | None | None |
| Sustainability and Risk management Committee | Group assessment | 91.67 | 100 |
| | Self-assessment | 91.23 | 100 |
| | Cross-assessment (assessment of another director) | None | None |

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Self-evaluation of Chief Executive Officer

It is made for assessment of performance of the Chief Executive Officer to see whether it is in accordance with the good practices for efficiency improvement. The evaluation form shall cover the following issues:

- (1) Leadership
- (2) Strategy formulation
- (3) Strategy implementation
- (4) Planning and financial performance
- (5) Relationship with the board of director
- (6) Relationship with external
- (7) Administration and Relationship with personnel
- (8) Succession
- (9) Knowledge of products and services
- (10) Personality

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 : 7
(times)

Date of AGM meeting : 26 Apr 2024

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) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 2. M.L. WALLIWAN VARAVARN (Director) | 6 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 3. Mr. SORAVIS KRAIRIKSH (Director, Independent director) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 4. Mr. SUVITCHA NATIVIVAT (Director, Independent director) | 6 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 5. Mrs. DUANGJAI LORLERTWIT (Director, Independent director) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 6. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 7. Ms. PIYAPORN PHANACHET (Director) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 8. Mr. SUMATE SUWANVONGKIJ (Director, Independent director) | 7 | / | 7 | 1 | / | 1 | N/A | / | N/A |
| 9. Mr. PIRA SRIVIKORN (Director) | 2 | / | 3 | 0 | / | 0 | N/A | / | N/A |
| 10. Mr. ISAREIT CHIRATHIVAT (Director, Independent director) | 3 | / | 4 | 1 | / | 1 | N/A | / | N/A |

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

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration Policy

The company is committed to providing fair and appropriate remuneration, both in the short term and long term. This is considered based on the scope of duties and responsibilities, as well as the expected benefits from directors. Remuneration is evaluated based on the company's operating results and the performance of the Board of Directors. Comparisons are made with other companies in the same industry and companies listed on the Stock Exchange of Thailand within the same industry group.

Consideration for Determining Director Remuneration

- (1) The consideration for determining director remuneration must be consistent with the company's main objectives and goals, both short term and long term. It is considered based on experience, scope of duties and responsibilities, as well as the expected benefits from each director. Directors assigned additional duties and responsibilities, such as being a committee member in a sub-committee, should receive appropriate additional remuneration, which can be compared with other companies in the same industry and companies listed on the Stock Exchange of Thailand within the same industry group.
- (2) Remuneration is considered based on the structure and criteria for director remuneration, in both monetary and non-monetary forms. Each form of remuneration is considered for appropriateness, such as remuneration paid at a fixed rate, like monthly meeting allowances, and remuneration paid according to annual operating results, such as bonuses or gratuities. This is linked to the value that the company creates for shareholders and should not be so high as to create an overemphasis on short-term performance. Opinions are presented to the Board of Directors before being proposed to the shareholders' meeting for approval.
- (3) Remuneration is considered based on the company's operating results each year.
- (4) Remuneration is considered based on the self-assessment results of the Board of Directors and sub-committees each year, to use the information to improve the operating efficiency of the Board of Directors further.
- (5) The company stipulates that the policy and criteria for determining director remuneration, which reflect the scope of duties and responsibilities, including the form and rate of remuneration paid to each director in the Board of Directors and in sub-committees, including remuneration that each director receives from being a director of a subsidiary company, are disclosed in the 56-1 One Report.

Remuneration of the board of directors⁽⁸⁾

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) | | | 375,000.00 | | N/A |
| Board of Directors | 175,000.00 | 200,000.00 | 375,000.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | Yes | |
| 2. M.L. WALLIWAN VARAVARN (Director) | | | 0.00 | | N/A |
| Board of Directors | 0.00 | 0.00 | 0.00 | Yes | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee | 0.00 | 0.00 | 0.00 | Yes | |
| 3. Mr. SORAVIS KRAIRIKSH (Director) | | | 580,000.00 | | N/A |
| Board of Directors | 140,000.00 | 200,000.00 | 340,000.00 | Yes | |
| Audit Committee | 240,000.00 | 0.00 | 240,000.00 | No | |
| 4. Mr. SUVITCHA NATIVIVAT (Director) | | | 450,000.00 | | N/A |
| Board of Directors | 120,000.00 | 150,000.00 | 270,000.00 | Yes | |
| Audit Committee | 180,000.00 | 0.00 | 180,000.00 | No | |
| 5. Mrs. DUANGJAI LORLERTWIT (Director) | | | 470,000.00 | | N/A |
| Board of Directors | 140,000.00 | 150,000.00 | 290,000.00 | Yes | |
| Audit Committee | 180,000.00 | 0.00 | 180,000.00 | No | |
| 6. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director) | | | 0.00 | | N/A |
| Board of Directors | 0.00 | 0.00 | 0.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | Yes | |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 7. Ms. PIYAPORN PHANACHET (Director) | | | 0.00 | | N/A |
| Board of Directors | 0.00 | 0.00 | 0.00 | Yes | |
| Executive Committee | 0.00 | 0.00 | 0.00 | Yes | |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|--------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 8. Mr. SUMATE SUWANVONGKIJ (Director) | | | 240,000.00 | | N/A |
| Board of Directors | 140,000.00 | 100,000.00 | 240,000.00 | Yes | |
| 9. Mr. PIRA SRIVIKORN (Director) | | | 40,000.00 | | N/A |
| Board of Directors | 40,000.00 | 0.00 | 40,000.00 | Yes | |
| 10. Ms. Sikarin Sangchaypiengpen (Member of the subcommittee) | | | 0.00 | | N/A |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 11. Mr. Sompope Werawittayanukoon (Member of the subcommittee) | | | 0.00 | | N/A |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 12. Mr. Viritphol Ngampailin (Member of the subcommittee) | | | 0.00 | | N/A |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 13. Ms. Sugrita Kongchum (Member of the subcommittee) | | | 0.00 | | N/A |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 14. Ms. Nattaporn Saenchalerm (Member of the subcommittee) | | | 0.00 | | 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 | |
| Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 | No | |
| 15. Mr. ISAREIT CHIRATHIVAT (Director) | | | 160,000.00 | | N/A |
| Board of Directors | 60,000.00 | 100,000.00 | 160,000.00 | Yes | |

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 | 815,000.00 | 900,000.00 | 1,715,000.00 |
| 2. Audit Committee | 600,000.00 | 0.00 | 600,000.00 |
| 3. Executive Committee | 0.00 | 0.00 | 0.00 |
| 4. Sustainability and Risk management Committee | 0.00 | 0.00 | 0.00 |

Summary of the remuneration of the board of directors

| | 2024 |
|------------------------------------|--------------|
| Meeting allowance (Baht) | 1,415,000.00 |
| Other monetary remuneration (Baht) | 900,000.00 |
| Total (Baht) | 2,315,000.00 |

Remark: ⁽⁸⁾Other monetary compensation refers to the bonus for 2023, as resolved by the 2024 Annual General Meeting of Shareholders on April 26, 2024, which approved the payment of a bonus for 2023 to the Company's Board of Directors, not exceeding 1,000,000.- baht.

