



# ESG Performance Report for Listed Companies in 2025

TCM CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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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

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, 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](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 objectives over the past years

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

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

### 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, Others : Science Based Targets initiative (SBTi)

**Information on other environmental management**

Plans, performance, and outcomes related to other environmental management

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

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

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

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Commitment and Goal

Because of the limitations of domestic energy sources and reliance on imported fossil fuel sources for use as the primary source of energy to produce electricity, energy costs fluctuate and tend to rise year after year. The company realizes and strives to control the use of electricity for maximum efficiency in order to use natural resources efficiently, minimize the impact on the environment as much as possible, and also able to reduce the companys energy costs. **The goal in 2025 was to reduce energy consumption by 3% compared to 2024** for the manufacturing segment and maintain the electricity consumption of the head office at the same level as last year, which the company defines as an indicator of the organizations energy performance.

#### Management Approach

##### **1. Operations Under International Standards, Laws, and Regulations**

The company is committed to conducting its carpet manufacturing business with a primary focus on maximizing energy efficiency and minimizing environmental impact. Beyond full compliance with relevant laws and regulations, the Company has implemented and maintained the ISO 50001 Energy Management System standard continuously since 2014. This framework drives our energy conservation efforts and ensures the sustainable development of our production processes year after year. To translate our energy conservation policy into tangible results specifically in goal setting, planning, monitoring, and performance analysis. The company has appointed an Energy Conservation Working Group. The roles and responsibilities are as follows:

- Plan and implement the companys energy management policies and guidelines.
- Promote employee engagement and compliance with energy policies through appropriate activities and training programs.
- Provide support and recommendations to ensure energy management remains efficient and aligned with applicable legal requirements.
- Report energy management performance to the management team on a regular basis.
- Review and propose updated energy management guidelines to the management team at least once a 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 management : Yes

**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	2024 : energy consumption 121,515,515.00 MJ	2025 : 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's manufacturing operations rely on both electrical energy and fuel. Total energy consumption for the year was 121,152,028 Megajoules (MJ), representing a 0.30% decrease compared to the 2024 total of 121,515,515 MJ. This reduction was primarily driven by the company's strategic investment in clean energy through Solar Rooftop installations. These initiatives have successfully stabilized our overall energy consumption despite operational demands, reflecting our firm commitment to the Race to Net Zero policy.

The company utilizes secondary energy at its headquarters, which is categorized as indirect energy sourced from the Metropolitan Electricity Authority (MEA). In 2025, the headquarters total electricity consumption was 257,359 kWh, a significant 7.69% decrease compared to 278,808 kWh in 2024. This reduction was achieved through the installation of power quality improvement equipment, which optimized electrical efficiency and reduced energy waste throughout the facility.

In 2025, the company implemented four key energy conservation projects aimed at enhancing operational efficiency and reducing overall energy consumption. These initiatives consist of the following:

**1. Solar Rooftop Installation Project (Phase 3)** Implemented to increase renewable energy capacity through the installation of a 993.6 kWp Solar Rooftop system. This project is scheduled to commence power generation and system integration in 2026.



**2. Power Quality Improvement Project (Phase 1)** This project involves the installation of Power Quality Improvement (PQI) equipment to enhance electrical efficiency. The system functions by reducing redundant voltage and balancing electrical loads across phases. Implementation commenced in Q3/2025, resulting in an energy efficiency gain of 123,407 kWh.

**3. Steam Trap Optimization Project at Yarn Dyeing Plant (Phase 2)** This initiative aims to enhance the efficiency of steam and thermal energy consumption from LPG fuel in the steam-heated dyeing machines. By repairing and upgrading the "Steam Traps" to prevent steam leakage, the Company has maximized steam utilization and minimized heat loss. This optimization resulted in a thermal energy reduction of 374,347 MJ per year from the steam generators.

**4. High-Efficiency Dyeing Machine Project (Phase 4)** This project aims to optimize steam and thermal energy consumption by deploying high-efficiency steam-heated dyeing machines. By maximizing the efficiency of steam utilization within the production process, the Company has successfully reduced LPG fuel consumption in the steam generation system by 96,953 MJ per year.

**Summary of Energy Management**

Energy data	Unit	2023	2024	2025
Energy consumed throughout the organization	Megajoules (MJ)	121,926,033	121,515,515	121,152,028
Energy Efficiency index	Megajoules m2	17.20	16.57	16.97
Electricity reduction from the project	kilowatt-hours	389,232	738,434	123,407
Reduced heat energy from the project	Megajoules (MJ)	3,932,739	475,960	471,300

**Information on electricity management**

### Company's electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	11,263,644.24	10,872,533.00	10,857,008.21
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	9,826,096.00	9,216,603.00	8,467,098.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	1,437,548.24	1,655,930.00	2,389,910.21
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,946.50	9,045.37	9,343.38

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	1.85000000	2.08716260	2.02596302

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
(1) Total electricity expense (Baht)	47,642,378.14	41,187,867.98	39,082,169.42
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.61	0.60	0.68
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.59	0.67	0.78
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	37,841.44	34,266.11	33,633.54

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

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

### Information on fuel management

### Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	65,181.02	90,217.20	61,158.31
Gasoline (Litres)	33,568.33	55,320.20	43,497.64
Natural gas (Standard Cubic Feet)	592.14	951.77	212.47
LPG (Kilograms)	1,675,336.00	1,665,910.00	1,683,424.00
Steam (Metric tonnes)	23,041.00	23,404.00	23,566.00

Additional explanation : Not include external fuel consumption

### Company's fuel expense<sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	42,075,936.36	48,034,958.21	41,345,585.05
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.54	0.70	0.72
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.52	0.78	0.83

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

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

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	33,236.77	34,771.00	34,676.73

#### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00413793	0.00565996	0.00694721
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.00544467	0.00667487	0.00647082

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### 1. Water management

##### Commitment and Goal

Water is a vital resource, essential for the survival of humans and all living organisms. Recognizing this importance, the Company has established a sustainable water management policy to maximize water use efficiency. Simultaneously, we implement measures to control and prevent potential impacts on water resources by recycling treated wastewater for reuse, reducing the consumption of natural water resources, and ensuring no wastewater from company activities is discharged into natural water bodies (Zero Discharge). For 2025, the Company has set a goal to reduce the water consumption rate per unit of product by 5% compared to 2024.

##### Management Approach

The company implements an efficient and systematic water management framework across the entire organization. We prioritize cultivating awareness among employees at all levels to ensure optimal water utilization for both domestic consumption and production processes. Given that dyeing accounts for 80% of our total water consumption, we are committed to adopting innovative dyeing technologies that significantly reduce water, chemical, and energy usage. Furthermore, all wastewater is collected and treated through advanced reclamation systems to be reused within our manufacturing and other activities. This zero-discharge approach minimizes reliance on natural water sources and ensures a concrete, closed-loop environmental management system.

### 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)
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Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 132.60 Liter / Kilogram	2025 : Reduced by 5% Liter / Kilogram

**Information on performance and outcomes of water management**

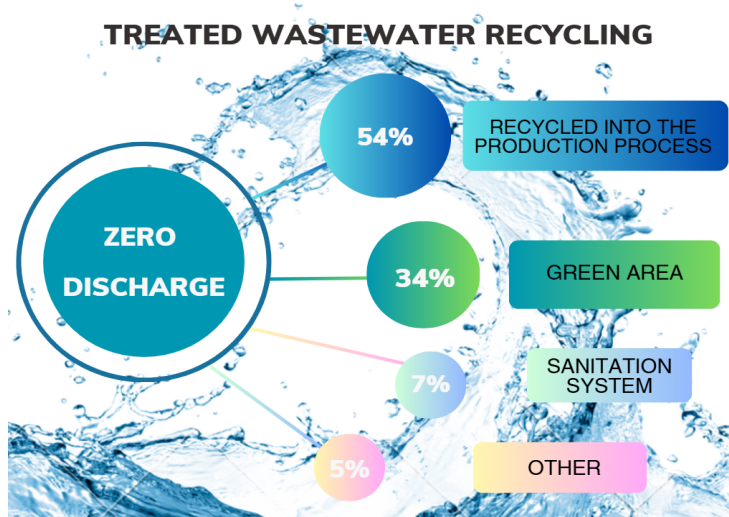
**Performance and outcomes of water management**

Performance and outcomes of water management : Yes

In 2025, the Company expanded its investment in water-efficient dyeing technology, increasing the proportion of such machinery from 30% in 2024 to 40%. Furthermore, the continuous implementation of the Lean Productivity program has enhanced production efficiency and reduced waste, contributing to a 3.5% reduction in water intensity per unit of product compared to the previous year.

In addition, our water reclamation initiatives including the recovery of concentrate or reject water from the drinking water RO (Reverse Osmosis) system and increasing the RO filtration rate within the wastewater treatment plant aim to maximize the reuse of treated water in production. These efforts successfully reduced the withdrawal of water from natural sources by 65,343 cubic meters.

The company maintains a 100% recycled water rate from its treatment systems, with the following distribution: 54% is upgraded through RO systems for reuse in production and boilers; 34% is utilized for landscaping and green areas; 7% for sanitation systems; and the remaining 5% accounts for other factors such as natural evaporation.



**Wastewater Management**

**2. Wastewater Management**

Commitment and Goal

Recognizing that our production facility is situated in a predominantly agricultural area where water quality is crucial for the community, we have made it a priority to minimize our impact on this vital resource. To that end, we established a 'Zero Discharge' policy in 2007, with the goal of eliminating the release of wastewater from our operations into the environment. Through continuous improvement and development of our water management systems, we successfully achieved this goal in 2015 and have consistently maintained it to this day. This unwavering commitment ensures that our operations do not adversely affect the surrounding community and ecosystem.

### Management Approach

Wastewater from our production processes and other activities is collected and treated to a quality suitable for 100% reuse. This is achieved through various methods, including Activated Sludge treatment for removing impurities and Softener or Reverse Osmosis (RO) systems for eliminating color and dissolved substances. As a result, we achieve zero discharge of wastewater outside the company or into public water bodies. Despite having no wastewater discharge, we maintain an environmental monitoring plan to continuously track and assess potential water pollution. This includes regular monitoring of surface water and groundwater quality, as well as soil contamination, both within and around the factory premises, at least once a year. This ensures that our operations do not pollute or negatively impact water resources, aquatic ecosystems, or the community.

### Performance in 2025

The company monitors treated water quality through daily analysis in an internal laboratory. Furthermore, an external laboratory registered with the Department of Industrial Works conducts monthly analyses. The company also monitors the quality of groundwater and surface water around the company once a year to meet legal requirements.

Type of Measurement	Parameter	Frequency	Test results compared with the standard
The quality of treated wastewater. (Internal Laboratory)	pH, TDS, COD, Hardness, Color, Conductivity, Turbidity,	Everyday	Standardized
The quality of treated wastewater. (External Laboratory)	pH, BOD, COD, Color, TDS, TSS, TKN, Grease & Oil	1 time/ Month	Standardized
The quality of surface water	pH, Color, Odor, TSS, TDS, DO, BOD, COD, TKN, Oil & Grease, Cr6+, Hg, As, Ni, Phenol	1 time/ Year	Standardized
The quality of groundwater	Total Hardness, Non-carbonate hardness, pH, Color, Turbidity, TDS, NO3, SO4, Cl, F, CN, Fe, Mn, Cu, Zn, As, Pb, Hg, Cd, Se, E.coli, Total Coliform Bacteria, Fecal Coliform Bacteria	1 time/ Year	Standardized

In addition to ensuring that treated water meets wastewater quality standards, the company has consistently managed and reused wastewater within its operations, achieving zero discharge outside the factory for the past 11 consecutive years, from 2015 to the present.

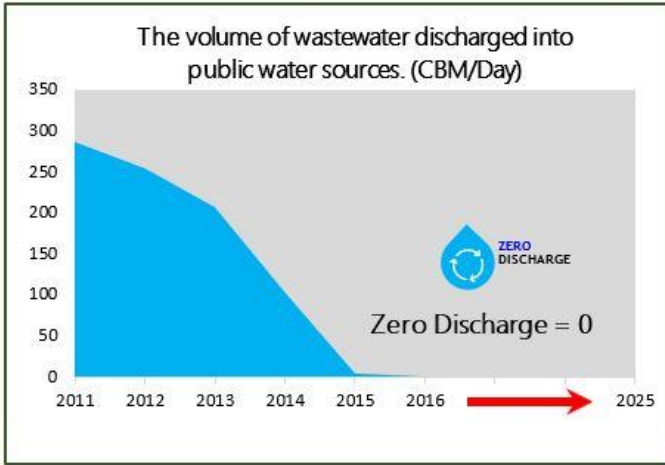
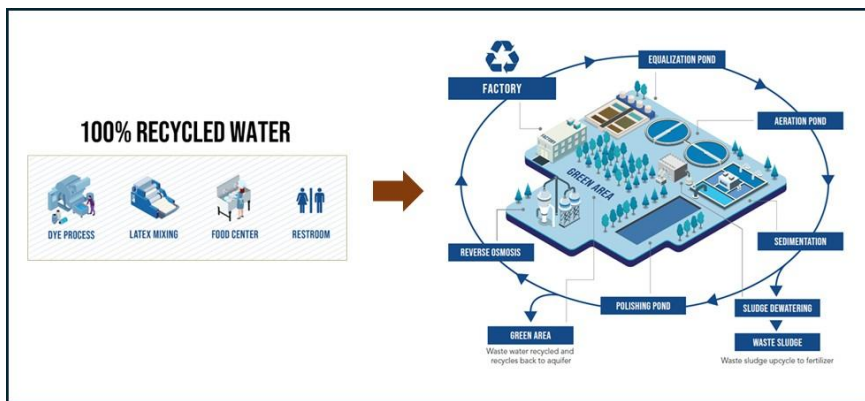


Diagram of performance and outcomes in water management



Organizational Wastewater Treatment Process

**WAVES OF CHANGE**  
CREATING AN ECO-FRIENDLY YARN DYING PROCESS

- 25% Energy savings per production unit from dyeing machine investment, equal to 510 megajoules reduction per year, or 32 kg CO<sub>2</sub>e GHG per year.
- 100% Recycled Water: Processed on site
- ZERO Liquid Discharge: No harmful chemicals
- ZERO Waste: All solid waste upcycled to make fertilizer
- 70% Water Reduction
- On-site water processing
- Spray Dyeing reduces water usage by 30 - 40%

Information on water management

Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	242,216.09	246,438.77	246,371.77
Water withdrawal by third-party water (cubic meters)	16,965.09	6,639.77	9,793.77
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	142,236.00	163,448.00	171,235.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters) <sup>(2)</sup>	83,015.00	76,351.00	65,343.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	192.39	205.02	212.02
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.03	0.04	0.05

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(2)</sup> Data derived from the dyeing process (RO + Municipal Water + Groundwater) may lead to double counting within the total water consumption formula.

#### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
<b>Total wastewater discharge (cubic meters)</b>	0.00	0.00	0.00
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

	2023	2024	2025
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

	2023	2024	2025
Total water consumption (Cubic meters)	242,216.09	246,438.77	246,371.77

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	169,810.00	170,714.00	186,235.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.03015557	0.04011488	0.04935866
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.03000000	0.04730800	0.04597400

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	4,356,984.00	3,954,423.25	3,912,281.22

	2023	2024	2025
Total water withdrawal expense from third-party water (Baht)	537,538.00	204,086.46	295,073.75
Total water withdrawal expense from other sources (Baht) <sup>(3)</sup>	3,819,446.00	3,750,336.79	3,617,207.47
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.06	0.06	0.07
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.05	0.06	0.08
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,460.67	3,289.87	3,366.85

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(3)</sup> Groundwater + RO Water

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Commitment and Goal

Waste and pollution management challenges have intensified due to economic expansion, rapid technological shifts, and heightened industrial competition. These factors have led to a surge in waste volume that is increasingly difficult to manage. Without proper management systems, such waste poses significant risks to the environment, affecting soil, water sources, and air quality as well as public health. Recognizing the gravity of these issues, the Company has established clear waste and pollution management targets, specifically focusing on Zero Landfill and increasing the proportion of reused and recycled industrial waste. By promoting circular resource utilization and minimizing the volume of waste requiring final disposal, the Company strives for sustainable development that allows the industrial sector and local communities to coexist harmoniously. To drive this commitment, in 2025, the Company has set a target to reduce the production waste rate by 5% compared to 2024

#### Management Approach

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
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 0.15 Kilograms / m2	2025 : Reduced by 5% / m2	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> <li>• Other : Conversion into organic fertilizer and soil amendment agents</li> </ul>

## 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 a comprehensive management framework covering the entire lifecycle from resource utilization to waste disposal to ensure maximum efficiency. Through the continuous development and improvement of both production and support processes under the Lean Company initiative, we aim to eliminate process waste, thereby reducing resource consumption and waste generation. Our performance in 2025 is summarized as follows:

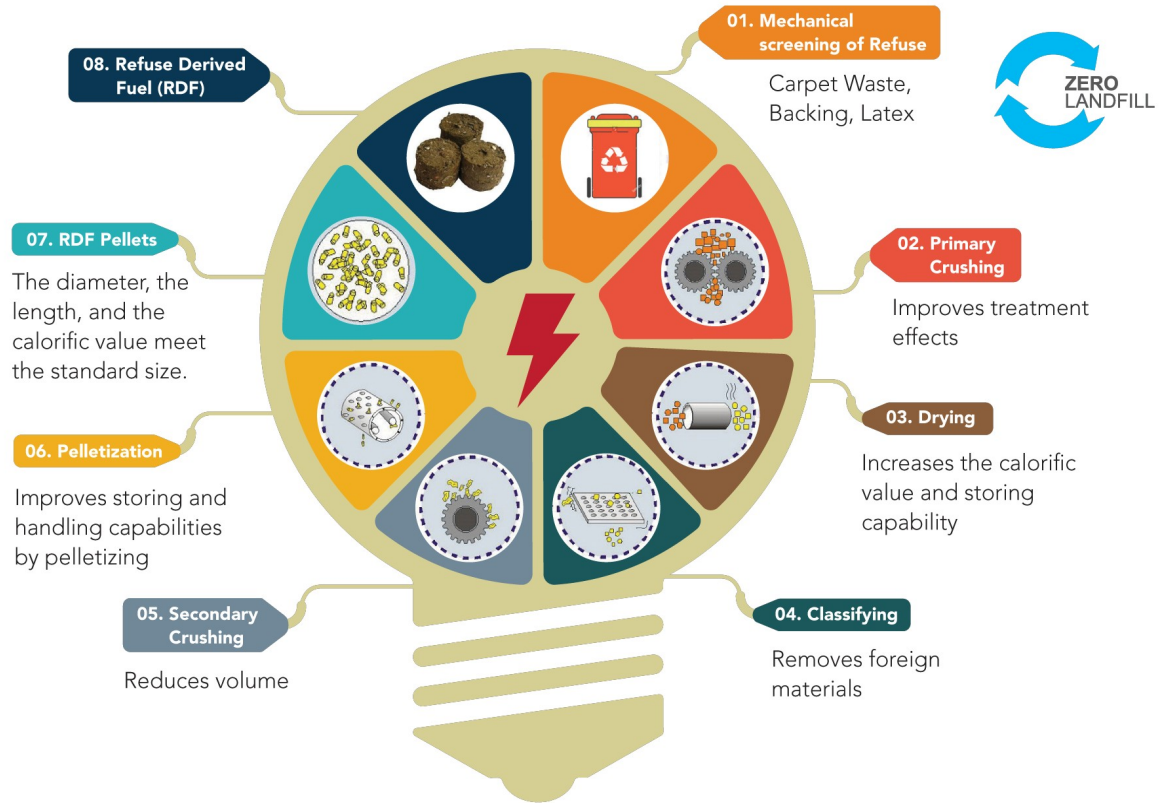
- The reuse of materials and packaging, including paper tubes, bale bags, pallets, and yarn, is a key practice in our operations to maximize resource efficiency and reduce the need for new raw materials.