** Mr. Isareit Chirathivat resigned from the position of Company Director and Independent Director on August 13, 2024.

*** Mr. Pira Srivikorn was appointed as a Director on August 14, 2024, serving the remaining term of Mr. Isareit Chirathivat.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 1,000,000.00
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 companies | : | Yes |
| Mechanism for overseeing subsidiaries and associated companies | : | Yes |
| Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors | : | The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business |

TCM Corporation Public Company Limited recognizes the significance of corporate governance practices for itself, its subsidiaries, and associated entities. To this end, the company has established a comprehensive policy for the governance of subsidiaries and associates, outlining a framework and mechanisms for the direct and indirect oversight of their policies and operational activities. The policy includes measures for the rigorous monitoring of subsidiary performance, ensuring a level of scrutiny commensurate with safeguarding the company's investments. It also aligns with the company's established policies, relevant laws, and regulatory frameworks, thereby bolstering shareholder confidence.

The Company has established criteria for the appointment or nomination of individuals as directors or executives in its subsidiaries and associated companies. It has also defined the matters requiring prior approval from the Company's Board of Directors' meeting or shareholders' meeting before execution. This includes ensuring internal controls and the disclosure of information regarding financial position, operating results, related party transactions, asset acquisitions and disposals, and/or significant transactions to the Company's Board of Directors accurately, completely, and within the stipulated timeframe.

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 : Yes
over the past year

Executives, directors, and employees must avoid conflicts of interest in many ways. The actions and decisions of directors, executives, and employees must always consider the interests of other stakeholders before their interests. In the event a conflict of interest occurred, the negotiation process along with company regulations shall be used to resolve the problem. The measures have been determined in the company's Ethics and Code of Conduct.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The company has established measures and guidelines regarding the use of internal information of the company as follows:

Directors, executives, and employees must not take internal information that has not yet been made available to the public to use and distribute both directly and indirectly for the benefit of one or others.

1. Do not use the information obtained from being a director, executive, or employee for personal or another personal gain.
2. Do not use internal information for own interests in trading shares or provide internal information to other persons for the benefit of the purchasing shares.
3. Do not disclose company business secrets to outsiders, especially competitors.
4. Directors and executives are required to report their holdings of securities to the Board of Directors following the requirements of the Securities and Exchange Commission.
5. Executives, directors, and employees who are aware of significant internal information that may affect the change of trading prices must suspend the trading within 1 month prior to the date The company announces its performance or information publicly disclosed and at least 24 hours after the information publicly disclosed.
6. Penalties for directors, executives, department managers, or employees who commit criminal offenses under the law on securities and stock exchange:
 - a. Salary reduction
 - b. Termination of employment, discharge, or removal from executive or managerial positions, as deemed to have intentionally caused damage to the company. If being a director, the case shall be submitted to the shareholders' meeting
 - c. Reporting the offense to the Stock Exchange of Thailand and/or the Securities and Exchange Commission
 - d. Reporting the offense to the police or investigators
 - e. Taking any other action as resolved by the Board of Directors or the shareholders' meeting of the company

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past : Yes
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, Review of the completeness and adequacy of the process by the Audit Committee or auditor

1. The company is committed to conducting business with transparency and fairness. Anti-corruption guidelines have been established along with the promotion of awareness of corporate values, ethics, attitudes, and culture, which could encourage the executives and employees at all levels to comply with relevant laws and regulations and discourage them from achieving any work through corrupt practices.
2. At The company's 5th board meeting on November 25, 2015, the Anti-Corruption Policy was established in writing. Since then, the policy has been reviewed and revised annually to align with relevant regulations. The latest revision was approved at the company's 3rd board meeting on May 13, 2022.
In addition, the company's board of directors has approved measures to report or complain when evidence of corruption occurs in the company, and established mechanisms to protect and secure justice to whistleblowers or the accused. Furthermore, penalties shall be imposed on those who commit wrongdoing, threaten, or intimidate others, or remain indifferent to such misconduct.
3. The company voluntarily joined the Thai Private Sector Collective Action Against Corruption (CAC) in 2024 and was re-certified as a CAC member for the second time in 2022

4. The company has established an effective and efficient risk management system along with an internal audit system to prevent the occurrence of corrupt practices. The details are as follows:

4.1 Corruption Risk Assessment Process

The Sustainability and Risk management committee has developed an annual risk management plan for the company's business operations each year, which includes an assessment of corruption risks by various aspects and establishes risk evaluation criteria for both the likelihood of occurrence and potential impact. The plan also identifies control measures that are already in place and those that can be implemented to mitigate potential risks. In addition, appropriate measures are imposed to manage and prevent identified risks, and control measures are put in place to prevent potential corporate corruption.

4.2 Supervision and Control to Prevent and Monitor Corruption Risks

The company has established an internal audit process by the internal audit office to assess the adequacy of the internal control system and prevent corporate corruption in key business systems, such as sales, procurement, accounting, and payment systems. The company also provides channels for reporting information or complaints for any incidents that may cause harm to the company, such as inaccurate financial reports, defective internal control systems, illegal activities, and corruption. The company has adopted measures to protect whistleblowers and ensure fairness throughout the investigation process, including the procedures for verifying the facts and imposing disciplinary and/or legal penalties. If the complainant allows to be contacted, the company shall inform him/her of the investigation results in writing.

4.3 Guidelines for Monitoring and Evaluating the Anti-Corruption Policy Implementation

The company has established an appropriate auditing process. The internal audit office has conducted an audit of the internal control system in accordance with the annual audit plan and reported the results to the audit committee. In the event of corruption or complaint report, the internal audit office shall report what has occurred and the investigation results to the audit committee. The audit committee shall then report to the board of directors, respectively.

5. The subsidiaries and joint ventures are required to adopt the company's Anti-Corruption Policy and related procedures as their standard business practices and contribute to building an organizational culture with zero tolerance for corruption.

6. The company has communicated and promoted the Anti-Corruption Policy and relevant regulations to external individuals and its employees through various channels, such as the company's website, intranet, emails, notice boards, public announcements, and more.

7. The company has continuously provided training on the company's Anti-Corruption Policy and relevant regulations to the company's board of directors, executives, and employees at all levels. This training includes information on providing support, giving, and receiving gifts, disciplinary actions, procedures and channels for reporting grievances or complaints, mechanisms for providing protection and fairness to those who report grievances, as well as training on how to address corruption during new employee orientation.

8. The company has established communication channels for reporting complaints or whistleblowing related to corruption with whistleblower protection measures. The person who reports the complaint or whistleblowing shall be protected and their identity shall be kept confidential. The reported issue shall be carefully and thoroughly investigated with fairness and transparency.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The policy on complaint management and whistleblower protection 2025 provides details regarding the process of whistleblowing as follows:

1. Individuals who can report a whistle (Complainant):

- Stakeholders or individuals who witness wrongdoing, both within and outside the company.

2. Issues that can be reported (Complaints):

- Severe misconduct.
- Violations of ethics, company rules, and policies.
- Violations of laws related to the company's business.
- Inappropriate or non-compliant financial operations.
- Potentially illegal or fraudulent activities.
- Actions that may cause severe damage to the company's brand and reputation.
- Actions that may affect product credibility.
- Conflicts of interest.
- Demanding or accepting benefits from customers or suppliers without company authorization.
- Providing benefits to customers or suppliers without company authorization.

3. Whistleblowing channels:

Mail:

Secretary of the Audit Committee and/or Chief Executive Officer
TCM Corporation Public Company Limited, 2054 Petchburi Road, Bangkok, Huai Khwang, Bangkok 10310

Email:

Secretary of the Audit Committee: auditcom@tcm-corporation.com
Chief Executive Officer: piyaporn@tcm-corporation.com

Company Website:

www.tcm-corporation.com under the section "Whistleblowing Channels"

4. Details to be included in the whistleblowing report:

- Clear and sufficient details for factual verification, such as:
- Related individuals
- Nature and details of the incident
- Date and information

5. Non-disclosure of the whistleblower's identity:

- The complainant can choose to remain anonymous.

6. Actions taken upon receiving a whistleblowing report:

The Chief Executive Officer or Chairman of the Audit Committee will proceed as follows:

- Send an email to the complainant to acknowledge receipt of the report.
- Inform the complainant whether a preliminary investigation will be conducted.
- Notify the complainant whether the reported matter will be further investigated, and if no further action will

be taken, provide the reasons. [cite: 5.1, 2, 3]

• If the complaint has merit, the Secretary of the Audit Committee and/or the Chief Executive Officer will appoint an investigation committee.

- The investigation committee will conduct the factual investigation by:
- Exercising caution to prevent false accusations.
- Including interviews with the reporting employee.
- Providing the accused with the opportunity to present relevant evidence and understand the details of the

complaint sufficiently.

• Preventing the destruction of evidence by not informing the accused of the allegations before taking necessary preventive measures.

7. Penalties:

- If the investigation reveals that the accused has committed wrongdoing, penalties will be imposed according to the company's regulations, including legal proceedings if applicable.
- If the investigation reveals that the complaint is false and intended to harass or defame the accused and/or the company, the complainant will be penalized according to the company's regulations, including legal proceedings if applicable.

Number of cases or issues related to whistleblowing

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

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) | 3 | / | 4 |
| 3 Mrs. DUANGJAI LORLERTWIT (Member of the audit committee) | 4 | / | 4 |

The results of duty performance of the audit committee

The Audit Committee of TCM Corporation Public Company Limited is appointed by the company's Board of Directors and is composed of three independent directors with Mr. Soravis Krairiksh as the Audit Committee Chairman while Mrs. Duangjai Lorlertwit and Mr. Suvitcha Nativivat are directors. The Audit Committee performed duties according to the authority, duties and responsibilities assigned by the company's Board of Directors by attending meetings with executives and auditors along with reporting performance to the company's Board of Directors to regularly acknowledge and consider every quarter by requesting performance reports for 2024 with significant contents summarized as follows:

- 1) Reviewed quarterly and annual financial statements for the fiscal year 2024 in consultation with the auditor and executives in order to verify the accuracy of the financial statements and the adequacy of information disclosure. Acknowledged the observations and comments of the auditor, as well as the impact of changes in Thai Financial Reporting Standards (TFRS) on the company's financial statements. The Audit Committee concluded that the financial statements were correctly prepared in accordance with generally accepted accounting principles. Additionally, the committee acknowledged the impact of changes in accounting standards on the financial statements.
- (2) Reviewed the adequacy of the internal control system for the fiscal year 2024, the company had its internal auditors examine and monitor key systems, namely the human resources management system, the procurement and raw materials planning system, the dyeing system, the procurement system (of the Automotive business group), and the sales monitoring system. The results of the internal audit did not reveal any significant deficiencies, but recommendations were given to management to improve and tighten various work processes, including making the ERP system more efficient. Additionally, the company reviewed the internal control system review reports of the RTUS and RTHK business units of the TCM Surface business group, which were prepared by PwC, and assigned management to follow up on the resolution of the issues found in the reviews.
- (3) Reviewed its risk management system, considering both strategy and sustainability risks. It has established a sustainability and risk management policy and framework through the Sustainability and Risk Management Committee. This committee oversees the organization's overall sustainability and risk management in a systematic way. It assesses both internal and external risks, present and future, and reports its operations regularly to the Board of Directors and the Audit Committee as specified in its charter. This ensures that the company can control and mitigate impacts on its business objectives to an acceptable level.
- (4) Reviewed various policies related to good corporate governance, anti-corruption, and sustainable development to

ensure that the company and its business groups have up-to-date policies and operational frameworks. This enables the company to operate effectively in a changing environment.

(5) Reviewed compliance with laws on securities and stock exchanges, including regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission in addition to laws involving the company's business in 2024. The Audit Committee advised the Management Department to complete all legal requirements.