Material	Quantity (Piece)	Value (THB)
Paper Tubes	19,024	339,423
Bales	6,082	499,016
Pallets	231	96,285
Yarn	19,024	339,423

- The company successfully recycled a total of 54.04 tons of yarn. This consists of 5.4 tons recycled internally within our production processes and 48.64 tons supplied to external partners for the manufacturing of new value-added products
- We prioritize high-potential waste utilization over disposal. In 2025, the company diverted 333 tons of waste for use as alternative fuel and 362 tons as alternative raw materials in cement kilns. Additionally, 408 tons of biological sludge from our wastewater treatment plant were transformed into organic compost, resulting in only 0.3% of total waste requiring incineration.
- Through holistic waste management from source reduction to recycling and reuse the Company successfully reduced its production waste rate by 7.8% compared to 2024. Furthermore, we have consistently achieved our Zero Landfill policy since 2010

- To ensure regulatory compliance, the company conducts environmental quality assessments at least three times per year. In 2025, all monitored parameters, including air quality, odor, and noise levels within the office and surrounding industrial areas, remained within the standard limits required by law.

The use of waste as a renewable fuel (Refuse Derived Fuel (RDF)) in the production of electricity



Year	The use of waste as a renewable fuel (Refuse Derived Fuel (RDF)) in the production of electricity (Tons per year)
2023	300
2024	330
2025	333

The use of waste as a raw material in cement kilns as a co-material in the production of Cement Kiln



Year	The use of waste as a raw material in cement kilns as a co-material in the production of cement kiln (Tons per year)
2023	411
2024	361
2025	362

The use of bio-sludge from a wastewater treatment system as a component of biological compost



Year	The use of bio-sludge from a wastewater treatment system as a component of biological compost (Tons per year)
2023	409
2024	274
2025	408

- Beyond waste and byproduct management based on the 5Rs principle, the Company has expanded its waste management scope to include the responsible handling of end-of-life carpets removed from customer premises. Regardless of the original manufacturer, these carpets are utilized as co-material for cement kilns, ensuring proper disposal and resource recovery. This initiative empowers our customers to participate in greenhouse gas reduction while minimizing the overall environmental footprint of our products. In 2025, 362 tons of carpets were recovered and processed, representing a 0.3% increase from the previous year.



## A SECOND LIFE FOR YOUR OLD CARPET!

No matter the brand of your old carpet, our Installation team is equipped to take it away for recycling while installing your beautiful new carpet.



### Protecting the Environment

Recovering and recycling the waste we generate conserves our precious natural resources and reduces our environmental impact.



### Divert from Landfill

We will make sure your used carpet does not end up in landfill



### Safe disposal

We ensure your old carpet is disposed of safely and certificate the disposal



### Economic disposal

Low cost service making it good for the planet and your budget.

## CARPET RECLAMATION SINCE 2014



Diagram of performance and outcomes of waste management



**0%** Landfill waste disposal for 14 consecutive years

- Recycle** Production materials
- Reduce** Raw materials and waste output
- Reuse** In-house and local community donations
- Zero Waste** to Landfill since 2009



## Information on waste management

Waste Generation<sup>(\*)</sup>

Year	2023	2024	2025
Waste Generation			

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	2,122,935.00	1,689,471.53	1,852,205.06
<b>Total non-hazardous waste (kilograms)</b>	1,830,305.00	1,567,161.23	1,735,025.73
Non-hazardous waste - Landfilling (Kilograms)	N/A	136,018.43	133,010.23
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	691,790.00	695,970.00
(4) Non-hazardous waste Others (kilograms)	N/A	739,352.80	906,045.50
<b>Total hazardous waste (kilograms)</b>	292,630.00	122,310.30	117,179.33
Hazardous waste - Incineration without energy recovery (Kilograms)	N/A	122,310.30	117,179.33
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.26	0.28	0.37
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.23	0.26	0.35
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.02	0.02

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(4)</sup> Waste managed via Recycling, Reuse, and Composting

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	1,710,530.00	465,812.80	497,155.50
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	1,710,230.00	465,807.80	496,775.50

	2023	2024	2025
Reused non-hazardous waste (Kilograms)	N/A	75,668.00	82,504.00
Recycled non-hazardous waste (Kilograms)	N/A	390,139.80	414,271.50
<b>Reused/Recycled hazardous waste (Kilograms)</b>	300.00	5.00	380.00
Reused hazardous waste (Kilograms)	300.00	5.00	380.00
Percentage of total reused/recycled waste to total waste generated (%)	80.57	27.57	26.84
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	93.44	29.72	28.63
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.10	0.00	0.32

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Commitment and Goal

Global warming and climate change are becoming more serious, resulting in global cooperation in reducing greenhouse gas emissions and the use of innovations to absorb greenhouse gas emissions, as well as stakeholder expectations for management on the topic of climate change. There are also risk factors related to the legislation on climate change in Thailand and competition in the low-carbon product market. The company is firmly committed to the reduction of greenhouse gas emissions. This commitment aligns with the critical goal of limiting the global average temperature increase to no more than 1.5 degrees Celsius above pre-industrial levels. The strategy goal is to reduce greenhouse gas emissions from the base year 2021 by no less than 2 percent per year until 2030 and reach Net Zero in 2050.

#### Management Approach

The Company has established operational guidelines to reduce greenhouse gas emissions, covering both short-term and long-term periods. A Climate Change Management Committee has been appointed with clearly defined roles and responsibilities, operating under the supervision of the Sustainability and Risk Management Committee.

*The roles of the Committee are as follows:*

- Study, develop plans, and set targets for greenhouse gas reduction in alignment with global cooperation and efforts to limit the increase in the Earth's average temperature.
- Supervise working groups in establishing measures for continuous energy efficiency improvements, increasing the share of clean energy sources to replace fossil fuels, and upgrading processes and equipment to achieve higher energy efficiency.
- Implement sustainability policies and drive the organization toward the Net Zero emissions goal.
- Ensure that employees and stakeholders are fully informed and communicated with regarding policies and organizational targets.
- Define guidelines for product design, research, and development that contribute to greenhouse gas reduction throughout the entire Product Life Cycle.
- Develop products, services, and solutions that reduce greenhouse gas emissions across the Value Chain.

Organize activities to raise awareness of energy conservation and climate change resilience among employees, while fostering an environmentally conscious corporate culture.

The Company 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 plan : [https://www.tcm-corporation.com/upload/esgpolicy/fileth\\_250321093127.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileth_250321093127.pdf)

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## 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 0.02 tCO <sub>2</sub> e	2030 : Reduced by 42% or 0.01 tCO <sub>2</sub> e in comparison to the base year	2050 : Reduced by 90% or 0.01 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>• Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>• Science-based Targets (SBTi) : None</li> </ul>

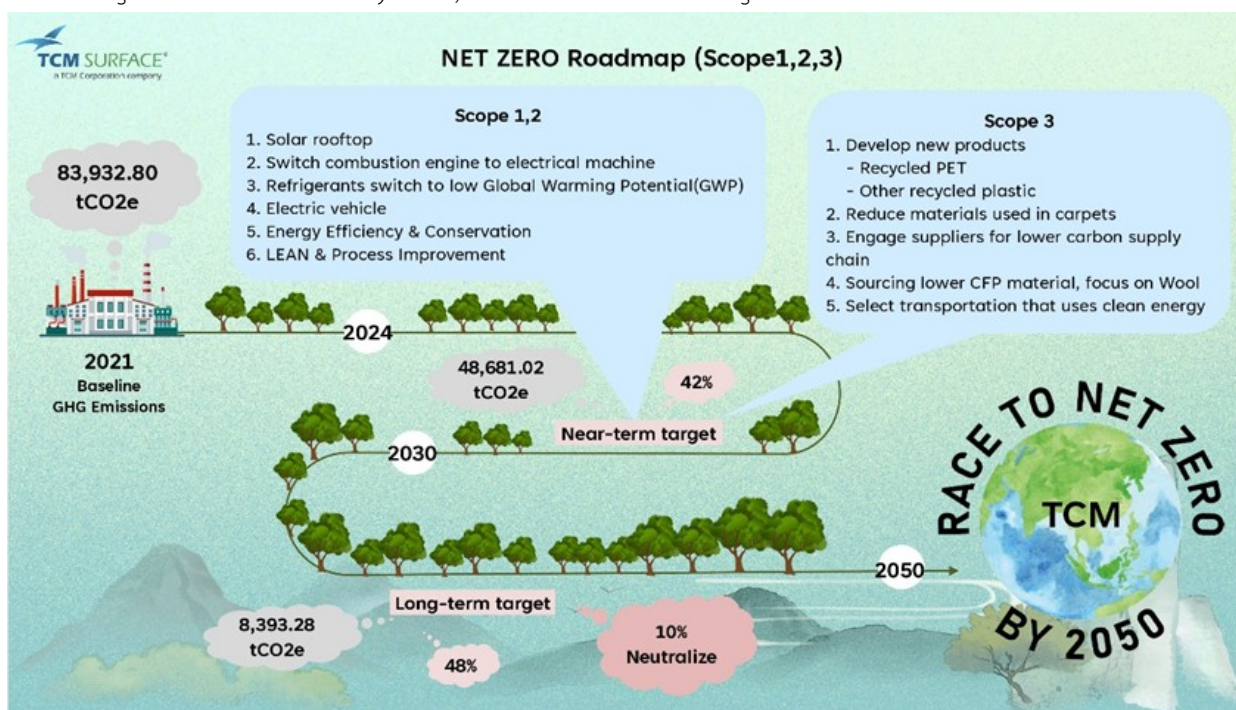
## Information on performance and outcomes of greenhouse gas management

## Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

1. The Company conducts a thorough assessment and inventory of both direct and indirect greenhouse gas emissions (Scope 1-3) across all activities within its value chain. In 2025, TCM Surface reported a Corporate Carbon Footprint of 58,138.53 tCO<sub>2</sub>e, with an emission intensity of 0.01 tCO<sub>2</sub>e per square meter. Compared to the 2021 base year, this represents a reduction of over 30%. This achievement is a direct result of energy efficiency measures and sustainable resource management, reflecting our commitment to concretely driving a sustainable business ecosystem.

2. The Company has established a roadmap to reduce greenhouse gas emissions from its operations in alignment with the Paris Agreement. Based on Climate Science, our targets include a 42% reduction by 2030 and achieving net-zero emissions by 2050, as illustrated in the diagram below:



3. The Company established a Key Performance Indicator (KPI) to reduce greenhouse gas emissions by 2%, encouraging all departments to collaborate on efficiency enhancement and operational process improvement projects. This initiative supports the corporate Net Zero goal and elevates long-term sustainability performance. Additionally, it helps reduce energy and resource costs while fostering an environmentally conscious workplace culture. As a result of these collective efforts, the average greenhouse gas reduction achieved across all projects was 4.64%.

4. The Company has continuously expanded its clean energy share through Solar Rooftop systems. In 2025, the system reduced greenhouse gas emissions by 1,132.78 tCO<sub>2</sub>e. Considering the cumulative performance since the projects inception (2022-2025), the Company has achieved a total cumulative reduction of 3,002.61 tCO<sub>2</sub>e, effectively decreasing reliance on the main electrical grid.

5. The Company actively promotes awareness regarding Global Warming, Climate Change, and current stakeholder expectations among its suppliers and partners throughout the value chain. This initiative aims to collectively elevate environmental operational standards through concrete collaboration.

6. In partnership with wool fiber suppliers, the Company has worked to reduce upstream greenhouse gas emissions by improving production efficiency. Key actions include optimizing energy use, transitioning from fossil-based coal to clean energy, and minimizing production waste. These efforts led to a 10.46% reduction in emissions from the Wool Scouring process (the process of removing impurities such as lanolin, soil, and dust before spinning into yarn) compared to the global average emission benchmarks for wool cleaning.

7. The Company is committed to increasing the proportion of recyclable and renewable materials in its production and eco-friendly product development. In 2025, these sustainable materials accounted for 56% of the total material weight used.

8. Implement the following initiatives to disseminate knowledge and promote awareness among employees about global warming and climate change:

- Communicate through Foreman meetings and employee shift talks held in the morning before work commences.
- Promoting awareness through "World Environment Day" activities, with a primary focus on driving the "No Plastic Bag" policy across the entire organization. This initiative represents a top-down strategic push, translated into action through the collaborative efforts of employees and onsite vendor partners to reduce and eliminate the use of single-use plastics. In addition, the Company organized a tree sapling giveaway for employees to encourage the expansion of green spaces and empower personnel to participate in greenhouse gas reduction. These efforts aim to minimize accumulated waste and foster sustainable consumption habits alongside genuine natural conservation



- Maximizing resource management through the Circular Economy concept led to the initiative of the "Sharing Station (Cloth Bag Donation & Sharing Hub)" project. This innovative project serves as a key mechanism supporting the internal "No Plastic Bag" policy. The station itself was designed and constructed by upcycling residual waste materials from the Acoustic business unit, transforming them into a high-value, functional donation hub. The Sharing Station acts as a central point where employees can donate cloth bags to be shared with colleagues who may have forgotten their own. These bags can be borrowed for carrying goods or food from the canteen back home. This initiative not only facilitates the transition away from single-use plastics by providing convenience but also concretely fosters a culture of sharing and circular resource utilization within the organization.



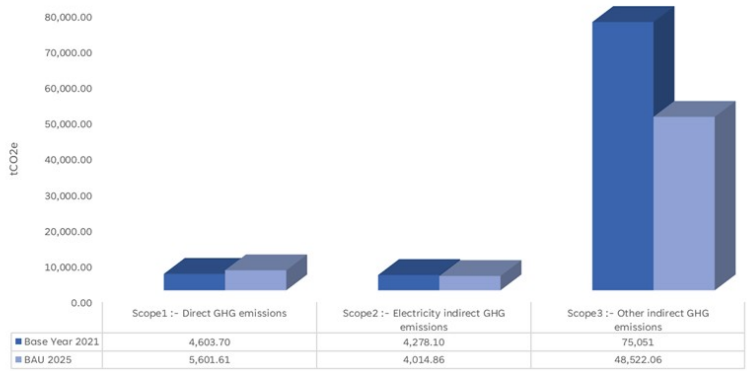
- Integrating energy conservation concepts into creative activities through the TCM Energy Conservation Bingo project. This initiative transforms internal energy-saving measures into accessible and engaging missions. By presenting various energy conservation tasks in a Bingo board format, employees are encouraged to consistently complete daily challenges assigned by the system. This approach not only helps employees memorize and effectively follow energy-saving guidelines but also fosters mindful energy consumption habits, embedding them into the long-term corporate culture.



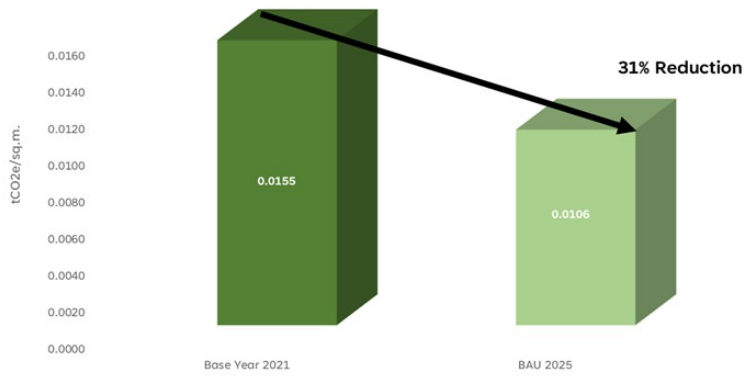
Furthermore, the Company focuses on raising awareness and promoting engagement among personnel across the entire organization. This participation is a key factor in effective greenhouse gas management, driving the Company toward its goal of becoming a sustainable, low-carbon organization.

**Diagram of performance and outcomes in greenhouse gas management**

TCM Surface: Absolute Greenhouse Gas Emissions 2021 vs 2025 (tCO2e)



TCM Surface: Greenhouse Gas Emissions Intensity 2021 vs 2025 (tCO2e/sq.m.)



## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	102,850.88	104,902.09	58,138.53
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	5,591.24	5,806.36	5,601.61
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	4,597.39	4,262.24	4,014.86
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	92,662.25	94,833.49	48,522.06

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.012805	0.017076	0.011648
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	81.69	87.27	50.03
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.01320000	0.01650000	0.01060000

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 : No  
emissions

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	611.66	768.11	1,132.78
<b>Other projects (Metric tonnes of carbon dioxide equivalent)</b>	611.66	768.11	1,132.78
Solar Roof (Metric tonnes of carbon dioxide equivalent)	611.66	768.11	1,132.78

### Absorption and removal of Greenhouse Gas

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

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

# ESG Performance

Company Name : TCM CORPORATION PUBLIC COMPANY LIMITED      Symbol : TCMC

Market : SET      Industry Group : Consumer Products      Sector : Home & Office Products

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## 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 Commitment and Policy

The Company prioritizes business operations that respect human rights throughout the entire value chain, strictly adhering to international standards and relevant laws to foster an equitable and sustainable organizational culture.

#### 1. Human Rights Policy

The Board of Directors, executives, and employees at all levels are committed to the following principles:

- **Equality and Non-Discrimination:** Treating everyone equally based on human rights principles, without discrimination regarding gender, age, skin color, religion, or social status.
- **Zero Tolerance for Human Rights Violations:** Declaring a firm stance against all forms of human rights abuses, specifically forced labor, child labor, illegal migrant labor, and human trafficking.
- **Health and Safety:** Maintaining workplace environment standards that are safe, hygienic, and free from any form of harassment or violence.
- **Promoting Equality:** Supporting the Womens Empowerment Principles (WEPs) and embracing diversity and inclusion.
- **Value Chain Extension:** Encouraging suppliers, contractors, and business partners to uphold human rights practices aligned with the Companys standards.
- **Right to Freedom of Expression:** Respecting and protecting the freedom of employees to express their opinions through designated corporate channels.