(6) Reviewed related transactions or transactions with potential conflicts of interest and acquisition and distribution of assets in 2024, including disclosure of information on the aforementioned transactions as per specifications of the Stock Exchange of Thailand and the Securities and Exchange Commission. The Audit Committee checked and found transactions with significant contents already disclosed and displayed on the financial statement and remarks accompanying financial statements of 2024.

(7) Reviewed management in compliance with good governance in 2024 by recommending the Management Department to place importance on management in line with good governance with consistency in addition to supporting executives and employees at every level to adhere to and comply with business rules, regulations, and ethics in order to create transparency, acceptance and increase confidence among customers and all related parties. Additionally, the Committee will oversee the company's compliance with the Code of Conduct for Listed Companies, which aims to prevent and suppress inappropriate behavior.

(8) Investigate corruption complaints in 2024 from various channels in compliance with the corporate governance measures and the guidelines of the Thai Private Sector Collective Action Coalition Against Corruption. In 2024, no corruption complaints were found.

(9) Consider, select, and propose the appointment of auditors and audit fee determination for the year 2025 to the Board of Directors for approval from the Annual General Meeting of Shareholders of the year 2025. According to the consideration of performance, independence, and appropriateness of audit fees, it is deemed appropriate to propose the meeting to consider and approve the appointment of Ms. Sulalit Ardsawang, Certified Public Accountant Registration No. 7517 or Ms. Nannaphat Wannasomboon, Certified Public Accountant Registration No. 7793 or Mr. Peeradate Pongsathainsak, Certified Public Accountant Registration No. 4752 or Ms. Soraya Tintasuwan, Certified Public Accountant Registration No. 8658 of the Dharmniti Auditing Co., Ltd., to be The company's auditor for the year 2025 with the proposed yearly audit fee of 3,550,000.- baht (In 2024, the auditor fee is 3,400,000.- baht)

(10) The audit committee had appointed the criteria and self-assessment of the audit committee, both individual and group, for the fiscal year 2024. The assessors identified strengths, weaknesses, and the issues that need to be improved. The audit committee will jointly consider the evaluation results and determine ways to improve work more effectively in the next year.

(11) During the fiscal year 2024, the Audit Committee Meeting was held 4 times,

The Audit Committee has independence in the performance of the work as assigned by the Board of Directors of the company by conferring with the relevant executives from time to time and meeting with the auditor every quarter in order to review and acknowledge the observations in relation to the financial statements and the internal control system of accounting and finance, which no significant abnormalities were found for the fiscal year 2024.

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

Meeting Executive Committee (times) : 7

| List of Directors | | Meeting attendance Executive Committee | | |
|-------------------|---|--|---|----------------------------------|
| | | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 | Mr. PIMOL SRIVIKORN (Chairman of the executive committee) | 7 | / | 7 |
| 2 | M.L. WALLIWAN VARAVARN (Member of the executive committee) | 7 | / | 7 |

| List of Directors | Meeting attendance Executive Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 3 Ms. PIYAPORN PHANACHET (Member of the executive committee) | 7 | / | 7 |
| 4 Mrs. NOPPHAPORN APIWATTHANAKUL (Member of the executive committee) | 7 | / | 7 |

The results of duty performance of Executive Committee

In 2024, the Executive Committee held seven meetings to review strategies, annual operating plans, and financial statements. It also reviewed quarterly and annual financial statements for presentation to the Board of Directors for approval, assessed subsidiary performance, monitored performance against targets, approved items within its authorization, and reviewed transactions requiring Board approval. The Committee also proposed the appointment of new directors to the Board of Directors to replace those who resigned.

Meeting attendance Sustainability and Risk management Committee

Meeting Sustainability and Risk management : 2
Committee (times)

| List of Directors | Meeting attendance Sustainability and Risk management Committee | | |
|--|---|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Ms. PIYAPORN PHANACHET (The chairman of the subcommittee) | 2 | / | 2 |
| 2 Mrs. NOPPHAPORN APIWATTHANAKUL (Member of the subcommittee) | 2 | / | 2 |
| 3 Ms. Sikarin Sangchaypiengpen (Member of the subcommittee) | 2 | / | 2 |
| 4 Mr. Sompope Werawittayanukoon (Member of the subcommittee) | 2 | / | 2 |
| 5 Mr. Viritphol Ngampailin (Member of the subcommittee) | 2 | / | 2 |
| 6 Ms. Sugrita Kongchum (Member of the subcommittee) | 2 | / | 2 |
| 7 Ms. Nattaporn Saenchalerm (Member of the subcommittee) | 2 | / | 2 |

The results of duty performance of Sustainability and Risk management Committee

The Sustainability and Risk Management Committee operates under the authority of its Charter to support the Board of Directors in its governance duties concerning the organization's sustainability. The Committee ensures a comprehensive enterprise-wide risk management framework exists, prioritizes environmental impact, social responsibility, and economic sustainability considerations, and provides the tools necessary for effective risk mitigation to pursue established goals. In the year 2024, the Sustainability and Risk Management Committee held two risk management meetings to consider essential issues, which can be summarized as follows:

- (1) Reviewed the Sustainability and Risk Management Committee charter to ensure its alignment with the current

organizational environment and global changes, supporting effective and efficient management oversight of sustainability and risk.

- (2) Review risk factors and assess external and internal impacts on the economic, social, and environmental dimensions that may occur for the company and its subsidiaries, as presented by the Sustainability and Risk Management Committee. To cover and be consistent with the current situation, including providing suggestions and guidelines for setting practical risk management measures to mitigate risks to an acceptable level.
- (3) Provide oversight, guidance, and recommendations to each business group's sustainability and risk management committees, emphasizing economic, social, and environmental dimensions to promote sustainable business operations over the long term.
- (4) Monitor and review the implementation of risk management plans for the company and its subsidiaries, ensuring alignment with the established risk management policy and framework.
- (5) Reported the risk management results of the company's Sustainability and Risk Management Committee and its subsidiaries regularly to the Board of Directors.
- (6) Report the results of the ESG Rating assessment to the company's board of directors, compile recommendations from the Stock Exchange of Thailand's Sustainable Development Department, and communicate them to the working group for improvement, correction, and review in order to develop the data collection and reporting process.
- (7) Conduct a self-assessment of the Sustainability and Risk Management Committee, both as a whole and individually, at least once a year. This is to identify issues that have prevented the achievement of objectives in the past year and to ensure a clear understanding of individual roles, duties, and responsibilities. It also facilitates the efficient monitoring and evaluation of performance in line with the targets approved by the board of directors.