#### 2. Operational Guidelines

To ensure concrete implementation, the Company has established the following strict guidelines:

- **Respect and Dignity:** Employees must treat one another with respect, refraining from any demeaning behavior or discriminatory actions in any dimension.
- **Human Rights Due Diligence (HRDD):** Conducting regular processes to identify and assess human rights risks. This includes developing prevention and mitigation plans for potential impacts on all stakeholder groups, especially "Vulnerable Groups."
- **Supply Chain Management:** Communicating with and auditing business partners across the value chain to ensure that the procurement of raw materials and services is untainted by human rights violations.
- **Whistleblowing and Protection:** Providing secure grievance mechanisms and protection measures for whistleblowers. All information is handled with the highest level of confidentiality.
- **Remediation and Mitigation:** In the event of human rights violations resulting from business operations, the Company will conduct a factual investigation and provide appropriate remediation to the affected parties.

- **Awareness Building:** Continuously developing human rights training programs for employees and executives to cultivate a strong corporate culture.
- **Disciplinary Actions:** Any individual found committing human rights violations is considered in breach of the Company's Code of Conduct and will face disciplinary action according to corporate regulations and relevant laws.

Reference link for social and human rights policy and guidelines : [https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304085805.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304085805.pdf)  
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## Information on review of social and human rights policies, guidelines, and/or goals over the past year

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

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes  
 Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Safety and occupational health at work, Non-discrimination

### 2025 Human Rights Performance Highlights

Over the past year, the Company has intensified its human rights management through comprehensive initiatives covering internal personnel, the supply chain, and local communities. Key achievements include:

#### 1. Policy Reinforcement & Awareness Building

- **Policy Revision:** Reviewed and enacted an updated Human Rights Policy that prohibits all forms of discrimination and harassment. The policy protects physical and mental integrity, race, religion, identity, and sexual orientation, while strictly supporting freedom of association, collective bargaining rights, and equal employment opportunities.
- **Communication & Training:** Communicated policies via email and online channels to the Board of Directors, executives, employees, and all stakeholder groups.
  - 100% of new hires completed human rights orientation and sensitivity training.
  - Conducted "Morning Talk" sessions to cascade human rights principles and the Human Rights Due Diligence (HRDD) process to frontline employees.
  - Educated staff on PDPA (Personal Data Protection Act) regarding their rights as data subjects and roles as data controllers.



#### 2. Comprehensive Human Rights Due Diligence (HRDD)

The Company has established a rigorous framework to identify, prevent, and mitigate risks across the value chain:

- Risk Mitigation & Remediation: Defined clear scopes for identifying risk issues and established robust mitigation and remediation plans.
- Supply Chain Integration: Integrated human rights criteria into the Procurement Policy and Manual, enforcing strict screening of suppliers and contractors to ensure fair labor practices.
- International Benchmarking: Participated in the "Human Rights & Business Ethics Implementation Bootcamp 2025" organized by the Stock Exchange of Thailand (SET) to adopt global best practices.

### 3. Engagement & Grievance Mechanisms

- Welfare Committee: Held quarterly meetings to actively listen to employee voices, serving as a platform for staff needs, which led to tangible improvements in employee benefits.
- Anonymous Reporting Channels: Enhanced whistleblowing safety by offering anonymous feedback options to ensure complainant comfort:
  - On-site Suggestion Boxes: Placed in private areas (audited monthly by management and the Welfare Committee Chairperson).
  - Digital Channels: Accessible via the "LINE SMILE" corporate system and dedicated email.



### 4. Social Responsibility & Youth Empowerment

- "3 S for Youth" Project: Extended human rights awareness to the community by organizing educational activities at Bang Khu Wat School, establishing a foundation of understanding regarding fundamental rights for local youth.

In 2025, the Company received zero (0) complaints regarding human rights violations arising from our direct operations, business activities, or throughout the entire supply chain.

The Company has formally enacted and published its Human Rights Management Manual. For further details, please visit: [https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260305091405.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260305091405.pdf)

Goal	Performance Result in 2025
Number of human rights complaints	0 case
Percentage of New Hires Completing Human Rights Orientation	100%

## 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

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

#### HRDD Operational Framework

Step	Action and Implementation
<p><b>Declaration of Intent</b></p> 	<ul style="list-style-type: none"> <li>● Clearly announce the Human Rights Policy and disseminate it to all stakeholder groups. Regularly monitor business partner operations through an annual assessment system.</li> </ul>
<p><b>Risk and Impact Assessment</b></p> 	<ul style="list-style-type: none"> <li>● Identify human rights risk issues related to all dimensions of operations, including the company's entire value chain, considering potential impacts on affected stakeholder groups.</li> <li>● Assess and prioritize salient human rights risks, and develop appropriate mitigation measures and remediation processes. If "Very High" risks are identified, the company will immediately initiate projects or activities for urgent corrective action.</li> </ul>
<p><b>Integration and Remediation</b></p> 	<ul style="list-style-type: none"> <li>● Systematically apply human rights management guidelines within the corporate sustainability management process, defining appropriate management measures based on risk levels.</li> <li>● Provide grievance channels for human rights violations with legal whistleblower protection measures and compliance with the company's Whistleblowing Policy.</li> <li>● In the event of a violation, the company conducts a fair investigation, implements disciplinary actions, and defines appropriate mitigation measures according to corporate regulations and relevant laws.</li> </ul>
<p><b>Monitoring and Auditing</b></p> 	<ul style="list-style-type: none"> <li>● Establish monitoring and evaluation periods to ensure process effectiveness. Review the HRDD process every 2 years or upon significant business changes.</li> </ul>
<p><b>Performance Reporting</b></p> 	<ul style="list-style-type: none"> <li>● Transparently disclose progress and human rights management results to stakeholders via the Annual Report (One Report), Sustainability Report, or the corporate website.</li> </ul>

Reference link for the information and an HRDD : <https://www.tcm-corporation>.

## Gender Equality and Non-Discrimination

### Gender Equality and Non-Discrimination

#### Commitment and Goal

On June 10, 2021, TCM Corporation Public Company Limited signed a declaration to support the Women Empowerment Principles published 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 a part of supporting gender equality and promoting acceptance of differences in workplaces, markets, and communities. Emphasis is placed on respecting and accepting differences, and offers equal career opportunities regardless of physical difference, mentality, race, nationality, place of origin, ethnicity, religion, gender, language, age, skin tone, education level, social status, political or other opinions, culture, tradition, or other differences.

#### Management Approach

The company supports Women's Empowerment Principles as follows:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work Respect and support human rights and non-discrimination.
3. Ensure the health, safety, and well-being of all women and men workers.
4. Promote education, training, and professional development for women.
5. Implement enterprise development, supply chain, and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

#### Performance Result in 2025

1. Employees at all levels strictly adhered to the Companys Human Rights Policy throughout the year.
2. Employees of all genders are granted equal access to career promotion, professional training, and corporate benefits.
3. The Company strictly maintains an "Equal Pay for Equal Work" policy. Our internal audit reveals a 1:1 female-to-male salary ratio, reflecting our commitment to fair, merit-based compensation without gender bias.
4. In 2025, there were zero reported incidents of gender inequality or sexual harassment.

Goal	Performance Result in 2025
The number of reported incidents of sexual harassment	0 cases

## Information on other social management

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

#### Stakeholder Engagement and Prioritization

The company prioritizes stakeholders based on two key dimensions: "Level of Impact on the Company" and "Alignment of Interests/Needs," categorized as follows:

Priority	Stakeholder Group	Key Issues & Expectations	Response & Outcomes
High	Local Communities / Municipalities	Environmental management and local employment	Public Consultation (June 24, 2025), Waste Management Project
High	Employees	Job security and social welfare	OTOP marketplace area, "3 S" Activities (Big Cleaning Day/Safety)
Medium	Educational Institutions	Specialized knowledge and technical skills	Specialized Workshops, TCM Campus Program



#### Monitoring and Reporting

The Company maintains a system to monitor performance against our targets. In 2025, all projects successfully achieved their goals. Feedback from stakeholder dialogues has been integrated into our plans to effectively address real community needs. The results of our engagement and the economic value created are disclosed in the Annual Report (56-1 One Report) to ensure transparency for shareholders and the public.

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

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

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

## Fair labor practice

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

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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

### Sustainable Human Capital Management

The Company believes that true success is not measured by profit alone, but must go hand-in-hand with the "Quality of Life in Society." We are committed to manufacturing high-quality products rooted in business responsibility throughout the supply chain, guided by ethics, transparency, and Good Governance to balance economic growth with sustainable social responsibility.

Over the past year, the Company implemented a concrete employee and labor management plan to enhance quality of life and workplace standards, summarized as follows:

- Fair Compensation: We focus on providing equitable pay by establishing salary and welfare structures aligned with skills, performance, and industry standards.
- Training and Development: We promote continuous career advancement through Upskill & Reskill programs designed to enhance employee capabilities.
- Engagement and Culture: The Company fosters strong relationships and employee participation through open feedback channels and relationship-building activities to create a positive working environment.
- Health and Safety: Prioritizing Occupational Health and Safety, we consistently upgrade workplace environments to meet international safety standards and conduct regular safety training sessions.
- Human Rights and Labor Standards: We strictly adhere to human rights principles, maintaining a zero-tolerance policy against illegal, child, and forced labor in all business processes to ensure our growth remains socially responsible.

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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## Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Upskilling and Reskilling for Workforce Capability Enhancement	2025: 70%	2025: 86.92%
• Employee training and development	Average training hours per employee	2025: ≥ 20 hours / employee / year	2025: 30.94 hours/employee/year
• Employee training and development	% Employees trained in product knowledge	2025: >85%	2025: 90.84%
• Promoting employee relations and participation	% Employee engagement in SMILE Passport activities	2025: >70%	2025: 81.41%
• Promoting employee relations and participation	Number of Cross-Functional Alignment projects	2025: >5	2025: 11
• Promoting employee relations and participation	Employee Engagement Rate	2025: 85	2025: 87.40
• Promoting employee relations and participation	Employee Turnover Rate	2025: <20%	2025: 12.48
• Safety and occupational health at work	Workplace Safety	2025: Achieved Zero Accident goals with no Lost Time Injuries (LTI) recorded.	2025: 8

## 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

### 2025 Labor Management and Workforce Success

Over the past year, the Company has achieved significant milestones in labor management and employee well-being, highlighted by the following accomplishments and prestigious recognition:

#### 1. Recognition for Equality and Inclusion

- Elderly Employment Promotion Award: On April 25, 2025, the Company was honored with the "2025 Elderly Employment and Income Opportunity Promotion Award" (Good Level) by the Ministry of Social Development and Human Security. This recognition reflects our commitment to creating value and enhancing the quality of life for individuals across all generations equally.

#### 2. Human Rights Protection and Ethics

- Zero Violations: The Company successfully maintained its operational standards with zero complaints regarding human rights violations, inequality, or sexual harassment, covering both direct business activities and the entire supply chain.

### 3. Employee Engagement and Welfare

- Welfare Committee Election: To promote internal democracy, the Company held an election for the Workplace Welfare Committee on June 17, 2025. This ensures that employees have representatives to protect their interests and act as a collective voice in co-developing welfare systems with the Company.

### 4. Health and Safety Standards

- International Compliance: The Company strictly maintains Occupational Health and Safety standards in the workplace in accordance with international requirements, fostering a safe environment conducive to high-performance work.

### 5. Cultivating Corporate Culture via "SMILE Passport"

- Core Behavior Integration: The Company successfully drove the "SMILE Passport" initiative to translate corporate values into practice. The program focuses on instilling 16 Core Behaviors through various activities, effectively transforming abstract concepts into tangible actions for employees' daily work-life.



Diagram of performance and outcomes for employee and labor management



Outstanding Organization Award for Promoting Senior Employment and Income Generation 2025



Election of the Welfare Committee in the Workplace

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	1,259	1,202	1,162
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1259	1202	1162
Male employees (persons)	516	502	492
Percentage of male employees (%)	40.98	41.76	42.34
Female employees (persons)	743	700	670

	2023	2024	2025
Percentage of female employees (%)	59.02	58.24	57.66

**Number of employees categorized by age**

	2023	2024	2025
Total number of employees under 30 years old (Persons)	121	141	123
Percentage of employees under 30 years old (%)	9.61	11.73	10.59
Total number of employees 30-50 years old (Persons)	753	672	630
Percentage of employees 30-50 years old (%)	59.81	55.91	54.22
Total number of employees over 50 years old (Persons)	385	389	409
Percentage of employees over 50 years old (%)	30.58	32.36	35.20

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	52	62	62
Percentage of male employees under 30 years old (%)	10.08	12.35	12.60
Total number of male employees 30-50 years old (Persons)	299	270	254
Percentage of male employees 30-50 years old (%)	57.95	53.78	51.63
Total number of male employees over 50 years old (Persons)	165	170	176

	2023	2024	2025
Percentage of male employees over 50 years old (%)	31.98	33.86	35.77

#### Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	69	79	61
Percentage of female employees under 30 years old (%)	9.29	11.29	9.10
Total number of female employees 30-50 years old (Persons)	454	402	376
Percentage of female employees 30-50 years old (%)	61.10	57.43	56.12
Total number of female employees over 50 years old (Persons)	220	219	233
Percentage of female employees over 50 years old (%)	29.61	31.29	34.78

#### Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	889	850	815
Percentage of employees in operational level (%)	70.61	70.72	70.14
Total number of employees in management level (Persons)	315	297	297
Percentage of employees in management level (%)	25.02	24.71	25.56

	2023	2024	2025
Total number of employees in executive level (Persons)	55	55	50
Percentage of employees in executive level (%)	4.37	4.58	4.30

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	350	348	344
Percentage of male employees in operational level (%)	67.83	69.32	69.92
Total number of male employees in management level (Persons)	137	126	123
Percentage of male employees in management level (%)	26.55	25.10	25.00
Total number of male employees in executive level (Persons)	29	28	25
Percentage of male employees in executive level (%)	5.62	5.58	5.08

**Number of female employees categorized by position**

	2023	2024	2025
Total number of female employees in operational level (Persons)	539	502	471
Percentage of female employees in operational level (%)	72.54	71.71	70.30
Total number of female employees in management level (Persons)	178	171	174
Percentage of female employees in management level (%)	23.96	24.43	25.97

	2023	2024	2025
Total number of female employees in executive level (Persons)	26	27	25
Percentage of female employees in executive level (%)	3.50	3.86	3.73

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	516	502	492
Bangkok Metropolitan (Person)	343	322	314
Northern (Person)	61	63	65
Central (Person)	27	22	28
Northeastern (Person)	69	74	68
Southern (Person)	13	14	14
Eastern (Person)	3	7	3

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	742	700	670
Bangkok Metropolitan (Person)	479	424	415

	2023	2024	2025
Northern (Person)	52	55	50
Central (Person)	45	44	42
Northeastern (Person)	140	149	138
Southern (Person)	12	14	11
Eastern (Person)	14	14	14

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	1	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	1	0	0

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities (persons)</b>	11	11	11
Percentage of disabled workers to total employment (%)	0.87	0.92	0.95
<b>Total number of employees with disabilities (Persons)</b>	5	3	2
Total male employees with disabilities (persons)	2	2	1
Total female employees with disabilities (persons)	3	1	1
Percentage of disabled employees to total employees (%)	0.40	0.25	0.17

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	6	8	9
Contributions to empowerment for persons with disabilities fund	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	690,713,910.19	523,746,449.00	530,784,118.05
Total male employee remuneration (baht)	251,544,854.16	236,447,489.26	240,873,195.56
Percentage of remuneration for male employees (%)	36.42	45.15	45.38
Total female employee remuneration (baht)	439,169,056.03	287,298,959.74	289,910,922.49
Percentage of remuneration for female employees (%)	63.58	54.85	54.62
Average of remuneration of employees (Baht/persons)	548,621.06	435,729.16	456,784.96
Average of remuneration for male employees (Baht/persons)	487,490.03	471,010.93	489,579.66
Average of remuneration for female employees (Baht/persons)	591,075.45	410,427.08	432,702.87
Rate of average of remuneration between female employees and male employees	1.21	0.87	0.88

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has a policy to encourage the Provident Fund Committee to select the fund manager who strictly complies with the Investment Governance Code (I Code) and/or is committed to responsible investments, ensuring that

environmental, social, and governance (ESG) practices are embedded in the business. The fund manager shall strictly comply with the Investment Governance for the best interests of the company's provident fund members in the long run.

Bangkok Capital Asset Management (BCAP Asset) currently serves as the fund manager for the company's Provident Fund.

Reference link to provident fund management policy : [https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_250320162442.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320162442.pdf)  
and guidelines

## Overview of methods for determining employee and employer contribution Rates

### Contributions

1. Member Contributions: Members can choose to contribute to the fund at a rate of 3 - 15% of their base salary and can change the contribution rate once a year, from December 1st to 15th of each year, effective in the following year.
2. Company Contributions: The company will contribute to the fund at a rate based on the member's years of service, as follows:

Years of Service	Member contributes	Company contributes
Not exceed 2 Years	Choice of 3 - 15%	3%
More than 2 - 4 Years	Choice of 3 - 15%	4%
Above 4 Years	Choice of 3 - 15%	5%

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

## Participation in provident fund membership

### Details of provident fund participation

#### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1259	1202	1162
Number of employees joining in PVD (persons)	520	406	403

	2023	2024	2025
Number of PVD members / Total employees (%)	41.30	33.78	34.68
Number of PVD members / Total eligible employees (%)	41.30	33.78	34.68

#### **Amount of provident fund**

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	7,851,998.64	8,373,527.03	8,555,981.82
Total amount of provident fund contributed by employee (baht)	13,830,368.07	14,482,931.17	14,753,026.71

#### **Summary of employee PVD participation over the past year**

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
TCM CORPORATION PUBLIC COMPANY LIMITED	Yes	1,162	1,162	403	34.68	34.68

#### **Policy and guidelines on promoting savings through the provident fund for non-participating employees**

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

#### **Providing education or information on selecting appropriate investment policies**

The Company recognizes the importance of building long-term financial security for our employees' retirement. To support this, we have established a framework focusing on three key areas:

##### **1. Education & Financial Literacy:**

- In collaboration with our fund manager, Bangkok Capital Asset Management (BCAP Asset), we organize investment planning seminars tailored to employees at different life stages.
- These sessions focus on understanding Risk Profiles, enabling employees to select investment policies that optimize returns relative to their remaining years of service until retirement.

##### **2. Information Support for Decision-Making:**

- We provide regular Monthly and Quarterly Reports on market conditions and fund performance, ensuring members can track the growth of their accumulated savings.

- We encourage employees to monitor their provident fund balances and evaluate their retirement readiness using various tools and platforms provided by the asset management company.

3. Flexibility & Portfolio Rebalancing:

- Members are given the opportunity to review and rebalance their investment plans once a year (from November 1st to 30th). This allows them to adjust their strategies in response to changing economic conditions and personal goals, ensuring their portfolios remain aligned with a high-quality retirement plan.

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	22.63	21.80	30.94
Total amount spent on employee training and development (Baht)	1,439,722.55	1,205,931.36	1,324,042.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000186	0.000176	0.000231
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000179	0.000196	0.000265

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

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

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,996,962.83	2,654,444.68	2,633,197.48

	2023	2024	2025
Total number of hours worked by employees (Hours)	2,996,962.83	2,654,444.68	2,633,197.48

#### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	8	4
Total number of employees that lost time injuries for 1 day or more (Persons)	6	8	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.48	0.67	0.34
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)	2.00	3.01	1.52
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.40	0.60	0.30

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

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

#### Information on promoting employee relations and participation

##### Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	221	164	144

	2023	2024	2025
Total number of male employee turnover leaving the company voluntarily (persons)	96	66	57
Total number of female employee turnover leaving the company voluntarily (persons)	125	98	87
Proportion of voluntary resignations (%)	17.56	13.64	12.40
Percentage of male employee turnover leaving the Company voluntarily (%)	43.44	40.24	39.58
Percentage of female employee turnover leaving the Company voluntarily (%)	56.56	59.76	60.42

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## 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](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](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](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 is committed to building trust and meeting customer expectations through product quality, superior service, and the fostering of long-term relationships. Our core strategic actions are as follows:

### 1. Responsible Production and Services

- We operate with fairness and strictly adhere to the Consumer Protection Act, B.E. 2522 (1979) to safeguard our customers' best interests.
- We prioritize the delivery of accurate and sincere information, ensuring no misleading advertisements or overstatements are made regarding the essential qualities of our products and services.

### 2. Communication of Product and Service Impacts

- Given our project-based business model, we provide clear and detailed product labeling (e.g., carpet type, fiber material, installation area).
- We provide specialized documentation, including installation manuals, safety precautions, and maintenance guidelines, along with separate warranty certificates, to ensure project managers can proceed correctly and safely.

### 3. Customer Satisfaction and Relationship Management

- Team Development: We continuously enhance the expertise of our sales teams and distributors to provide professional and accurate consultations to customers.
- Feedback Channels: We have established communication channels to listen to customer feedback and suggestions, which are used for continuous product improvement.
- After-Sales Support: A dedicated unit handles complaints and coordinates with various departments, ensuring customers can seek advice or product information at any time.

### 4. Responsible Education and Communication

- We have implemented a Responsible Marketing Communication Policy to standardize the practices of our employees and sales representatives while ensuring customers are fully aware of their rights.
- We conduct direct training sessions for both employees and customers regarding product specifications, proper usage, and effective maintenance techniques.

### 5. Protection of Customer Privacy

- We prioritize the confidentiality of our customers. All project and personal data are stored under strict data security policies to prevent unauthorized access and ensure full compliance with privacy standards.

## 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 Service Satisfaction (%)	2025: >90 %	2025: 94.40 %
• Protection of customer personal information	Number of incidents related to customer privacy violations	2025: 0	2025: 0

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Customer Management Performance and Results Report 2025

#### 1. Global Recognition & Awards

- **Red Dot Product Design Award 2025:** Our sound-absorbing solution, **DUET** by **RT Acoustic**, was honored with this prestigious award. This recognition serves as a global seal of excellence in innovative design, reinforcing our position as a market leader that harmoniously blends aesthetic appeal with sustainable functionality.



#### 2. Customer Experience & Innovation

- **Virtual Reality (VR) Experience:** We have elevated the customer decision-making process through VR technology. This allows customers to visualize carpet patterns within their actual space via smartphone, reducing complexity and increasing selection accuracy.
- **Showroom Enhancement (Experience Centre):** Our headquarters showroom has been transformed into a modern "Experience Centre." By integrating digital innovations, we provide customers with an immersive environment to explore and interact with our products firsthand.
- **BIM Object System:** We support architects and designers through a 24-hour online Shared Model system. The inclusion of the 'RT Acoustic' product range into the BIM platform enhances digital specification efficiency for design professionals.

#### 3. Engagement & Communication

- **Lunch & Learn Program:** This initiative fosters relationships in a relaxed environment, serving as a platform for new product launches and a direct channel for gathering feedback from customers and partners.
- **Digital Transformation:** Social media and digital platforms are utilized as primary channels for rapid consultation, complaint resolution, and product updates, aligning with modern consumer lifestyles.
- **Academic Collaboration:** We have established a partnership with Thammasat University to transfer knowledge regarding textile innovation and "Upcycling" projects to the next generation of professionals.

#### 4. Responsible Business & ESG (Environmental, Social, and Governance)

- **Sustainability & Net Zero:** We actively communicate our roadmap toward **Net Zero by 2050** through clean energy initiatives (Solar Energy) and resource-efficient manufacturing technologies, such as "Spray Dyed" techniques.
- **Zero Waste to Landfill:** Committed to a circular economy, we provide a carpet take-back service, ensuring old carpets are repurposed or disposed of through environmentally friendly methods to prevent ecosystem waste accumulation.
- **Transparent Marketing:** We strictly adhere to our 'Responsible Marketing Communication Policy,' ensuring all information is fair, transparent, and respectful of the customer's right to accurate information.

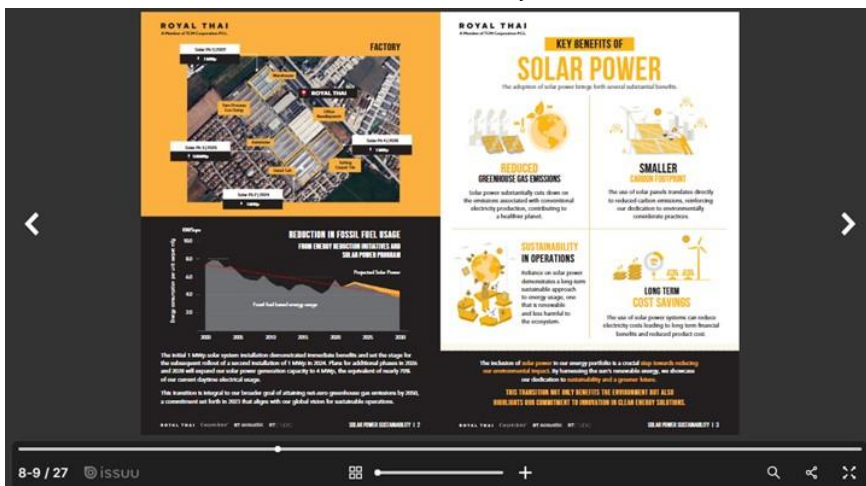
#### 5. Performance Statistics & Data Privacy

- **Customer Satisfaction Score (CSAT):** In 2025, we achieved a satisfaction rating of **94.40%**, surpassing our target of 90%. This reflects our unwavering commitment to service excellence.
- **Data Privacy (PDPA):** The company maintains rigorous security standards. In 2025, there were **zero reported incidents or complaints regarding customer data breaches**, demonstrating our highest level of commitment to protecting customer confidentiality.

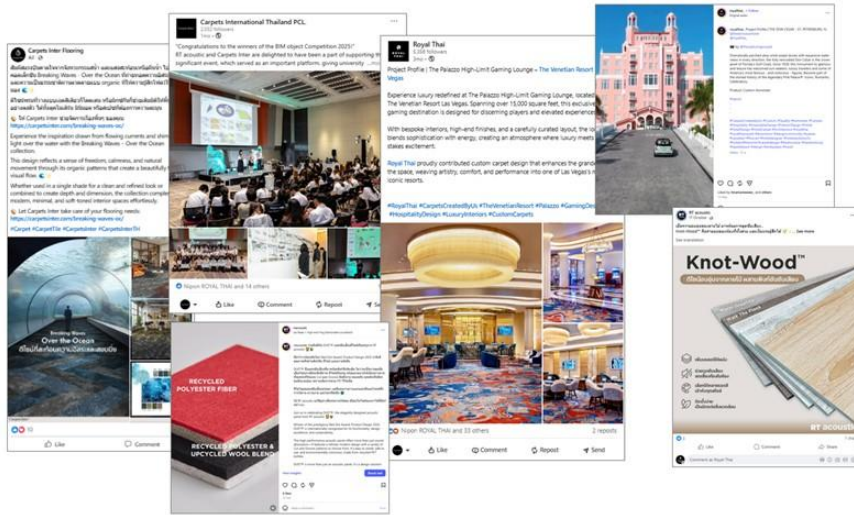
#### Diagram of performance and outcomes of customer management



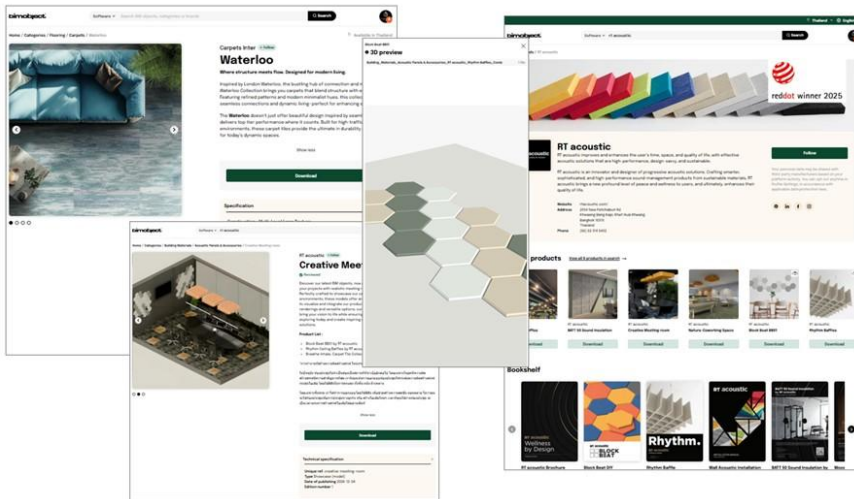
Lunch & Learn Project



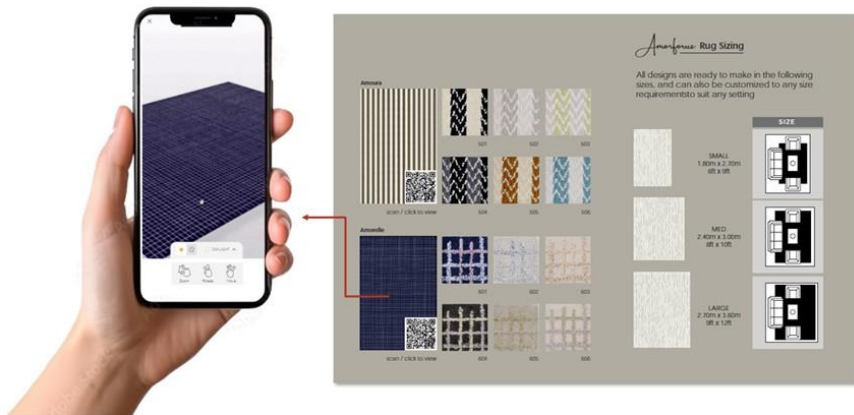
Sustainability Digital Communication



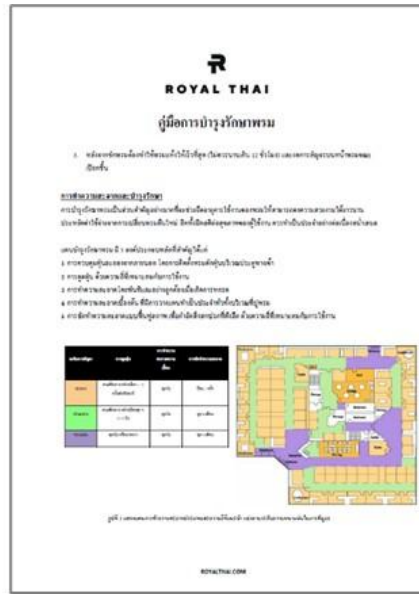
Digital & Social Media Communication Platforms



Building Information Modelling - BIM Object



Virtual Reality



Carpet Care Instructions



1 Billion PET Bottles Recycled Celebration

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes  
customers/consumers

Telephone : 023187833

Fax : 023183962

Email : info@tcm-corporation.com

Companys website : https://www.tcm-corporation.com

Address : 2054 New Petchburi Road, Bangkok, 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, Reducing inequality

#### Community and Social Management Plan

TCM Corporation operates under the guiding philosophy of "Growing Together, Sustaining Forever." We have successfully transitioned from traditional philanthropy to Creating Shared Value (CSV), ensuring that our social initiatives strengthen the business value chain while fostering long-term community resilience.

#### Community Development Framework

The company has established a purposeful direction for community development through 3 Strategic Pillars that link our Core Competencies with the United Nations Sustainable Development Goals (SDGs):

			
Pillars	Eco-Friendly	Social Well-being	Local Economic Growth
Target groups	Communities surrounding factories, Business partners, and Employees	Schools, Vulnerable Groups, and People with disabilities	OTOP vocational groups and Students
Objectives	To reduce environmental impact and generate income from waste.	To elevate quality of life through education and appropriate supporting equipment.	To enhance vocational skills and open marketing channels for self-reliance.
SDG alignment	 		 

The details of the Community and Social Management Plan are as follows:

- **Employment and Career Skills Development:** The company focuses on transferring knowledge in design and carpet weaving skills to the younger generation through the "TCM Campus" project and university collaborations. This aims to preserve high-level craftsmanship and develop a skilled workforce to meet future market demands.
- **Education:** Emphasis is placed on creating an environment conducive to learning by donating carpets for use in key school areas. Additionally, the "3 S for Youth" project (Ethics, Career, Environment) was initiated to cultivate morality, vocational skills, and environmental awareness among students.
- **Religion and Culture:** These are promoted through carpet donations to ethics rooms in educational institutions. Furthermore, local wisdom is supported by providing space for the sale of OTOP (One Tambon One Product) goods.
- **Forestry and Natural Resources:** The company focuses on reducing the consumption of natural resources through integrated recycling processes. This includes community campaigns to reduce greenhouse gases and global warming.
- **Sports and Recreation:** Support is provided for school activities aimed at developing children and youth to boost morale and create a positive atmosphere.
- **Occupational Health, Safety, Health, and Quality of Life:** Carpet donations help reduce surface dust, minimize noise in libraries, and provide cushioning to reduce impact injuries for young children. Additionally, the program generates income for school lunch funds to promote better student nutrition.
- **Underprivileged and Vulnerable Groups:** The "Page 3 Paper" activity collects used paper to produce Braille books for the visually impaired. Moreover, clean recyclable waste is delivered to persons with disabilities for recycling, providing them with a source of income.
- **Water Management and Sanitation:** The company emphasizes proper waste management according to academic principles in cooperation with the municipality. This reduces pollution and ensures a clean, livable environment around the factory.
- **Reducing Social Inequality:** The company fosters an understanding of human rights, equality, and respect for diversity to reduce conflict and bullying in schools

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social : No  
management goals

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

### Performance and outcomes of community and social management

Performance and outcomes of community and : Yes  
social management

### Community Relations and Social Responsibility Performance 2025

The Company is committed to conducting business under the "Growing Together, Sustaining Forever" concept. We have transitioned from traditional philanthropy to Creating Shared Value (CSV) to ensure that every activity generates a positive social impact while simultaneously strengthening the sustainability of our business value chain.

#### 1. Environmental Pillar: Waste Management and Circular Economy (Eco-Friendly)

The Company focuses on transforming waste into valuable resources by establishing management systems involving both employees and the community. This approach aims to reduce environmental impact and provide multifaceted social benefits.

##### 1.1 Environmental Stewardship Project: "Turning Waste into Opportunity."

In collaboration with Bang Khu Wat Municipality, local communities, schools, business establishments, and the general public, the company promotes education on waste segregation for social benefit. The project specifically focuses on collecting recyclable waste such as UHT milk cartons, aluminum, and clean stretchable plastics to be delivered to individuals with disabilities for recycling processes. This initiative effectively reduces local waste and benefits the environment.

##### Objectives:

- To reduce the volume of waste in the community and surrounding areas.
- To raise awareness regarding recycling and efficient resource utilization.
- To foster cooperation between the organization, the community, and the municipality in environmental conservation.

##### Performance in 2025

The company collected and delivered a total of 332.20 kg of recyclable waste to Bang Khu Wat Municipality, categorized as follows: UHT Milk Cartons: 8.8 kgs., Aluminum: 2.4 kgs., Clean Stretchable Plastics: 321 kgs.

##### Results and Benefits:

- Supporting the Disabled: Collected materials were delivered to individuals with disabilities to generate income.
- Resource Efficiency: Supported recycling processes to create new materials and reduce the consumption of natural resources.
- Waste Reduction: Decreased the amount of waste subject to improper disposal.
- Relationship Building: Strengthened the relationship between the organization, the community, and the municipality.

- Environmental Awareness: Instilled a conscience for environmental conservation among employees and local citizens.
- The company is committed to continuing this project to drive sustainable change in environmental protection and community development.

Operational Result	Unit	2023	2024	2025
Clean Stretchable Plastics	kg	158	236	321
Aluminum	kg	4.6	2.6	2.4
UHT Cartons	kg	5.6	5.3	8.8
<b>Total</b>	<b>kg</b>	<b>168.20</b>	<b>243.90</b>	<b>332.20</b>



### 1.2 Waste Bank Project: Transforming Waste into Scholarships and Meals for Youth

The company is dedicated to cultivating environmental conservation awareness while creating tangible social benefits through the "Waste Bank" project. Initiated in 2008, the project's primary objective is to support sustainable waste management and create added value from recyclable materials, returning benefits to the community in the form of school lunch funds.

This initiative focuses on behavioral change among employees and students, raising awareness about the importance of daily waste segregation and maximizing resource efficiency. In 2025, the company completed 7 delivery cycles of recyclable materials, including glass bottles, plastic bottles, and beverage cans, totaling 2,092 kilograms. All proceeds from the sale of these recyclables were contributed to lunch funds for employees and students at participating schools. This not only reduces financial burdens and promotes youth well-being but also serves as a vital mechanism for balancing social development with environmental stewardship, reflecting the company's long-term commitment to social responsibility.

Operating Result	2023	2024	2025
Number of Deliveries (Times)	3	2	7
Recyclable Waste Weight (kgs)	No data recorded	1,720	2,092
Total Revenue (THB)	-	4,540	3,838



The company expanded its impact by participating in the Community Waste Bank activity on May 29, 2025. This initiative focuses on continuous, participatory community waste management for the year 2025. The primary goal is to stimulate engagement across the public, private, and civil sectors in managing solid waste according to proper

technical standards. The project promotes waste bank membership and the sale of recyclable materials, with all proceeds being collected into a lunch fund for children. Furthermore, this initiative scales up into community-wide campaigns aimed at reducing greenhouse gas emissions and addressing global warming



**1.3 The "3rd Page Paper" Project: Educational Opportunities for the Visually Impaired**

The company prioritizes maximizing resource efficiency through the "3rd Page Paper" initiative, which has been operating continuously for over 15 years. We encourage employees to collect paper used on both sides that remains in good condition for donation to the "Thailand Association of the Blind under the Royal Patronage of H.M. the King". This paper is repurposed to produce Braille notebooks, an essential educational tool for the visually impaired.