The Sustainability and Risk Management Committee has thoroughly reviewed the company's operations and is confident that the governance of sustainability and risk management is consistent, effective, and in line with the best practices of corporate governance. The company has implemented adequate and appropriate internal control systems to ensure accurate and comprehensive compliance with laws, regulations, and relevant rules. Additionally, the company is committed to proactively addressing social and environmental responsibilities to create resilience and mitigate risks in all dimensions. This approach guarantees the company's sustainable business continuity and readiness to face future risks.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Policy and Goals

To achieve our sustainability goals, we are committed to the following principles:

1. **Environmental Responsibility:** We are committed to reducing our carbon footprint, conserving natural resources, and minimizing waste in all aspects of our operations. We will continuously seek out and implement innovative technologies and best practices to gear the business toward bio economy, circular economy, and green economy to reach our Net Zero goal in 2050.
2. **Social Responsibility:** We believe in treating all our stakeholders with fairness, respect, and dignity. We will strive to promote gender equality, diversity, and inclusiveness in our workplace, and we will work to support the communities in which we operate.
3. **Economic Responsibility:** We understand that sustainable business practices are not only the right thing to do, but they also make good business sense. We will strive to balance our economic and environmental goals, recognizing that the two are interdependent.
4. **Transparency and Good Governance:** We believe in transparency and accountability in all our operations, and we will work to ensure that our business practices are open, honest, and responsible.

Reference link for sustainability policy : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320092213.pdf

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Management Goals:

- 1) Reduce carbon footprint and operational waste, adhering to the BCG model to achieve Net Zero by 2050.
- 2) Encourage gender equality, diversity, and inclusion in the workplace; uphold human rights; and treat employees and surrounding communities with fairness. Support education and sustainable community development.
- 3) Maintain a balance between economic and environmental goals.
- 4) Stay accountable to all stakeholders, ensuring transparency and good governance.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action

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

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

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

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

The sustainability policies, practices, and goals were reviewed in the past year, but remained unchanged.

Information on impacts on stakeholder management in business value chain

Business value chain

Value Chain Management

Value chains management is a key strategy that will enable the business to thrive sustainably. The company recognizes the importance of all processes in the business chain to ensure that the products are of quality, improves the quality of life and the environment, conducts the business fairly, and is responsible for all stakeholders.

- Supply Chain: Focus on using resources efficiently to reduce costs and improve productivity.
- Value Chain: Focus on improving products and services value to meet customer demand.

Business value chain diagram

Activities in the value chain of the TCM Surface business group¹



¹The analysis includes only TCM Surface business, which is in the scope of the report

Activities in the value chain of the TCM Surface business group

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 |
|--|--|--|---|
| <u>Internal stakeholders</u> | | | |
| <ul style="list-style-type: none"> Shareholders | <ul style="list-style-type: none"> High returns Non-discrimination Accurate and timely information Corporate sustainability | <ul style="list-style-type: none"> Operate business with transparency and fairness Communicate with shareholders regularly to inform operating approach, strategy, and performance | <ul style="list-style-type: none"> Visit Online Communication Annual General Meeting (AGM) Others <ul style="list-style-type: none"> 56-1 One Report and Stock market news report |
| <ul style="list-style-type: none"> Employees | <ul style="list-style-type: none"> Appropriate salary and welfare benefits Health, Safety and Well-being Non-discrimination Opportunities for career advancement People development and Skills training | <ul style="list-style-type: none"> Create an appropriate and fair pay and welfare system. Build relationship and loyalty Create a comfortable work environment. Determine career path of each position Perform efficient human resource management and encourage employees to develop their potential in various aspects. | <ul style="list-style-type: none"> Online Communication Internal Meeting Complaint Reception Employee Engagement Survey Satisfaction Survey Training / Seminar |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|--|
| <u>External stakeholders</u> | | | |
| <ul style="list-style-type: none"> Customers | <ul style="list-style-type: none"> Quality products and services in reasonable price Accessibility to products and services easily and conveniently. Clear communication of products information Friendly and professional services Receiving and resolving complaints | <ul style="list-style-type: none"> Create innovations in new products Certified for international standards for products and processes Develop distribution channels for products Integrate communication channels with customers thoroughly and comprehensively Manage complaints from customers promptly and effectively | <ul style="list-style-type: none"> Online Communication Complaint Reception Satisfaction Survey Others <ul style="list-style-type: none"> Customer Relations / Call Center |
| <ul style="list-style-type: none"> Suppliers | <ul style="list-style-type: none"> Operate business with transparency and fairness Build long-term relationship with partners for mutual sustainable growth | <ul style="list-style-type: none"> Operate business under code of conducts Cooperate against corruption Cooperate in the development of raw materials and products | <ul style="list-style-type: none"> Visit Online Communication External Meeting |
| <ul style="list-style-type: none"> Financial institution | <ul style="list-style-type: none"> Financial benefits in compliance with the agreement Reliable business alliance | <ul style="list-style-type: none"> Build trust in financial institutions by strictly complying with their conditions and agreements. | <ul style="list-style-type: none"> External Meeting Others <ul style="list-style-type: none"> Bank branches and their managers |
| <ul style="list-style-type: none"> Community | <ul style="list-style-type: none"> Employment and income generation Good environment and pollution prevention for communities Support for community activities | <ul style="list-style-type: none"> Employ from local people. Support activities of people in community Monitor and measure quality of environment surrounding the factory Providing opportunities for community to participate in company activities | <ul style="list-style-type: none"> Visit Social Event External Meeting Complaint Reception |
| <ul style="list-style-type: none"> Society | <ul style="list-style-type: none"> Helping and caring for society Transparent business operations | <ul style="list-style-type: none"> Continue CSR activities sustainably Comply with Good Corporate Governance principles. | <ul style="list-style-type: none"> Online Communication Complaint Reception |