In 2025, the company collected a total of 48 kilograms of paper, an increase from previous years. This reflects the consistent participation of our employees in reducing corporate waste while creating equitable educational opportunities and promoting environmental sustainability.

Operating Result	2023	2024	2025
Weight of "3rd Page Paper" (kg)	32	32	48

**Value-Added Benefits and Economic Returns**

Through these three core activitiesCommunity Waste Management, the Waste Bank Project, and the 3rd Page Paper initiative the company has elevated its approach from "disposal" to "redistribution":

- 1. Increased Recycling Volume:** In 2025, the company collected over 2,472.20 kg of recyclable waste, up from 1,995.9 kg in 2024. This helps reduce waste disposal expenses for both the municipality and the company.
- 2. Efficiency Gains:** Compared to 2024, the volume of recyclable waste increased by 23.8%. This growth reflects the effectiveness of waste segregation at the source and strong participation from personnel at all levels.
- 3. Cost Reduction:** General waste disposal costs were reduced by approximately 1015%. This initiative lessens the waste management burden for the Bang Khu Wat Municipality and lowers internal corporate management costs.
- 4. Risk Mitigation:** Collaborative efforts across sectors reduce the risk of pollution-related complaints and promote a clean, livable environment around the factory.
- 5. Direct Social Impact: 3,838 Baht** in revenue from the Waste Bank was converted into student meals, and **332.20 kg** of clean waste was delivered as raw materials to generate income for individuals with disabilities

**2. Promoting Education and Enhancing Quality of Life**

The Company is committed to being a part of building a strong foundation for youth. By leveraging our corporate resources and expertise, we aim to elevate learning environments and instill positive values to create quality citizens for society.

**2.1 Carpet Donation Project: Creating Learning Spaces**

The company aims to create environments conducive to skill development for youth by leveraging our core strength in carpets and flooring products to benefit the educational sector, both in Bangkok and other provinces. These donations support the use of essential areas such as libraries, ethics rooms, Sufficiency Economy learning centers, and various school laboratories.

Performance in 2025: Donated carpets to 8 educational institutions, covering a total area of 4,061.54 square meters, with a total value of 2,037,469 THB. Supported 14 schools with carpets for youth development activities, valued at 12,600 THB, to boost morale and enhance the atmosphere of student activities.

Operating Result	2023	2024	2025
Number of Educational Institutions (Schools)	13	5	8
Total Carpet Donated (sq.m.)	6,570.59	5,162.61	4,061.54
Total Value (THB)	2,486,793.51	2,701,078.79	2,037,469



### Value-Added Benefits and Economic Returns

The operations in 2025 served not only as a support for educational resources but also as a strategic management of company assets to maximize utility through the process of creating shared value:

1. **Positive Impact on Youth and Educational Institutions:** The donation of over 4,000 square meters of carpet was installed in key areas, such as libraries and Sufficiency Economy Learning Centers. This helps reduce noise, enhancing student concentration and learning efficiency. It also minimizes dust dispersion compared to hard surfaces and provides a soft touch that reduces injuries from impacts in activity areas for young children.
2. **Operational Efficiency:** Utilizing products for social benefit helps reduce inventory storage costs. It also mitigates the risk of product deterioration within the warehouse.
3. **Financial and Brand Management:** Conducting donations through proper regulatory channels enables the company to receive tax deduction benefits as prescribed by law. This represents effective cash flow management coupled with the promotion of a positive corporate image.

### 2.2 The "3 S" for Youth Project: Building Intellectual Capital

On November 21, 2025, the Company initiated the **"3 S"** integrated learning activity at Wat Bang Khu Wat School. This program aims to nurture youth by preparing them with ethics, vocational skills, and global responsibility. The three core components of "3 S" are:

- **S - Human Rights:** Building an understanding of equality and respect for diversity, which serves as a fundamental foundation for reducing conflict and bullying in schools.
- **S - Career Paths:** Expanding horizons and providing guidance on various career paths to help youth discover their potential and lay the foundation for a skilled workforce in the future market.
- **S - Environmental Awareness:** Transforming knowledge about global warming into practical action, such as waste separation and resource conservation, to raise a new generation that grows up with environmental responsibility.



## Value-Added Benefits and Economic Returns

1. **Community Relations:** The Company has built strong relationships with educational institutions and parents in the areas surrounding the factory (Bang Khu Wat), providing a crucial foundation for sustainable coexistence.
2. **Long-term Risk Mitigation:** Developing environmental and human rights consciousness in youth helps reduce future conflicts and environmental issues within the company's operating community, serving as long-term business risk mitigation.
3. **Quality Citizenship:** Follow-up assessments showed that over 85% of students gained a better understanding of fundamental rights and waste separation. This is considered "creating quality citizens" for the future labor base in the Bang Khu Wat area.
4. **Operational Efficiency:** This initiative prepares a skilled local workforce, which helps reduce personnel recruitment costs in the long run.

### 3. Job Creation and Knowledge Sharing

The Company focuses on leveraging its potential as a regional leader in the carpet industry to transform knowledge into opportunity. We utilize our corporate space as a driving force for the community economy through the following initiatives:

#### 3.1 Knowledge Transfer and Nurturing the Next Generation

The Company serves as a "Living Learning Institute" to cultivate new designers and artisans by bridging academic knowledge with real-world industrial practice.

- **Academic Collaboration Projects:** - Collaboration with the Faculty of Fine and Applied Arts, Thammasat University: The Company organized a Hand-Tufted Carpet Weaving Workshop, providing students with the opportunity to learn carpet-weaving fundamentals and practice essential skills for their future creative careers. Furthermore, the Company supports education and inspires a new generation of designers by blending traditional wisdom with modern innovation to promote the development of Thailand's carpet design industry



- Collaboration with Srinakharinwirot University: The Company shared in-depth knowledge regarding carpets and acoustic materials with students. The session covered topics ranging from carpet properties and manufacturing processes to guidelines for selecting the appropriate carpet types for various functional areas. The atmosphere was friendly, encouraging an engaging exchange of questions and ideas



● **TCM Campus: Student Open House Project**

As the largest carpet manufacturing base in Asia, the Company is proud to showcase our potential through every stage of the production process. We provide opportunities for educational institutions to visit our facilities to exchange knowledge and study the technology, innovation, and management techniques utilized in our manufacturing processes. In 2025, a total of five educational institutions participated in this program.



1. Strengthening Employer Branding: By positioning the company as an industry leader at a national level, we attract new generations of designers to the business. This strategically reduces the risk of specialized artisan shortages in the future.
2. Knowledge Exchange and Preservation: Sharing in-depth expertise with students allows the company to gain "Fresh Ideas" from the younger generation. Simultaneously, it ensures that high-level carpet weaving skills are preserved and passed on, preventing the loss of specialized craftsmanship.
3. Build brand and product awareness: Cultivating brand engagement among youth and students the future designers and potential customers to foster long-term brand loyalty and business growth.

**3.2 Job Creation and Income Generation Project**

The company focuses on creating tangible income for local residents and the elderly by providing marketplace opportunities within the company premises.

- **Supporting OTOP and Community Products:** The company hosts monthly sales events for OTOP (One Tambon One Product) from Pathum Thani and surrounding areas. This initiative promotes local wisdom, creates career opportunities, and provides additional income channels for families and communities. This also includes retired employees, who are welcomed back to sell their products. From January to November 2025, total sales reached 556,012 THB.

Operating Result	2023	2024	2025
Local Income Support (THB)	575,780	595,645	556,012



**Value-Added Benefits and Economic Returns**

1. Economic Resilience: Injecting over 550,000 THB directly into households strengthens the local economy and reduces labor migration. This ensures a stable local labor base for the company.

**Benefit from implementing social development project**

Financial benefits<sup>(1)</sup>

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

	2023	2024	2025
Value of purchasing goods and/or services from the community (Baht)	3,708,405.00	2,701,078.79	203,746.00
Scholarships (Baht)	120,000.00	120,000.00	0.00
Supporting local community income (OTOP) (Baht)	575,780.00	595,645.00	556,012.00

Remark: <sup>(1)</sup> "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<sup>(2)</sup>

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

	2023	2024	2025
Community forest (Rais)	15.00	10.00	0.00
Educational beneficiaries (Persons)	40.00	40.00	0.00
Contribution to Educational Knowledge Development" (Places)	8.00	4.00	3.00

Remark: <sup>(2)</sup> 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

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	690,200.00	476,148.00	133,274.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.008908	0.006936	0.002329
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.008593	0.007751	0.002670

Additional explanation : <sup>(\*)</sup> 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

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### 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 reviews the policies annually to ensure consistency with the changing environment. Corporate governance is the 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 fairly and equally and shall not use 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 has been a dedicated member of the Thai Private Sector Collective Action Against Corruption (CAC) since signing its declaration of intent on September 3, 2014. Demonstrating a continuous commitment to transparency and integrity, the Company successfully achieved its 3rd Recertification from the CAC Council in 2025

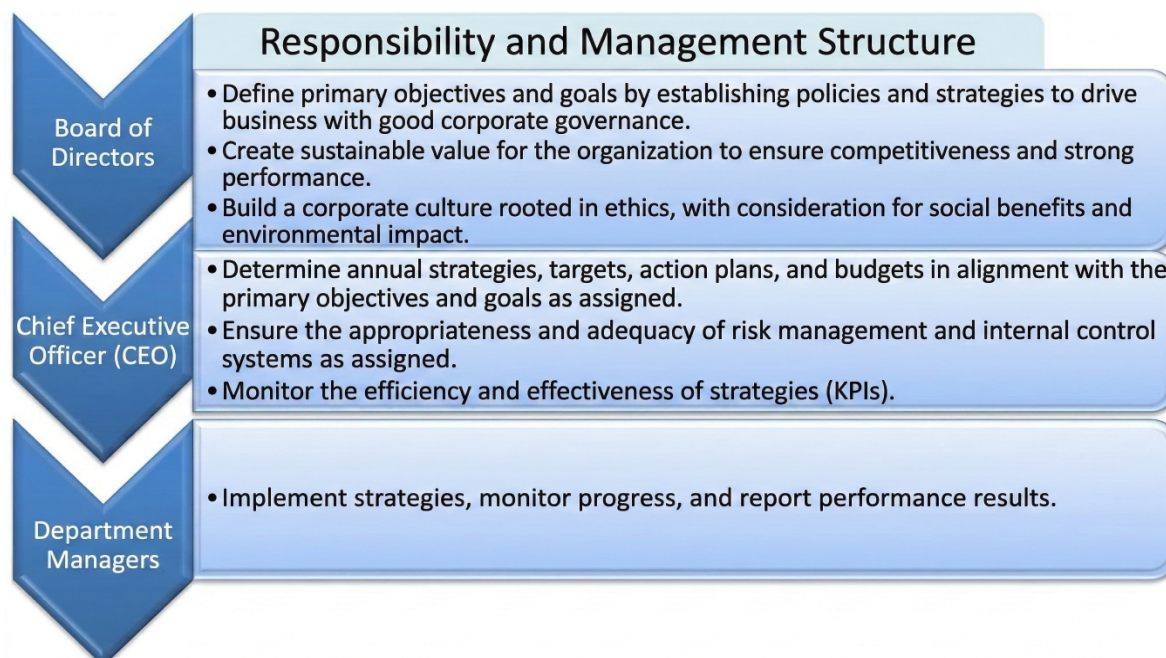
The company has communicated and published this guideline on the corporate website so that directors, executives, and employees at all levels can comply with the principles of good corporate governance. Furthermore, the guideline has been published to all stakeholders to acknowledge the operational practices of the company. The details are in the company's website, [www.tcm-corporation.com](http://www.tcm-corporation.com), under the heading of Corporate Governance.

Reference link for the full version of corporate governance policy and guidelines : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

#### The Roles of Leaders in Corporate Governance and Sustainable Business Drive

#### The Roles of Leaders in Corporate Governance and Sustainable Business Drive

The Board of Directors is responsible for corporate governance at the policy level and the determination of organizational direction by imposing the goals and objectives of the company together with corporate vision, missions, and organizational culture. The review of the guideline shall be conducted at least once a year for directors, executives, and employees at all levels to effectively revise and implement plans to achieve the goals and objectives for sustainable business drive.



### 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, Other guidelines related to the board of directors

### Nomination of directors

#### Criteria and procedures for nomination of the Board of Directors

The Board of Directors is responsible for considering, searching for, and selecting the company's directors according to clearly defined and transparent criteria and processes, in accordance with the company's Articles of Association, the regulations of the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (SET), in order to obtain company directors who possess the appropriate qualifications as specified by the company, without limitation to gender, race, or religion. This can be summarized as follows:

1. The Board of Directors has a policy to grant equitable rights to each shareholder, especially minority shareholders, to nominate new Board of Directors in advance. The criteria and procedures of nomination are as shown on the Company's website ([www.tcm-corporation.com](http://www.tcm-corporation.com)).
2. Appointment of the Board of Directors shall be in accordance with the Company's articles of association and relevant legal provisions. The shareholders meeting shall elect the Board of Directors based on the following criteria and procedures:
  - (2.1) One shareholder has one vote per share held.
  - (2.2) Each shareholder shall use all votes at their disposal under Clause (2.1) to elect one or many directors, but shall not allocate their votes to any candidates.
  - (2.3) The persons who receive the majority vote shall be appointed as directors. In case of equal votes exceeding the number of directors entitled to vote in such a meeting, the Chairman shall cast a vote for the final decision.
3. The Board of Directors shall determine and review the recruitment criteria and procedures with transparency and clarity to engage qualified, knowledgeable, and expert directors, ensuring a board composition that aligns with

the company's business strategies and goals. This includes providing sufficient information for consideration such as age, gender, educational background, and work experience of the persons nominated for the benefit of decision-making and the proposal of opinions to the Board of Directors, prior to the proposal to the shareholders meeting for approval of appointment.

(3.1) Consider the list of directors who are due to retire by rotation and the list of individuals nominated for selection to serve as directors of the company, both from nominations by the Board of Directors and the company's shareholders, especially minority shareholders. In the event that the Board of Directors nominates an existing director, the performance of that director in the past year must also be considered.

(3.2) Consider individuals nominated to serve as directors of the company according to the qualifications specified in Principle No. 3.

4. The Board of Directors considers the suitability of individuals nominated to serve as Company Secretary and Assistant Company Secretary, or in the event that such positions become vacant, and submits its opinion to the Board of Directors for further consideration and approval.

5. The Board of Directors considers and establishes a succession plan for directors, the Chief Executive Officer, and executives who are critical to the company's operations, including setting criteria for considering successors.

#### Criteria and procedures for nomination of sub-committees

The Company determines the criteria for nomination of the personnel on the basis of principles and procedures stipulated in the Company's articles of association. The selected persons shall have knowledge, ability, and qualifications as specified in the notification of the Securities and Exchange Commission and the Stock Exchange of Thailand regarding nomination and selection of sub-committees in case of the end of term or vacancy for proposal of the qualified persons to the Board of Directors for further appointment.

The sub-committees shall consist of

1. Audit Committee shall be comprised of at least three independent directors, and one of them shall have accounting and financial knowledge.
2. Executive Committee shall consist of at least three executive directors.
3. The sub-committees, such as the Sustainability and Risk Management Committee, shall be appointed by the Chief Executive Officer as assigned by the Board of Directors.

Reference link for Nomination of directors : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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#### **Determination of director remuneration**

##### **Determination of remuneration of the Board of Directors and sub-committees**

Remuneration shall be determined based upon the remuneration structure and rate and shall be appropriate for responsibilities to encourage directors to lead the Company to the achievement of its objectives and short-term and long-term goals. The remuneration payment policy shall be as follows:

##### **Remuneration Payment Policy**

The Company aims at fair and appropriate remuneration payment in the short term and long term by taking into account the scope of duties and responsibilities, as well as the benefits expected to be received from directors. The Company's operation and the Board of Directors performance shall be assessed in comparison with those of other companies in the same industry and other listed companies in the same industry.

##### **Consideration of Determining Directors' Remuneration**

1. The consideration of determining directors' remuneration must be consistent with the company's short-term and long-term objectives and key goals. It should take into account experience, scope of authority, and responsibilities, as well as the expected benefits from each director. Directors assigned additional duties and

responsibilities, such as serving on sub-committees, should receive appropriate additional compensation, 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. Consider determining remuneration based on the structure and criteria for paying directors, both in monetary and non-monetary forms. Consider each form of remuneration to be appropriate, such as remuneration paid at a fixed rate, such as monthly meeting allowances, and remuneration paid based on annual operating results, such as bonuses or gratuities, with a link to the value that the company creates for shareholders. This remuneration should not be so high as to cause an excessive focus on short-term performance. Present opinions to the Board of Directors before proposing them to the shareholders' meeting for further consideration and approval.

3. Consider determining remuneration based on the company's operating results each year.

4. Consider determining remuneration based on the self-assessment of performance by the Board of Directors and sub-committees each year, to use the information to consider improving the performance efficiency of the Board of Directors.

5. The company shall disclose the policy and criteria for determining directors' remuneration, reflecting the scope of authority and responsibilities, as well as the form and rate of remuneration paid to each director on the Board of Directors and on sub-committees, including remuneration that each director receives from being a director of subsidiaries, in the Form 56-1 One Report.

Reference link for Determination of director remuneration : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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## **Independence of the board of directors from the management**

### **Overview of Policies and Practices Regarding Board Independence from Management**

The Company is committed to maintaining a board structure that ensures effective checks and balances. To safeguard the best interests of the company and its shareholders, the following policies and practices regarding board independence have been established:

#### **1. Stringent Qualifications for Independent Directors**

The Company selects independent directors based on the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) to ensure genuine autonomy. Key qualifications include:

- **Shareholding Independence:** Holding no more than 1% of the total voting shares of the company, parent company, subsidiaries, or major shareholders (including shares held by related persons).
- **No Management Involvement:** Must not be or have been an executive director, employee, staff member, or advisor receiving a regular salary, or a controlling person, unless such status ended at least 2 years prior to appointment.
- **No Blood or Legal Relationships:** Must not be related by blood or legal registration (e.g., parents, spouse, siblings, or children) to management, major shareholders, or controlling persons.
- **No Business or Professional Conflicts:** Must have no significant business relationship (exceeding 20 million THB or 3% of Net Tangible Assets) and must not be an auditor, legal advisor, or financial advisor to the company, unless such status ended at least 2 years prior to appointment.

#### **2. Structure and Balance of Power**

- **Board Composition:** Independent directors must constitute at least one-third (1/3) of the total board membership to ensure effective counterbalancing of power.

- Separation of Roles: The Chairman of the Board and the Chief Executive Officer must be different individuals to clearly separate the oversight of policy from day-to-day management. Additionally, the Company has established Board Charters for the Board and its sub-committees to define their respective scopes of authority and responsibilities in accordance with Good Corporate Governance principles.

### **3. Practices to Maintain Ongoing Independence**

- Define the scope of authority: A formal Delegation of Authority (DOA) has also been implemented, explicitly documenting approval limits and conditions for key transactions. Any significant transactions or those exceeding the delegated authority of the Executive Committee must be submitted to the Board of Directors for approval, ensuring the best interests of the Company and all stakeholders are protected.
- Access to Independent Advice: All directors have the right to access company information directly and may seek independent professional advice at the Company's expense to support their decision-making process.

### **4. Independent Opinion and Decision-Making**

- Independent directors are duty-bound to provide unbiased opinions during meetings, particularly regarding Related Party Transactions (RPTs) and executive compensation, to prevent any potential conflicts of interest.

## **Director development**

### **Policies and Practices Regarding Director Development**

The Board of Directors prioritizes continuous knowledge enhancement and skill development. The objective is to ensure that all directors possess a profound understanding of their roles, responsibilities, the nature of the business, and evolving external factors to perform their duties with maximum efficiency. The practices are established as follows:

#### **1. New Director Orientation**

Upon the appointment of a new director, the Company conducts a comprehensive orientation to ensure they are prepared to perform their duties immediately. The Company Secretary coordinates the following:

- Corporate Fundamentals: Providing information on business structure, shareholding, vision, mission, and corporate culture. This includes site visits to production processes for a practical understanding of the Company's operations.
- Roles, Responsibilities, and Legal Framework: Clarifying the legal scope of authority and duties of directors in a listed company, as well as Good Corporate Governance (CG Code) principles.
- Executive Briefings: Arranging meetings with the Chairman and the Chief Executive Officer to provide in-depth insights into the Company's strategy and business direction.
- Mandatory Training: Requiring directors to attend essential courses such as the Director Accreditation Program (DAP) or Director Certification Program (DCP), and specialized courses for sub-committees such as the Advanced Audit Committee Program (AACP) from the Thai Institute of Directors (IOD).

#### **2. Continuous Knowledge and Skill Development**

The Company encourages directors to regularly enhance their expertise to stay abreast of global business trends and changes:

- External Training & Seminars: Supporting directors in attending programs organized by regulatory bodies such as the SEC, SET, IOD, or other leading institutions, with the Company covering all related expenses.
- Emerging Trends & Risks: Focusing on critical global issues, including Environmental, Social, and Governance (ESG), Climate Risk Management, Cybersecurity, and Digital Innovation.
- Educational Visits and Expert Briefings: Organizing local or international study tours as appropriate, and inviting external experts to provide specialized briefings to the Board on strategic topics.
- Knowledge Sharing: Promoting a culture where directors who attend training sessions share their acquired insights with the rest of the Board to foster collective development.

### 3. Support from the Company Secretary

- The Company Secretary is responsible for developing an "Annual Director Development Plan" by identifying relevant courses that align with the Company's strategic goals and proactively informing directors of these opportunities.

### 4. Public Disclosure

- The Company shall disclose details regarding the training and development activities of each director during the past year in the Annual Report (Form 56-1 One Report) to demonstrate its commitment to board capacity building with transparency.

Reference link for Director development : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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### Board performance evaluation

The Board of Directors requires a performance evaluation to be conducted at least once annually at year-end to review operational results, issues, and obstacles encountered during the past year. The policies and practices are detailed as follows:

#### 1. Evaluation Categories and Criteria

The Company utilizes assessment forms based on the guidelines of the Stock Exchange of Thailand (SET) and the Thai Institute of Directors (IOD), categorized into three levels:

- Board of Directors (As a whole): Evaluates board structure and qualifications, roles and responsibilities, meeting dynamics, performance of duties, relationship with management, and self-development.
- Sub-committees (As a group): Evaluates the efficiency of performance according to the scope of authority defined in each committee's charter.
- Individual Directors (Self-assessment): Evaluates readiness to perform duties, participation in meetings, and the exercise of independent judgment.

#### 2. Evaluation Method and Scoring Criteria

The evaluation is conducted through individual self-assessment forms, where each director provides their opinion using a scoring scale from 0 to 4 (0 = Strongly Disagree to 4 = Strongly Agree). To ensure independence and confidentiality, the Company Secretary is responsible for consolidating and summarizing the overall results (anonymously).

#### 3. Self-Assessment of the Chief Executive Officer

The Chief Executive Officer is responsible for conducting an annual self-assessment. This evaluation is based on Key Performance Indicators (KPIs) and strategic goals mutually agreed upon with the Board of Directors. The purpose is to review performance results and identify management development opportunities. The summary of this self-assessment is subsequently presented to the Board of Directors for acknowledgment.

#### 4. Reporting and Utilization of Results

- The Company Secretary summarizes the evaluation results and reports them to the Board of Directors meeting to collectively review work processes and determine ways to further enhance operational efficiency.
- The Company discloses the overview of policies, procedures, and evaluation summaries in the Annual Report (Form 56-1 One Report) on an annual basis.

Reference link for Board performance : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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### 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://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084455.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084455.pdf)

### Signing method in binding the company

The name and number of directors authorized to sign on behalf of the company as of 31 December 2025 are as follows: - Mr. Pimol Srivikorn, or M.L. Walliwan Varavarn, or Miss Piyaporn Phanachet, two out of these three directors jointly sign with the Company's seal affixed, or Mr. Pimol Srivikorn, or M.L. Walliwan Varavarn, or Miss Piyaporn Phanachet, and one other director jointly sign and affix the company seal.

### 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 deeply respects and recognizes the fundamental rights of shareholders as the owners of the business. In accordance with Principle 8: Encourage Shareholder Engagement and Communication of the Good Corporate Governance Code, the Company has established the following policies and operational measures:

#### 1. Facilitating Shareholder Participation in Meetings (AGM/EGM)

The Company ensures that shareholders can exercise their rights effectively through transparent meeting processes:

- Proposing Agenda and Nominating Directors: Minor shareholders are encouraged to propose meeting agendas and nominate qualified candidates for directorship in advance via the Company's website for a period of 3 months (from October to December) before the end of the fiscal year.
- Notice of Meeting and Information Disclosure: The Company publishes the notice of the meeting, in both Thai and English, on its website at least 30 days prior to the meeting. Each agenda item includes clear objectives, rationales, and the Board's opinions (e.g., director appointments, remuneration, and auditor appointments).
- During the Meeting: \* Technology is utilized for registration and vote counting to ensure speed, accuracy, and transparency.
  - All directors and relevant executives are required to attend the meeting to answer shareholder inquiries.
  - Voting ballots are used for significant agenda items, and directors are elected on an individual basis.
  - An independent person is invited to serve as an inspector or witness for vote counting to ensure integrity.

- Post-Meeting Procedures: Meeting resolutions and voting results are disclosed via the Stock Exchange of Thailand (SET) portal by the next business day. Minutes of the meeting, including a summary of Q&A, are published within 14 days.

## 2. Communication and Information Disclosure

The Company ensures all shareholders receive accurate, complete, and timely information:

- Digital Channels: The corporate website serves as a primary hub for disclosing financial statements, the 56-1 One Report, and significant corporate updates.
- Information Quality: Financial information must be reviewed by the Audit Committee and the External Auditor. Communication is presented in plain language to ensure all investors can accurately assess the Company's situation.
- Equitable Treatment: To prevent information asymmetry, any clarifications regarding misunderstood information are channeled through the SET system to ensure all parties are informed simultaneously.

## 3. Investor Relations (IR) Measures

The Board of Directors oversees a dedicated Investor Relations unit to communicate with shareholders and stakeholders under a strict Code of Conduct:

- Disclosure Policy: Protecting Confidential and Price-Sensitive Information. The Company strictly prohibits the disclosure of concluded negotiations or uncertain forecasts to the public.
- Insider Trading Prevention: A Blackout Period is enforced, prohibiting the trading of company shares 30 days before and after the announcement of financial results. Furthermore, the "Quiet Period" prevents IR from meeting with investors or analysts during the period leading up to financial disclosures.
- Engagement Activities: The Company organizes at least one factory visit per year to provide shareholders and analysts with a firsthand understanding of the Company's operations.

Reference link for Shareholder : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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## Employee

The company places importance on human resource management to be able to respond to business changes, economic conditions, and the environment. The company believes that its personnel have the potential to drive the business towards sustainable success. The human resource strategies are defined as follows:

Human Resource Policy: The company aims to enhance the readiness of personnel in the organization to adhere to honesty, integrity, and transparency, to ensure a good quality of life, and to live safely, by developing knowledge and abilities in both skills necessary for work and skills for potential development, to be ready to drive the organization towards success and excellence, supporting sustainable growth both domestically and internationally

**Human Resources Management**, in response to the corporate sustainable growth, is one of the Company's key strategies. Operations are as follows:

1. Recruitment: The Company determines the policy and procedures of personnel recruitment and selection on the basis of equity, qualifications, education, experience, physical condition, and other requirements needed for each position.
2. Personnel development: The Company emphasizes personnel development to equip them with the necessary knowledge, skills, and potential by making annual training programs in advance. The Company plans to arrange training by focusing on 3 aspects, including basic knowledge of work, supervising skills for supervising staff, and supplementary knowledge of work and professions. Also, employees shall be encouraged to join social and environmental activities.
3. Employee retention: The Company realizes the importance of employee retention by creating happiness at work in the form of fair compensation suitable for the nature of the work and employees' abilities. All welfare and

benefits, as well as safe and sanitary work conditions, shall be assured. Entertainment activities shall be arranged to create happiness, and employees shall be given opportunities to voice their minds regarding their performance and the Company's operation improvement.

- a. Welfare: The company provides various welfare benefits to its employees to improve their quality of life, such as cost-of-living allowances, provident fund contributions, diligent attendance bonuses, life insurance, and health insurance, etc.
  - b. Creating a Happy Workplace: The company organizes continuous activities to promote happiness within the organization, allowing employees to participate in enjoyable activities together.
  - c. Complaints: In cases where employees feel they have been treated unfairly or suffer from work-related distress, whether due to working conditions, employment conditions, supervision, work orders or assignments, or any inappropriate behavior between supervisors and employees or between employees, employees can report their dissatisfaction or distress to the company for resolution or to stop the incident. This is to foster good relations between the company and its employees and to ensure employees work happily.
  - d. Encouraging Employee Input: The company provides opportunities and encourages employees to express their opinions, allowing them to participate in improving their own work efficiency and that of the company.
  - e. Equal Opportunity: The company treats employees with equality, fairness, and non-discrimination. It respects individual rights and freedoms, both directly and indirectly, by adhering to principles of fairness and equality in accordance with human rights principles.
  - f. Communication: The company establishes an Intranet system for internal communication, keeping employees informed about important company changes, and maintains the company website [www.tcm-corporation.com](http://www.tcm-corporation.com) to disseminate information and news to external stakeholders.
4. Safety: The Committee on Safety, Occupational Health and Work Environment, in collaboration with the Occupational Health and Safety Division, shall make an accident prevention manual, provide training on safety, arrange danger prevention activities, and minimize risks of work accidents, as well as increase the security system and hold safety activities for employees.
5. Operation monitoring: To ensure appropriate implementation and compliance of the policy, the Company determines that work shall be monitored and work goals shall be set up for inspection. The results shall be reported to the superior in the relevant chain of command.
6. Performance assessment: Performance during the probationary period shall be assessed, and the annual performance evaluation shall be conducted once a year for consideration of adjustment of wage, compensation, and reward. Moreover, the results shall be used in consideration of promotion for employees.
7. Succession plan: The Board of Directors shall ensure that the Company has an appropriate recruitment process to engage qualified persons to hold office in key executive positions, and the nomination process of the top management is in accordance with the Executive Committee's procedures.

Reference link for Employee : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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**Customer**

The company recognizes the importance of customer satisfaction to the success of the business. The company is therefore determined to seek ways to meet customer needs more efficiently and effectively. The guidelines are as follows:

- 1. Deliver quality goods and services that meet or exceed customer expectations, and at fair prices.
- 2. Provide accurate, sufficient, and timely information to customers so that they are aware of information about goods and services without any misrepresentation that may cause customers to misunderstand the quality, quantity, or any conditions of those goods or services.

3. Communicate with customers politely, efficiently, and in a manner that customers can trust, and establish a complaint system regarding the quality, quantity, and safety of goods, as well as the speed of delivery of goods and services.
4. Maintain customer confidentiality and do not use it for personal or related parties' undue benefit.
5. Provide advice on how to use the company's goods and services to maximize efficiency and benefit for customers.

Reference link for Customer : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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### **Business competitor**

The company has a policy to treat trade competitors in accordance with international standards, within the framework of laws on fair competition, and not to violate or fraudulently obtain trade secrets of competitors. The guidelines are as follows:

1. Conduct business within the framework of fair competition rules.
2. Not to seek confidential information of trade competitors through dishonest or inappropriate methods.
3. Not to damage the reputation of trade competitors through defamation.
4. Conduct business openly, transparently, and not to create unfair competitive advantages.

Reference link for Business competitor : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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### **Business partner**

The company has a policy to treat business partners equally and fairly, considering the company's best interests, based on fair returns for both parties, avoiding situations that create conflicts of interest, and complying with commitments, providing factual information, accurate reports, and negotiating solutions based on business relationships. The guidelines are as follows:

1. Not to solicit, accept, or pay any improper benefits in trade with business partners.
2. In the event of information indicating solicitation, acceptance, or payment of any improper benefits, disclose the details to the business partner and jointly resolve the issue fairly and quickly.
3. Strictly adhere to the agreed-upon conditions.
4. If unable to comply with any conditions, notify in advance to jointly consider solutions.

Reference link for Business partner : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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### **Creditor**

The company has a policy to treat all trade creditors in accordance with international standards, within the framework of laws on creditor practices. The guidelines are as follows:

1. Treat all trade creditors equally and fairly, based on fair returns for both parties.
2. Strictly adhere to contracts, financial obligations, and agreed-upon conditions, and not to use dishonest methods, conceal information, or facts that could harm creditors. If unable to comply with conditions, notify creditors in advance to jointly consider solutions.

Reference link for Creditor : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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## Government agencies

The Company is committed to conducting business in strict compliance with all applicable laws, regulations, and standards established by governing authorities. We uphold transparency and integrity as our core principles, operating under the following guidelines:

1. **Legal and Regulatory Compliance:** We ensure that all business operations strictly adhere to relevant laws, tax regulations, and public sector standards. We provide full cooperation to government officials by supplying accurate and timely information through official channels.
2. **Anti-Corruption and Anti-Bribery:** We enforce a "Zero Tolerance" policy against all forms of corruption. Employees are strictly prohibited from offering, giving, or accepting bribes, gifts, or improper benefits to/from government officials to gain business advantages.
3. **Transparent Government Relations:** Interactions with government agencies must be transparent and well-documented. Furthermore, the Company maintains a "Political Neutrality" policy, refraining from providing financial support or resources to any political parties or politicians for business gains.
4. **Monitoring and Whistleblowing:** We implement rigorous internal control systems, especially for high-risk transactions such as licensing and public procurement. A secure whistleblowing channel is available to report any suspected misconduct involving the public sector.

## Community and society

The company has a policy to conduct business with consideration for social and environmental care. It emphasizes local customs and traditions where the company is located and acts as a good corporate citizen by strictly complying with relevant laws and regulations. The company is committed to improving the quality of society, communities, and the surrounding environment, both through its own efforts and in cooperation with the government or communities. The company will consistently carry out activities that contribute to society and the environment and will instill a sense of social and environmental responsibility in employees at all levels for sustainable growth. The corporate social and environmental responsibility policy is as follows:

1. Conduct business ethically and with responsibility to society and the environment.
2. Develop surrounding communities and society in terms of economy, society, and the environment for a better quality of life.
3. Respect laws and human rights without discrimination, regardless of race, nationality, religion, gender, and culture, managing fairly and promoting sustainable development.
4. Encourage employees at all levels to volunteer and instill a sense of social and environmental responsibility for the common good, without expecting compensation.
5. Promote activities that create sustainable benefits for communities, society, and the environment.

Reference link for Community and society : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)

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## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

TCM Corporation Public Company Limited is committed to conducting business in alignment with the Good Corporate Governance principles set forth by the Stock Exchange of Thailand. The company has established a formal **"Business Ethics and Code of Conduct"** to serve as a definitive framework for directors, executives, and all employees to perform

their duties with integrity, transparency, and morality. Guided by a vision to become a global leader while fostering sustainable organizational growth, the company prioritizes a management structure that is accountable and treats all stakeholders equitably. This includes striving for maximum shareholder value, treating employees with respect for human rights and fair compensation, delivering high-quality products and services to customers, and engaging with business partners and creditors on the basis of fairness and honesty.

Furthermore, the company focuses on cultivating a corporate culture that opposes all forms of corruption and provides clear policies to prevent conflicts of interest. Strict measures are in place to govern the use of internal information, ensuring it is not exploited for personal gain. TCM Corporation also promotes social and environmental responsibility by encouraging efficient resource management and supporting local community activities. To ensure effective implementation, the company maintains rigorous oversight of compliance, supported by accessible whistleblowing channels and robust whistleblower protection measures to safeguard those reporting in good faith. These principles collectively build trust among stakeholders and drive the company toward long-term success.

Reference link for the full version of business code of conduct : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.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 conflict of interest occurred, 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. 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://tcm-corporation.com>

## Anti-corruption

Directors, executives, and employees participate in the fight against corruption by promoting a sense of honesty and fairness under an active work system with an efficient internal control system, also a focus on and compliance with the anti-corruption policy.

1. Directors, executives, and employees are prohibited from offering gifts to a third party, such as government officials, agents, partners, private organizations that intend to induce, commit, or refrain from any act of guilty or unlawful in exchange for privileges.
2. Directors, executives, and employees are prohibited from calling for or receiving any gifts or benefit for themselves or others that tend to motivate them to act or refrain from performing their duties.
3. Business conducted with agencies, state agencies, state enterprises, or private organizations both domestically and internationally must be done in a transparent, fair, and legal manner both in Thai and foreign laws.
4. Executives, directors, and employees must comply with anti-corruption policy and practices.

Reference link for Anti-corruption : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304085143.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304085143.pdf)

## Whistleblowing and Protection of Whistleblowers

### Policy Overview

#### 1. Purpose and Scope

The policy encourages employees and stakeholders to participate in monitoring and reporting irregularities within the organization. It covers reports concerning serious misconduct, improper financial operations, or violations of the Code of Conduct and laws. *Note: Personal grievances or HR-related matters should be reported through existing Human Resources channels.*

#### 2. Whistleblowing Channels

Reports can be submitted in writing through three main channels:

- By Post: Address to the Secretary of the Audit Committee or the Chief Executive Officer (CEO).
- By E-mail: [auditcom@tcm-corporation.com](mailto:auditcom@tcm-corporation.com) or [pira@tcm-corporation.com](mailto:pira@tcm-corporation.com).
- Company Website: [www.tcm-corporation.com](http://www.tcm-corporation.com) under the "Complaint Channel" section.