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|--|---|---|
| <u>External stakeholders</u> | | | |
| <ul style="list-style-type: none"> Media | <ul style="list-style-type: none"> Prompt and accurate information Favourable treatment from The company and employees | <ul style="list-style-type: none"> Build a strong relationship with the press and give true and accurate information. | <ul style="list-style-type: none"> Press Release Online Communication Others <ul style="list-style-type: none"> Direct contact to Agency via phone |
| <ul style="list-style-type: none"> Government agencies and Regulators | <ul style="list-style-type: none"> The company complies with the law. Responsibility to social and environment | <ul style="list-style-type: none"> Strictly abide by the law and related business rules and regulations for transparent operation CSR cooperation | <ul style="list-style-type: none"> Social Event External Meeting Others <ul style="list-style-type: none"> Report/ Letter |
| <ul style="list-style-type: none"> Independent entities | <ul style="list-style-type: none"> Responsibility to social and environment Funding for NGO activities | <ul style="list-style-type: none"> CSR cooperation | <ul style="list-style-type: none"> Online Communication |

Diagram of the stakeholder analysis in the business value chain



Stakeholders in the business value chain

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

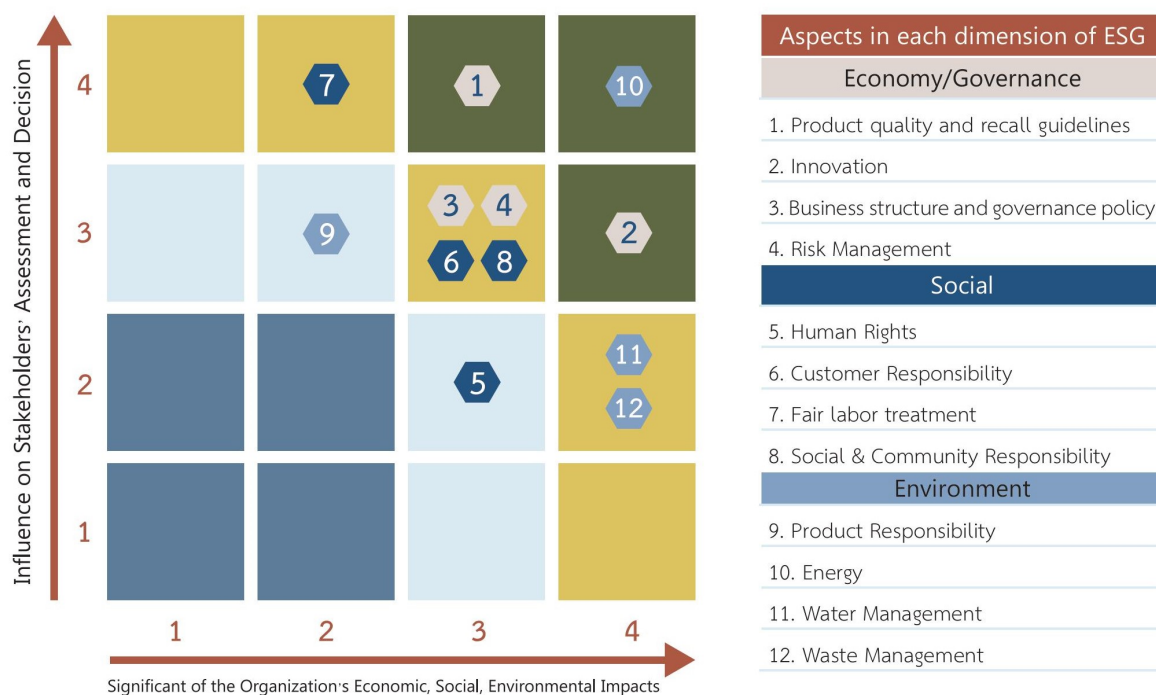
Over the past year, the company has reviewed its sustainability materiality topics : Yes

Details of organization's material sustainability topics

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|---|
| Product quality and recall guidelines | <ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance |
| Innovation | <ul style="list-style-type: none"> • Good Governance • Innovation Development |
| Business structure and governance policy | <ul style="list-style-type: none"> • Good Governance |
| Risk Management | <ul style="list-style-type: none"> • Sustainability Risk Management |
| Human Rights | <ul style="list-style-type: none"> • Human Rights |
| Customer Responsibility | <ul style="list-style-type: none"> • Customer / Consumer Responsibility |
| Fair labor treatment | <ul style="list-style-type: none"> • Fair Labor Practices |
| Social & Community Responsibility | <ul style="list-style-type: none"> • Community / Social Responsibility |
| Product Responsibility | <ul style="list-style-type: none"> • Others : Product Responsibility |
| Energy and GHG Management | <ul style="list-style-type: none"> • Energy Management • Greenhouse Gas Management |
| Water Management | <ul style="list-style-type: none"> • Water Management |
| Waste Management | <ul style="list-style-type: none"> • Waste and Waste Management |

Diagram of organization's material sustainability topics

Materiality Metrix



Materiality Metrix

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Have data
Reference link for corporate sustainability report : <https://www.tcm-corporation.com/en/esg-home>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards, Other : SET Sustainability Reporting Guide
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Board of Directors is aware of the importance of risk management in keeping the business running consistently and sustainably. At the Board of Directors meeting No. 4/2023 on August 9, 2023, a resolution was passed to restructure the risk management committee by integrating sustainability into risk analysis and management. The Board of Directors resolved to appoint the Sustainability and Risk Management Committee, consisting of seven members, including chief executive officers and high-level executives.

The Sustainability and Risk Management Committee operates under the authority of its Charter to support the Board of Directors in its governance duties concerning the organization's sustainability. The Committee ensures a comprehensive enterprise-wide risk management framework exists, prioritizes environmental impact, social responsibility, and economic sustainability considerations, and provides the tools necessary for effective risk mitigation to pursue established goals. In the year 2024, the Sustainability and Risk Management Committee held two risk management meetings to consider essential issues

Reference link to risk management policy and plan : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093735.pdf

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 Strategic and Operational Risk

- Related risk topics : Strategic Risk
- Behavior or needs of customers / consumers
 - Policies or international agreements related to business operations
 - Changes in technologies
 - Reliance on large customers or few customers
 - Economic risk
 - New business risk
- Operational Risk
- Reliance on employees in key positions
 - Climate change and disasters
- Compliance Risk
- Change in laws and regulations
- Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate
 - Liquidity risk

ESG risks : Yes

Risk characteristics

Risk of investment in unprofitable ventures and risk from new market and new product expansion

Risk-related consequences

If invested ventures are hindered by unfavorable factors, such as economic downturns or the impact of political conflicts, the Company may fail to achieve its performance targets. Similarly, new product launches may underperform due to environmental shifts or a mismatch with market demand

Risk management measures

The Company mitigates investment risks through geographical diversification, thereby safeguarding against potential disruptions from natural disasters, geopolitical events, political instability, or volatile weather conditions. Continuous risk assessments and close subsidiary oversight are implemented to minimize adverse impacts. A focus on cost reduction and efficiency enhancement is maintained to facilitate business recovery and growth upon market upturn.