#### 3. Whistleblower Protection Measures

The Company prioritizes the protection of those who report in good faith through the following measures:

- Confidentiality: Personal information (name, address, photo) will be kept strictly confidential. Access to information is limited only to those directly involved in the investigation.
- Employment Protection: Whistleblowers will not face termination, suspension, demotion, or any disciplinary action for reporting information without fraudulent intent.
- Safety: Whistleblowers may choose to remain anonymous. If they feel unsafe, they may request specific protection measures from the Company.

#### 4. Investigation Process and Sanctions

- Investigation: Upon receiving a report, the Company will acknowledge receipt and conduct a fact-finding mission through a dedicated committee. The accused will be given an opportunity to present evidence and clarify the situation.
- Results: The Company will summarize the findings and notify the whistleblower within a reasonable timeframe.

- Sanctions: If the accusation is proven true, the offender will face disciplinary and/or legal action. Conversely, if a report is found to be false and made with malicious intent to defame others, the reporter will be subject to disciplinary action according to company regulations.

**WHISTLEBLOWER POLICY**

**Actions that should be reported**

- Fraud / Corruption / Bribery
- Legal or regulatory violation
- Forgery / Falsification
- Harassment / Discrimination
- Conflict of interest
- Code of conduct / ethics violation

**Whistleblower Channels**

- Email: Secretary, Audit Committee  
auditcom@tcm-corporation.com
- Pira Srivikorn  
TCM Corporation PLC.
- Website : [www.tcm-corporation.com/en/whistleblower](http://www.tcm-corporation.com/en/whistleblower)

**Investigation and Protection**

- Transparent and equitable investigation
- Identity will be kept confidential
- Non-Retaliation
- Timely communication

**NO RETALIATION**  
Safe Environment

**YOUR VOICE MATTERS!**

Reference link for Whistleblowing and Protection of Whistleblowers : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304090106.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304090106.pdf)  
 Page number of the reference link : 14-17

### Prevention of Misuse of Inside Information

#### Management Guideline

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

1. Directors, executives, and employees must not use and/or disclose material inside information that has not yet been disclosed to the public, whether directly or indirectly, for their own benefit or for the benefit of others
2. Do not use internal information for personal interests when trading shares or share internal information with others for their benefit in 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 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:
  - Salary reduction
  - Termination of employment, discharge, or removal from executive or managerial positions is considered intentional damage to the company. The case shall be submitted to the shareholders meeting if the individual is a director.
  - Reporting the offense to the Stock Exchange of Thailand and/or the Securities and Exchange Commission
  - Reporting the offense to the police or investigators

- Taking any other action as resolved by the Board of Directors or the shareholders' meeting of the company

Reference link for Prevention of Misuse of Inside Information : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.pdf)  
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### Money laundering prevention

#### Anti-Money Laundering and Terrorist Financing

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://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.pdf)

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### Gift giving or receiving, entertainment, or business hospitality

#### Receiving or Providing Things or Benefits

1. Do not claim the goods or benefits of any person who has a duty or business related to the company, whether for the benefit of himself or others.
2. Not accepting or offering any other item or benefit from any person who has a duty or business related to the Company, except on occasions or festivals that are common to the general public. Such reception must be without prejudice to any decision, which is unfair to the performance of duties.
3. Receiving goods or other benefits provided to each other in inter-company activities or to the relationship between the organization should report to his supervisor and deliver it to the management or other relevant agencies for use in the affairs of the organization later on.
4. Expenses for business receptions are acceptable, but it must be spent reasonably.

**'No Gift' Policy** เปลี่ยนของขวัญเป็นคำอวยพร  
 TCMC จดรับของขวัญทุกเทศกาล

ทีซีเอ็ม คอร์ปอเรชั่น จำกัด (มหาชน) ขอความร่วมมือผู้บริหาร พนักงานและพืที่เกี่ยวข้อง จดรับ จดให้ ของขวัญรวมถึงผลประโยชน์อื่นใดในทุกเทศกาล ตามหลักเกณฑ์ที่กำหนดใน นโยบายการต่อต้านการทุจริตคอร์รัปชันของบริษัท

TCM Corporation Plc. requested the company's directors, employees and related parties, not to receive any gifts or other forms of benefit during the festive season according to the company's Anti-Corruption Policy.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_250320091531.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_250320091531.pdf)  
 Page number of the reference link : 13-14

### Compliance with laws, regulations, and rules

#### Compliance with Laws, Rules, and Regulations

The Board of Directors, executives, and employees strictly follow laws and regulations and avoid any involvement or action that will violate the laws, regulations, or 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://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.pdf)

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## Environmental management

TCM Corporation PLC is committed to conducting business alongside responsibility toward nature and society. Our environmental management framework encompasses corporate policies and employee codes of conduct, with key highlights as follows:

### Social and Environmental Policies

- Social Integration and Responsibility: The Company recognizes its duty to be a socially responsible corporate citizen by supporting local community activities and initiatives in the areas where we operate.
- Environmental Conservation: We implement concrete policies to promote nature preservation and environmental conservation activities.
- Eco-Friendly Products: We focus on the selection and promotion of products that are environmentally friendly and minimize ecological impact.

### Social and Environmental Responsibilities

- No action will be taken to harm natural resources and the environment.
- Ensure compliance with the law and environmental regulations.
- Not promote or make transactions with any persons causing damage to the overall environment.
- Effectively use the resources and enforce energy and resource conservation by applying technology to save energy at the company.
- Inculcate social responsibility awareness among employees at all levels.
- Encourage a good corporate governance culture

Reference link for Environmental management : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304085505.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304085505.pdf)

## Human rights

TCM Corporation Public Company Limited and its subsidiaries ("the Company") recognize the importance of respecting human rights as a fundamental moral principle for working and coexisting in society.

### 1. Commitment and Main Scope

- International Standards: The Company supports and complies with the Universal Declaration of Human Rights (UDHR) and the principles of the International Labour Organization (ILO).
- Target Group: This policy applies to all directors, executives, and employees (including temporary contract employees) and extends to those involved in the business value chain, such as business partners, suppliers, and contractors.

### 2. Essence of the Human Rights Policy

- Equality: Treat everyone equally without discrimination, regardless of differences in race, religion, gender, age, or political opinion.
- Strict Prohibitions: Do not participate in human rights violations, especially forced labor, child labor, illegal labor, and human trafficking.
- Gender Equality: Support the Womens Empowerment Principles (WEPs) and respect diversity.

- Work Environment: Treat employees with humanity, free from violence or sexual harassment, while maintaining health and safety standards.

### 3. Guidelines and Management

- Monitoring: Employees must be vigilant and not ignore human rights violations; they must report to supervisors or through designated channels.
- Due Diligence Process: The Company has a continuous process to identify and assess human rights risks to plan for correction, prevention, and mitigation of potential impacts.
- Protection: There are measures to protect whistleblowers who report human rights violations according to the Company's Whistleblower Policy.
- Punishment: Violating human rights is considered a disciplinary offense and may be subject to legal penalties.

Reference link for Human rights : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304085805.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304085805.pdf)

### Safety and occupational health at work

TCM Corporation Public Company Limited prioritizes the care of its employees as family members and regards the workplace as a second home. The company focuses on the health, hygiene, and safety of the working environment through the following measures:

#### Core Policies and Guidelines

- Creation of a Safe Environment: The company strives to develop a positive culture and work atmosphere, prioritizing the safety of employees' lives and property.
- Health Promotion: Support is provided for hygiene and security to foster a safe and healthy working environment.
- Prevention and Control: Hazards are controlled, and proactive measures are taken to prevent accidents and occupational diseases.
- Legal Compliance: The company strictly adheres to labor laws and regulations related to occupational health and safety.

#### Key Operational Measures

- Risk Assessment and Prevention: Assessments of safety, occupational health, and the working environment are conducted, alongside the formulation of prevention and corrective measures.
- Standard Operating Procedures: Correct and safe work procedures are established to cover all production processes.
- Equipment and Knowledge: Personal Protective Equipment (PPE) suitable for the nature of the work is provided, along with various training courses to enhance employee knowledge.
- Environmental Assessment and Health Care: Working environments are assessed based on risk factors as required by law. Employees receive annual health check-ups, covering both general health and occupational risk-based examinations.
- Governance Structure: A Committee for Safety, Occupational Health, and Working Environment has been appointed to act as representatives in overseeing employee safety within the company.
- Communication of Beneficial Information: The company consistently provides useful health-related news and information through internal communication channels, such as the "SMILE" LINE account, to keep personnel informed.

Reference link for Safety and occupational health at work : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.pdf)

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## 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

### Follow Up

1. It is the duty and responsibility of the board of directors and employees to acknowledge, understand, and strictly follow the code of conduct.
2. Supervisors at all levels must take responsibility for their employees to follow their code of conduct seriously.
3. Supervisors at all levels must be leaders in the code of ethics. As well as enhancing the working environment, it is important for employees and their stakeholders to understand that compliance with the code is strictly enforced. It cannot be claimed that the practices set out in this code are unknown.
4. When in doubt about how to comply with the code of ethics, please consult with your supervisor who is responsible for supervising the Code of Conduct.

## Processes to Promote Compliance with the Business Code of Conduct

- Establishment of Clear Policies and Guidelines: The Board of Directors has established the Corporate Governance Policy, Ethics Policy, and Business Code of Conduct to serve as operational frameworks. These policies focus on integrity, transparency, and accountability toward all stakeholders.
- Regular Policy Review: The Corporate Governance Policy is reviewed annually to remain consistent with the evolving business environment.
- Knowledge Building through Training: The Company organizes training sessions and assessments, such as the "Compliance with 9 Corporate Policies and Anti-Trafficking in Persons" program. These initiatives ensure that directors, executives, and employees have a correct understanding and help prevent errors arising from a lack of knowledge.
- Participation and Commitment Confirmation: The Company requires 100% attendance and successful assessment completion from all directors, executives, and employees. Additionally, employees must sign to acknowledge and confirm their compliance with these policies, reinforcing the importance of maintaining ethical standards in every work process.
- Assignment of Responsibility at All Levels: Corporate governance is assigned as a duty for personnel at every level. Supervisors are expected to lead by example and cultivate a positive governance atmosphere within their teams.
- Oversight and Information Disclosure: The Company emphasizes transparency, prevents the unauthorized use of internal information for personal gain, and stands firmly against all forms of corruption to create sustainable value and growth for the business.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084008.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084008.pdf)

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## Diagram of promotion of compliance with the business code of conduct

**Smart Policy**

เวลา	หัวข้อ	ผู้รับผิดชอบ
14:10 น.	นโยบายบริหารงานของสายงานธุรกิจ	คุณศิริวิมล เกษมทรัพย์
14:35 น.	นโยบายการสื่อสารและเปิดเผยข้อมูล	คุณศิริพร เกษมเฉลิม
14:45 น.	นโยบายความมั่นคงปลอดภัยด้านเทคโนโลยีสารสนเทศ	คุณวิรัชศักดิ์ อมาวัฒน์
15:30 น.	นโยบายการคุ้มครองข้อมูลส่วนบุคคล	คุณอุบลปรภาพกร บุญดี

**แบบทดสอบ HR Policy**

เกณฑ์การประเมิน: ระดับทักษะ 1 สอดคล้อง 17-18 ข้อ, ระดับทักษะ 3 สอดคล้อง 21-25 ข้อ

ส่วนที่ 1: ระดับสมรรถนะ 25 ข้อ, ส่วนที่ 2: เสาหลักที่ยึดโยงที่สุด

ส่วนที่ 3: นโยบายที่สอดคล้องกับวัฒนธรรมองค์กร

ส่วนที่ 4: ข้อใดคือส่วนประกอบของการทำสื่อประชาสัมพันธ์

ส่วนที่ 5: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 6: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 7: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 8: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 9: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 10: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 11: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 12: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 13: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 14: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 15: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 16: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 17: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 18: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 19: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

ส่วนที่ 20: ข้อใดคือส่วนประกอบของแผนการดำเนินงาน

Annual Compliance Communication

ROYAL THAI | KOMPASAE THONGKRATHA | ROYAL THAI

พินัยกรรม: รายงานผลการปฏิบัติตามนโยบายและหลักการทางธุรกิจ | Thu, Sep 18, 2025 at 2:19 PM

หัวข้อ: รายงานการปฏิบัติตามนโยบายและหลักการทางธุรกิจ

รายงานการปฏิบัติตามนโยบายและหลักการทางธุรกิจ ประจำปี 2568

1. นโยบายจริยธรรมและจรรยาบรรณทางธุรกิจ (SmartPolicy-004)  
2. นโยบายการกำกับดูแลความเสี่ยงและคุ้มครองผู้มีส่วนได้ส่วนเสีย (SmartPolicy-003)  
3. นโยบายสิ่งแวดล้อม (SmartPolicy-005)  
4. นโยบายข้อมูลและความเป็นส่วนตัว (SmartPolicy-006)  
5. นโยบายความมั่นคงปลอดภัยด้านเทคโนโลยีสารสนเทศ (SmartPolicy-007)  
6. นโยบายความปลอดภัยของข้อมูล (SmartPolicy-009)  
7. นโยบายความปลอดภัยในการใช้ AI (SmartPolicy-010)  
8. นโยบายการคุ้มครองข้อมูลส่วนบุคคล (SmartPolicy-011)  
9. นโยบายการป้องกันและลดผลกระทบด้านลบ (SmartPolicy-012)

ฉบับนี้ DOS นำมาทบทวนและอนุมัติแล้ว HR หากมีข้อสงสัยติดต่อได้ที่ โทร. 108

ชื่อ: สมชาย ใจดี  
ตำแหน่ง: HR Coordinator


ROYAL THAI | Carpentier | RT acoustic | RT STUDIO  
Branch of TCM Corporation PCL.

Annual Compliance Communication

Participation in anti-corruption networks

- Participation or declaration of intent to join anti-corruption networks : Yes
- Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
- CAC membership certification status : Certified
- Certification document of CAC membership status : CAC . png.jpg

## Diagram of participation in anti-corruption networks

Symbol -	Company -	Status -	Declaration Since -	Declaration Expire -	Sector -	Certified Date -	Expire Date -
	TCM CORPORATION PUBLIC COMPANY LIMITED (Anti-Corruption Policy)		03 Sep 2014			30 Sep 2025	30 Sep 2028

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

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

- In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : Yes
- Material changes and developments in policy and guidelines over the past year : No

### Implementation of the CG Code for listed companies

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

### Corporate Governance Report (CG Code Compliance)

The Company is committed to continuously developing its operations in accordance with the Principles of Good Corporate Governance and the CG Code guidelines. As a result, in 2025, the Company received a **5-star or "Excellent"** rating in the Corporate Governance Report of Thai Listed Companies (CGR 2025) conducted by the Thai Institute of Directors (IOD). Additionally, the Company achieved a perfect score of **100 points (5 medals) for the AGM Checklist for the 6th consecutive year.**

### The company's good corporate governance consists of the following 8 principles:

- Principle 1 Establish Clear Leadership Role and Responsibilities of the Board
- Principle 2 Define Objectives that Promote Sustainable Value Creation
- Principle 3 Strengthen Board Effectiveness
- Principle 4 Ensure Effective CEO and Top Management
- Principle 5 Nurture Innovation and Responsibly Conduct Business
- Principle 6 Strengthen Effective Risk Management and Internal Control
- Principle 7 Ensure Disclosure and Financial Integrity
- Principle 8 Ensure Engagement and Communication with Shareholders

### Other corporate governance performance and outcomes

#### Principle 1

## Establish Clear Leadership Role and Responsibilities of the Board

The company adheres to the Code of Practice as follows:

1. The Board of Directors is responsible for defining the organizations objectives, vision, mission, strategies, core values, and annual operational plans, including financial guidelines, to ensure alignment across management and staff. During the past year, the Board reviewed and refined the goals, vision, mission, and strategies of each department to maintain consistency and monitor progress regularly.
2. There exists a code of business ethics, Charter of the Board of Directors and Committees, corporate social responsibility policy, and anti-corruption policy. These have been formally written for the Board of Directors to behave as a role model, and the leader in corporate governance, and there are penalties for non-compliance, with communication having been established with the board and employees at all levels, amounting to 100% adherence. Further details are available at [www.tcm-corporation.com](http://www.tcm-corporation.com) under the heading of corporate governance. In 2024, there were no complaints or reports of violations of business ethics.
3. Appropriate and sufficient internal audit systems have been established throughout the organization. The audit department is responsible for evaluating and reporting results to the Audit Committee at least once a quarter. The assessment of the audit systems efficiency shall be conducted at least annually.
4. The Company has established an Approval Authority Framework for the Board of Directors and the Executive Committee, as well as the authorities of subsidiary directors, in accordance with the Subsidiaries Governance Policy. Key matters requiring approval from the Board of Directors include:
  - a. Appointment or nomination of individuals as directors or chief executives of each business group.
  - b. A subsidiary's capital increases through the issuance of new shares with allocation not proportional to existing shareholder holdings, reduction of the subsidiary's registered and/or paid-up capital where the reduction is not proportional to existing shareholder holdings, or any action that results in a decrease in the Company's shareholding and/or voting rights in the subsidiary's shareholders' meeting.
  - c. The acquisition or disposal of assets and/or related party transactions require the Company's Board of Directors' approval if the transaction size, as determined by the criteria set forth in the Notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand regarding asset acquisitions/disposals and related party transactions, meets or exceeds the threshold for such approval.
  - d. Establishment or dissolution of a subsidiary.
  - e. Amendments to the subsidiary's articles of association, specifically on material matters such as fiscal year changes.
  - f. Borrowing, lending, extending credit, providing guarantees, or entering into any other financial commitments that would create a higher financial burden on the subsidiaries, or providing any form of financial support to external parties, if the amounts are significant or fall outside the subsidiary's ordinary course of business.
  - g. Consideration and approval of each business group's annual budget and financial transactions exceeding 20% of the approved budget.
  - h. Any other transaction undertaken by a subsidiary that falls outside its ordinary course of business and has a significant impact on its operations or financial condition.