To mitigate the risk of product unpopularity, the company conducts thorough research on customer needs and the feasibility of sales channels before product launches. After launch, sales staff undergo comprehensive training on the benefits, features, strengths, and weaknesses of new products. Outreach initiatives—such as engaging customers, students, and universities, along with competitions and educational programs—are organized to maximize the benefits customers receive from the product. Customer feedback and suggestions are actively solicited for ongoing product development.

Risk 2 ESG risk

| | | |
|---------------------|---|---|
| Related risk topics | : | <u>Strategic Risk</u> |
| | | <ul style="list-style-type: none">• Government policy• ESG risk |
| | | <u>Operational Risk</u> |
| | | <ul style="list-style-type: none">• Climate change and disasters• Impact on the environment• Impact from population structure |
| | | <u>Compliance Risk</u> |
| | | <ul style="list-style-type: none">• Change in laws and regulations• Legal risk |
| ESG risks | : | Yes |

Risk characteristics

Currently, ESG (Environmental, Social, and Governance) issues are of global importance to governments, the private sector, and the general public. Failure to conduct business with an awareness of ESG may result in the loss of business viability. Therefore, the Company analyzes impacts, risks, opportunities, and stakeholder needs, identifying key issues as follows:

Risks Arising from Company Operations:

- 1 Environmental
- 2 Social
- 3 Governance

Risks Arising from External Factors:

- 4 Climate Change
- 5 Stakeholder Expectations

Risk-related consequences

1 Environmental

The Company's product manufacturing processes may generate pollution or have adverse environmental impacts.

2 Social

If the Company does not comply with labor laws or assess community impacts, there may be risks of complaints from employees or communities.

3 Governance

There may be risks of abuse of power or fraud and corruption.

4 Climate Change

Natural disasters can disrupt business operations. For instance, floods may lead to factory shutdowns, resulting in damage and delays in delivering goods to customers. Heatwaves can create extremely high temperatures, reducing employee productivity. Irregular seasonal changes may influence the quality and quantity of raw materials, such as wool. Anticipated water shortages in the coming years might result in insufficient water for the company's production processes, potentially incurring costs for investments in new machinery or fiber dyeing innovations. Rising sea levels could impact product transportation.

5 Stakeholder Expectations

Stakeholder expectations for the Company to implement concrete ESG initiatives require the Company to invest to meet the needs of each stakeholder group. This includes machinery investments that reduce environmental impact, data

verification to enhance credibility, and various certifications to build customer confidence.

Risk management measures

1 Environmental

The company conducts annual evaluations of energy usage, water consumption, waste discharge, and greenhouse gas emissions. The evaluation results from all three business units comply with legal requirements (details are available in the One Report under “Sustainability Management in Environmental Dimension”). Furthermore, the company has developed a risk control plan aligned with its Net Zero goal for 2050 and actively promotes environmental awareness, fostering a culture of environmental responsibility in all business operations.

2 Social

The company rigorously adheres to labor regulations. Initiatives are undertaken to enhance employee welfare, including support for recreational and sports clubs. A human rights policy has been implemented, providing multiple channels for grievances. Safety officers have been designated to mitigate workplace accidents and oversee safety, occupational health, and the work environment. They provide regular performance reports to the board. Various activities are conducted to foster positive relationships with the community, and annual assessments are made regarding the impact on the surrounding community.

3 Governance

The company has enacted an anti-corruption policy. It is also a member of the 'Thai Private Sector Collective Action Coalition Against Corruption' (CAC) and performs regular internal audits. Furthermore, there are several channels for reporting any signs of corruption or transparency issues involving directors or senior management. The Audit Committee examines these reports and forms a fact-finding committee. (For more details on the policy, please visit the website www.tcm-corporation.com in the 'Sustainability' section.)

4 Climate Change

The company has set up Sustainability and Risk Management Committees for each business unit. These committees convene regularly to evaluate and manage relevant risks. In the case of a severe emergency, such as a flood or a public health crisis like the COVID-19 pandemic, special task forces are established to implement appropriate response measures.

In the long run, the company seeks new sources of raw materials, creates alternatives with similar properties, reduces transportation timelines, and progressively invests in machinery that conserves water during the dyeing process.

5 Stakeholder Expectations

The company has prepared sustainability disclosure and reporting as part of the 56-1 One report that indicates clear objectives and indicators, relevant policies, and activities to make ESG a part of daily life and embed it in the DNA of employees. Additionally, the company has announced its commitment to achieve net-zero emissions by 2050.

Risk 3 Financial Risk

Related risk topics : Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

ESG risks : No

Risk characteristics

The company has investments in several subsidiaries with varying loan amounts. Its core business involves import and export activities, which can be affected by fluctuations in exchange rates.

Risk-related consequences

If the Company fails to manage financial risks effectively, it may negatively impact business liquidity.

Risk management measures

The company has established a policy for using bank credit lines. The policy designates the subsidiary as the transaction party with the bank and allows the use of the local currency to mitigate exchange rate risks. Furthermore, the company has made forward contracts for foreign currency exchange, as appropriate, in order to lessen the risk arising from exchange rate frustration due to the export and import of raw materials, machines, and equipment to and from other countries. The company also attempts to generate revenue from a variety of currencies to reduce the impact of

fluctuations in a single currency. Furthermore, the company closely follows the global exchange rates and carefully considers the most effective financial tools for each situation.

Risk 4 Emerging Risk

Related risk topics : Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- Climate change and disasters
- Pandemic risk

ESG risks : Yes

Risk characteristics

Numerous emerging risks are presently prevalent, originating from both climate change and transformative modern technologies. Government policy announcements and private sector innovations significantly impact the Company's future trajectory

Risk-related consequences

Failure to monitor developments or proactively mitigate potential risks may result in a loss of competitiveness, adverse impacts on performance, and damage to the Company's credibility.

Risk management measures

The company needs to closely monitor news and developments from both the public and private sectors that may influence the direction of change. It also insures all major assets against natural disasters. Furthermore, the company recognizes the importance of developing a Business Continuity Plan (BCP) in response to natural disasters that could disrupt normal business operations. A special task force will be established in the event of a serious emergency. The production resources will be diversified to mitigate risks in case the main factory cannot produce goods, enabling other factories in different locations to continue business operations.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Each business unit has developed a business continuity plan and is prepared to respond to unforeseen circumstances arising from both external factors, such as natural disasters and cyberattacks, and internal factors, such as accidents like fires or disease outbreaks. To mitigate risks effectively, an emergency management team comprising executives and working groups from each business unit has been established, with senior executives providing oversight. This team conducts scenario simulations and establishes hotlines and emergency communication channels. This comprehensive approach ensures prompt incident response, facilitates problem resolution, and minimizes disruptions to business operations.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The company has always committed to sustainable supply chain management. We work closely with our suppliers to ensure that we obtain high-quality raw materials and services at reasonable prices while also promoting social and economic standards and good corporate governance. To further strengthen our commitment to sustainability, we have updated and modernized our Supplier Guidebook to Purchasing Code of Conduct manual. This manual applies to all suppliers and includes an annual evaluation that takes into account additional sustainability and environmental issues. We believe these changes will help us continue managing our supply chain in a responsible and sustainable manner.

Operations Guidelines

(1) Risk Management: We will conduct annual workshops to brainstorm ideas and gather opinions from cross-functional departments on purchasing risk management as follows:-

(1.1) Geopolitical Risk: This will help us to identify and mitigate geopolitical risks, such as wars, terrorism, and international tensions, that could affect our business and our suppliers.

(1.2) Zoning: We will also assess the geopolitical risks associated with the locations of our suppliers.

(2) Sustainable Supply Chain Management:

(2.1) We will include social and environmental issues in our Code of Conduct and Purchasing Policy.

(2.2) Business ethics of suppliers

(2.3) We will evaluate and conduct on-site audits to verify that the suppliers are implementing sustainable supply chain management guidelines.

(3) Participation in Sustainable Business Operations for Suppliers

(3.1) We will group our suppliers based on their potential for sustainable business operations

(3.2) We will encourage small suppliers to participate in sustainable supply chains, for example, by requiring recycled materials in the goods they supply.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : Yes
new suppliers?

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Percentage of new suppliers undergoing sustainability screening criteria over the past year (%) | 23.08 | 11.43 | 14.58 |

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf
Page number of the reference link : 5-6

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

| | 2022 | 2023 | 2024 |
|---|--------|--------|--------|
| 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)

Research and development policy (R&D) (Yes/No) : No

R&D expenses in the past 3 years

| | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|
| Research and development (R&D) expenses over the past 3 years (Million Baht) | 1,394,395.00 | 6,433,938.00 | 5,348,542.00 |

Additional explanation about R&D expenses in the past 3 years

The company has adopted technologies to enhance operational efficiency and reduce waste, such as high-speed Axminster carpet weaving machines and highly accurate Smart Creels. These innovations have reduced carpet face repair processes by over 80% and decreased allowance waste as well.

Furthermore, the company is focusing more on research and development of residential carpeting in the post-COVID-19 era, particularly in Hygiene Treatment, such as adding treatments for antibacterial, antifungal, and antiviral properties, developing fiber structures for easier cleaning and increased softness (EverGlean Home), and developing more recycled-grade materials for carpet pile and backing fabrics.

More Details about R&D Expenses over the Past 3 Years:

The main research and development expenses include:

- **Expenses for sourcing new or alternative materials:** This includes material costs and shipping costs associated with procuring materials for research.
- **Expenses for trial production and production specification adjustments:** To achieve the desired product outcomes.
- **Expenses for product testing:** Including both routine standard product testing and new product testing. In the past period, new tests have been added, such as Weather Test, UV-Fastness 3000 hrs, and Slippery Test.
- **Expenses for obtaining new types of product certifications:** For products sold to the Middle East, India, and Japan, which are new import requirements for each country. These expenses are on a generally upward trend.

In summary, the company's research and development expenses cover the development of production technology, the development of new products that meet market demands—especially in hygiene and sustainability—and actions to comply with the trade requirements of partner countries.

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

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

In an era of rapid change, organizations must adapt, with corporate culture as a crucial foundation. The company recognizes that corporate culture plays a significant role in success across all aspects, from employee satisfaction and performance to customer loyalty and financial performance. Therefore, building a strong corporate culture is essential for the company's success and sustainability.

Process for Developing and Promoting a Culture of Innovation within the Organization

The process for developing and promoting a culture of innovation within the organization can be described as follows:

- **Defining core values that promote innovation:**

The company has established the "SMILE" corporate values, with "Innovation Forward" as one of the core values, demonstrating the organization's commitment to promoting and driving innovation.

- **Communication and awareness-building:**

The company organized the "Royal Thai Smile Day" event to communicate and promote understanding of the new corporate culture, including innovation values, to employees.

- **Promoting participation and supporting creative innovation:**

The company organized the "WOW Idea" contest as a platform for employees at all levels to present innovative ideas, with competitions in both Product & Service Innovation and Process Innovation, along with monetary incentives.

- **Continuous emphasis and promotion:**

The company has demonstrated its commitment to driving a culture of innovation by prioritizing the "Innovation Forward" value in driving the organization during 2024-2025.

Overall, the company's process focuses on creating an environment that encourages employees to participate in creative innovation and provides concrete support for continuous development and improvement."

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

Benefits of innovation development

Financial benefits⁽⁹⁾

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

| | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|
| Cost reduction resulting from the innovation development of process (Baht) | 1,858,187.00 | 2,454,910.00 | 4,412,610.00 |

Remark: ⁽⁹⁾ High Speed Axminster and Smart Creel weaving innovations reduced waste in weaving, which resulted in lower dyeing volume and water usage in dyeing. The burden of waste disposal decreased, and errors were significantly reduced, clearly decreasing overall production time.

Non-financial benefits⁽¹⁰⁾

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

| | 2022 | 2023 | 2024 |
|---|------|-------|-------|
| Innovation in Recycled Materials (Projects) | 3.00 | 3.00 | 4.00 |
| Percentage of employees benefiting (%) | 0.00 | 35.00 | 35.00 |

Remark: ⁽¹⁰⁾ - There are increasing options in recycled and natural materials.

- High-speed weaving technology benefits the company financially, reduces repair work, allows for reallocation of staff, and potentially reduces labor needs.

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