The Executive Committee is authorized to approve budget expenditures within the annual business plan previously approved by the Board of Directors, up to a limit of 15 million Baht. Any expenditure exceeding this limit by more than 20 percent, or any item not included in the pre-approved annual plan, must be submitted to the Board of Directors for approval. Furthermore, such transactions must not qualify as connected transactions or the acquisition/disposal of assets that require transaction size calculations as stipulated by the notifications of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand

5. The Sustainability and Risk Management committees have been established in the subsidiary group to compile and submit proposals to the sustainability and risk management committee of the parent company to consider the suitability of the guidelines for risk prevention and resolution. Risk management meetings shall be organized at least twice a year.
6. The internal audit department collaborates with the risk management committee to follow up and evaluate business performance. The assessment results and other relevant issues shall be directly reported to the Audit Committee at least once a quarter.
7. It is required to supervise communications in the company in order to enable directors, executives, and employees at all levels to gain a better understanding and implement the abovementioned policies.

## **Principle 2**

### **Define Objectives that Promote Sustainable Value Creation**

The company adheres to the Code of Practice as follows:

1. The Board of Directors shall clearly and appropriately determine the corporate objectives and goals to be implemented by all employees to move forward in the same direction. Determine vision, mission, and corporate culture to create value for the company, customers, all stakeholders, and the overall society to endure sustainable value creation.
2. Creating annual strategies and planning in conformity with the corporate objectives and goals by taking into consideration the current environment and relevant factors, as well as analyzing opportunities and risks which may affect related stakeholders along the value chain, as well as those which may affect the company's achievement. Manage acceptable risks, and support creation or review of the objectives, goals, and strategies to ensure that the annual strategies and operational plans can respond to the effects in the longer term for projection and decision making of the Board of Directors.

## **Principle 3**

### **Strengthen Board Effectiveness**

The company adheres to the Code of Practice as follows:

1. Determine that the composition of the Board of Directors shall be comprised of at least 5 directors but not exceeding 12 directors according to the company's articles of association, who shall be appointed by the shareholders meeting. At least half of all directors shall reside in the Kingdom. The number of independent directors shall be at least one-third (1/3) of the total number of the Board of Directors members and shall not be less than 3 in accordance with the rules of the Securities and Exchange Commission and the Stock Exchange of Thailand. The company has a total of 9 directors
2. 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.
3. The Board of Directors has determined that the Chairman and Chief Executive Officer shall be different persons. The Chairman shall monitor the management's operation and provide suggestions and assistance without participation or interference in the normal daily management of the Chief Executive Officer within the authority granted by the Board of Directors.
4. The Board of Directors shall not be a partnership or hold directorship in any juristic persons having the same nature and being competitors of the company unless the shareholders meeting is informed prior to appointment.

5. Each member of the Board of Directors shall not take any positions at more than five (5) other listed companies. However, the Chief Executive Officer and Executive Directors shall be allowed to hold offices at only 3 (three) listed companies to ensure that the Board of Directors can fully dedicate their time to the company. Any director holding a directorship or executive position at other companies shall always notify the Board of Directors.
6. The Board of Directors shall appoint a qualified person to be the company Secretary. If it is deemed appropriate, the Assistant Company Secretary may also be appointed. The company Secretary and Assistant Company Secretary shall attend the Board of Directors meeting but shall not have a vote in any case.
7. 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 on the company's website [www.tcm-corporation.com](http://www.tcm-corporation.com)

In 2025, the Company appointed Mr. Chaipatr Srivisarvacha as an Independent Director and Chairman of the Audit Committee, effective August 2025. He succeeded Mr. Soravis Krairiksh, who resigned from the position in June 2025. This appointment was based on an evaluation of the Board's composition through the Board Skills Matrix; Mr. Chaipatr possesses the qualifications, knowledge, and expertise that align with the Company's business strategies and objectives. Furthermore, his extensive experience as an Independent Director and Audit Committee Member for several listed companies on the Stock Exchange of Thailand will be highly beneficial to the Company's strategic direction.

8. The company determined the remuneration of the Board of Directors and subcommittees at fair and appropriate remuneration payment in the short term and long term by taking into account the scope of duties and responsibilities, as well as the benefits expected to be received from directors. The company's operation and the Board of Directors performance shall be assessed in comparison with those of other companies in the same industry and other listed companies in the same industry.
9. The company has a self-evaluation of the Board of Directors and Sub-committees. It is made for the assessment of the performance of the Board of Directors and each director, and to review opinions on various matters related to the company's operations and performance of the Board of Directors for the improvement of corporate governance.
10. The company supports and encourages the Board of Directors to attend the seminars and training held by the Thai Institute of Directors, the Stock Exchange of Thailand, Securities and Exchange Commission (SEC), or other independent organizations on a regular basis to enhance their knowledge and improve their performance for the benefit of the company.
11. Good corporate governance is specified in compliance with the law on securities and stock exchange, relevant requirements, and the best practices of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, as well as the laws related to the company's business. The principles of good corporate governance shall be reviewed at least annually.
12. The Chief Executive Officer and the Executive Directors representing the Board of Directors are designated as the directors of each subsidiary to ensure that the subsidiaries proceed in accordance with corporate plans and policies. The performance review meetings shall be conducted quarterly. The budget proposal shall be included in the plan and must be approved by the Board of Directors of the company before it is implemented.
13. The Board of Directors meeting schedule and agendas are pre-determined annually to ensure that all directors can manage their schedules to attend the meetings consistently. The Company Secretary prepares and proposes the schedule for the Board's consideration before confirming the dates via email. Changes or additional special meetings may be arranged as appropriate. The Company Secretary will distribute the meeting notice, agenda, and supporting documents to all directors at least five business days before the meeting date.
14. To ensure the quorum of the board of directors meeting, at least 2 out of 3 of the total number of board members must attend. During the meeting, a minimum of 2 out of 3 board members must be present to vote. The official resolution of the meeting will be determined by the majority decision.

## Principle 4

### Ensure Effective CEO and Top Management

The company adheres to the Code of Practice as follows:

1. The company determines that the Board of Directors shall nominate the personnel based upon the procedures indicated in the company's articles of association. The knowledgeable, skilled, experienced, and qualified persons shall be recruited to hold office in the top management for the utmost benefit of the company, and the database of directors of the Thai Institute of Directors Association (IOD) is also taken into consideration.
2. The Executive Committee considers 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 that shall reflect the company's performance and achieve the annual budget goals. In addition, there are criteria for the 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 that shall be considered based on 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.

3. Performance assessment of the top management shall be assessed based on Key Performance Indicators (KPI) determined by the top management in conformity with the company's objectives and goals. Main behaviors related to performance and conformity to the corporate core value shall be evaluated, and the Board of Directors shall consider the results and determine appropriate remuneration of the Chief Executive Officer. The Performance of the top executives, from Deputy Chief Executive to Department Managers, shall be assessed by the Chief Executive Officer. The results shall be proposed to the Board of Directors for further consideration.
4. Performance assessment of the employee, the Chief Executive Officer assigns the Human Resources Manager to make an evaluation form for supervising staff, including the Division Manager or Unit Chief, for operational staff, which shall conform to the company's objectives and goals. Topics of evaluation shall conform to the overall KPIs of the company, and the evaluation shall be conducted once a year through the chain of command. In other words, Department Managers shall evaluate Division Managers and supervising staff, while Division Managers and supervising staff shall evaluate operational staff. Each executive shall make annual KPIs in accordance with the divisional KPIs. Annual consideration of a pay raise shall take into account the achievement of the KPIs.

The Human Resources Manager shall summarize the performance to be proposed to the Chief Executive Officer for consideration of a pay raise before proposal to the Board of Directors for further approval.

5. The company encourages personnel development for management and employees as follows:
  - a. Determination that all new members of the top management shall attend the orientation to build knowledge and understanding of the business nature and prepare for the appointment without delay.

- b. Encourage the Chief Executive and the top management to attend the seminars and training held by the Thai Institute of Directors, the Stock Exchange of Thailand, Securities and Exchange Commission (SEC), or other independent organizations on a regular basis to enhance their knowledge, skills, and experience as well as qualifications to lead the company to achieve the determined goals.
- c. Determination Human Resources Policy Encourage employees to develop their full potential for sustainable business goals.

### **Human Resources Management**

In response, corporate sustainable growth is one of the company's key strategies. Operations are as follows:

1. Recruitment: The company determines the policy and procedures of personnel recruitment and selection based on equity, qualifications, education, experience, physical condition, and other requirements needed for each position, disregarding gender and other diversity.
2. Personnel development: The company emphasizes personnel development to equip them with necessary knowledge, skills, and potential by making annual training programs in advance.
3. Employee retention: The company realizes the importance of employee retention by creating happiness at work in the form of fair compensation suitable for the nature of the work and employees' abilities. All welfare and benefits, as well as safe and sanitary work conditions, shall be assured. Entertainment activities shall be arranged to create happiness, and employees shall be given opportunities to voice their minds regarding their performance and the company's operation improvement.
4. Safety: The Committee on Safety, Occupational Health, and Work Environment, in collaboration with the Occupational Health and Safety Division, shall make an accident prevention manual, provide training on safety, arrange danger prevention activities, and minimize the risk of work accidents, as well as increase the security system and hold safety activities for employees.
5. Operation monitoring: To ensure appropriate implementation and compliance of the policy, the company determines that work shall be monitored, and work goals shall be set up for inspection. The results shall be reported to the superior in the relevant chain of command.
6. Performance assessment: Performance during the probationary period shall be assessed, and the annual performance evaluation shall be conducted once a year for consideration of adjustment of wage, compensation, and reward. Moreover, the results shall be used in consideration of promotion for employees.
7. Succession plan: The Board of Directors shall ensure that the company has an appropriate recruitment process to engage qualified persons to hold office in key executive positions, and the nomination process of the top management is in accordance with the Executive Committee's procedures.

## **Principle 5**

### **Nurture Innovation and Responsibly Conduct Business**

The company adheres to the Code of Practice as follows:

1. Create a corporate culture and promote innovative creation. Personnel development training shall be provided to foster innovative ideas, which the management can implement in strategy review, improvement planning, and operation monitoring, so that the said innovative process can be properly managed.
2. The company puts an emphasis on responsibility for all business operations. The Board of Directors is committed to developing good corporate governance principles and, therefore, establishes the Code of Conduct and guidelines for accountability for stakeholders. These regulations are enacted as efficient and transparent guidelines for the Board of Directors, executives, and employees at all levels. The guidelines also pave the way for building trust and gaining acceptance from stakeholders in every party in order to create sustainable values for the business, consisting of responsibilities to shareholders, customers, business partners, business competitors, creditors, employees, society, and the environment.
3. The company requires efficient resource management in various areas as follows:

- a. Value chain management (VCM) requires a procurement policy to be in accordance with the ISO9001 standards system. An improvement in the production process is required to increase productivity, reduce costs, and mitigate environmental impact. Transportation and storage systems should be managed to ensure safety and quality. Furthermore, it is vital to build good relationships with business partners and conduct operations with transparency and fairness to satisfy all customers and stakeholders
- b. Energy Management, the Company has implemented an Energy Conservation Policy and established a dedicated working group to oversee these initiatives. By conducting internal awareness training, the Company encourages employees at all levels to participate in energy efficiency efforts, ensuring optimized consumption and effective cost reduction.
- c. Information Technology Management, Information technology management policy is determined to ensure sufficient resources allocation for business operation and compliance with the law, rules, regulations, and other relevant standards to be applied to the information technology system. Created the data security standard manual and assessed the information technology risks in accordance with ISO9001 standards. Risk assessment shall be performed at least once a year.
- d. Social, community, and environmental management, the company issues a Corporate Socially Responsible policy as follows:
  - i. Ethical and socially responsible business operation
  - ii. Participation in the development of communities where the business is operated and the overall society in economic, social, community, and environmental aspects.
  - iii. Respect the laws and human rights by avoiding discrimination against any persons, whether related to the company or not, in terms of differences in race, nationality, religion, and culture. The personnel shall be treated fairly to promote sustainable growth.
  - iv. Encourage all employees to do volunteer work and raise awareness of social responsibility for the social benefit without expectation of return.
  - v. Promote activities that can create sustainable benefits to the community and society within the following framework:
    1. Organizational activities  
These are activities to enhance the skills of directors, executives, and employees of all levels, create internal knowledge, and foster participation and expression of personal views in the company for the maintenance of a good corporate environment.
    2. Community activities  
These are activities to be conducted in accordance with the companys business to ensure continuity and clear results, contributing to long-term benefit to the society, community, and environment, promoting continuous educational development and learning, as well as improving the quality of life of people living in the area where the company operates its business and the overall society.

## Principle 6

### Strengthen Effective Risk Management and Internal Control

The company adheres to the Code of Practice as follows:

1. Determines Risk Management Policy: The company aims to prevent and minimize possible risks in the future by solving, analyzing, assessing, and reviewing risk factors that may affect the companys business operations, monitoring the unacceptable results of risk management to ensure that the company has sufficient and effective risk management.
2. The Risk Management Committee shall perform the assigned tasks to manage and minimize risks. Risks shall be assessed regularly and controlled to an acceptable level. Monitoring is performed to ensure a sufficient and

appropriate risk management system to prevent possible risks under good corporate governance principles. In addition, the Risk Management Team, consisting of executives for each division, was established to manage risks in each division with a regular monitoring process.

3. The Internal audit system has been appropriate and sufficient, including evaluating and following up on various matters regularly. An independent internal audit department is responsible for reporting the audit results to the Audit Committee by adhering to the International Standards on Auditing (ISA) to maximize the benefits for the company and gain acceptance from all stakeholders.

4. The company determines the measures and procedures to manage the use of its internal data that is not disclosed to the public for the benefit of itself or others, including securities trading. It is mandatory that all relevant parties, including directors, executives, and employees, understand and accept the regulations and guidelines in writing. These include determining sanctions in case of violation of the rules.

All board members participate in the annual review of the company's disclosure policy, and the company secretary shall inform relevant individuals of the silent period via email each quarter. **In 2025, there was no evidence of any board members, executives, or employees involved in securities trading during the company's designated trading blackout period.**

5. The company determines The Board of Directors, Executives, or employees shall keep confidentiality of information and documents which cannot be disclosed and/or trade secret, invented formulate, and other which belong to the company and information that may affect the price of securities, there are staff and departments responsible for providing information for external parties, including the Chief Executive Officer, Accounting and Finance Committee, and Investor Relations Department

6. The Company has established criteria for reporting securities trading by directors and executives in compliance with SEC and SET regulations. Personnel must notify the Company Secretary at least one day prior to any trade to facilitate reporting to the Board and disclosure in the 56-1 One Report. Furthermore, changes in securities holdings must be reported to the SEC via its electronic system within three business days of the transaction, or cumulatively once the aggregate value reaches 3 million Baht or at the end of a six-month period, as per SEC requirements.

**In 2025, there was one instance of securities trading by a director or executive. Upon verification, the Company found no violations of the established internal policies or relevant regulatory requirements.**

7. The company determines the measures and procedures for approval of connected transactions and transactions related to the acquisition and disposition of assets to ensure compliance with the Securities and Exchange Commission and the Stock Exchange of Thailand.

8. The Company has established criteria and procedures for reporting the interests of directors, executives, and related persons, in compliance with Section 89/14 of the Securities and Exchange Act B.E. 2535 (as amended). Directors and executives are required to disclose their interests or those of related persons to the Company Secretary. The Secretary is then responsible for forwarding copies of these reports to the Chairman of the Board and the Chairman of the Audit Committee. Furthermore, interest disclosure records must be updated at least once a year.

9. The company shall operate its business honestly and fairly based on good corporate governance, a business code of conduct, the policy and practice of good treatment to all stakeholders, and other applicable laws. The company cannot tolerate any form of corruption. For this reason, the anti-corruption policy is issued as follows: All directors, executives, and employees of all levels shall not do or accept any form of corruption, whether directly or indirectly, which covers all business in the country and all related agencies. Performance of anti-corruption policy shall be audited at least once a year, and the procedures and requirements thereof shall be reviewed regularly to ensure conformity to the changing business as well as the applicable rules, regulations, and laws. In addition, the guidelines have been publicly published to allow executives and employees to be thoroughly informed. (Further details are available at [www.tcm-corporation.com](http://www.tcm-corporation.com) under the heading of Corporate Governance.)

The Company has officially joined the Thai Private Sector Collective Action Against Corruption (CAC), having signed the Declaration of Intent on September 3, 2014. In 2025, the Company's membership was recertified for the third consecutive time by the CAC Council, demonstrating our ongoing commitment to anti-corruption practices.

10. The company determines the procedures of whistleblowing or complaint filing in accordance with the anti-corruption policy. This can be reported through the Audit Committee as follows:

Address: Chairman of the Audit Committee

TCM Corporation Public Company Limited

2054 New-Petchburi Road, Bangkok Sub-district, Huaykwang District, Bangkok 10310

E-mail: [auditcom@tcm-corporation.com](mailto:auditcom@tcm-corporation.com)

**In 2025, there were no reports or complaints in the case of corruption or the use of inside information of the company.**

## Principle 7

### Ensure Disclosure and Financial Integrity

The company adheres to the Code of Practice as follows:

1. Determine that the Board of Directors shall be responsible for ensuring appropriate preparation and disclosure of financial statements and other important information in a sufficient, fair, and timely manner under the related standards and guidelines in financial statements disclosure. The following factors shall be considered:
  - a. Assessment results of the internal control system
  - b. The auditors opinions in the financial statements, remarks of the auditors related to the internal control system, and remarks of the auditors through other communication channels (if any)
  - c. Audit Committees opinions
  - d. Conformity to the company's objectives, goals, strategies, and policies
2. The company determines that the Accounting and Financial Division, consisting of a sufficient number of people having the required qualifications, knowledge, skills, and experience suitable for duties and responsibilities, shall prepare and disclose financial information. People who are authorized to disclose financial information include the Chief Executive Officer, top management of the accounting and financial chain of command, and investor relations.
3. The Board of Directors shall ensure the disclosure of information about the company either financial or non-financial reports in accordance with the requirements of Securities and Exchange Commission and the Stock Exchange of Thailand and their information in accurate, complete, timely, and transparent through the company's report in the Stock Exchange of Thailand's website and the company's website which is easily accessible, fair, and reliable. Information Disclosure Policy and guidelines have been launched to ensure that the employees comply with the policy. (Further details are available at [www.tcm-corporation.com](http://www.tcm-corporation.com) under the heading of Corporate Governance.)
4. The company has formulated a sustainable development policy and integrates its overall performance reporting into its annual report. This report, presented in the 56-1ne Report format, adheres to the SET ESG Metrics reporting guidelines for the household and office products category.
5. The Board of Directors assigns the management to appoint an Investor Relations Officer to communicate with shareholders and stakeholders, such as analysts and investors, to ensure fairness and timely operation based on the ethics of the Investor Relations Officer. Shareholders can contact Investor Relations by sending emails to [ir@tcm-corporation.com](mailto:ir@tcm-corporation.com).

## Principle 8

### Ensure Engagement and Communication with Shareholders

The company adheres to the Code of Practice as follows:

1. The Annual General Meeting (AGM) is held within four months after the end of the fiscal year. In 2025, the AGM took place on 29 April 2025, from 2:00 PM to 4:00 PM via electronic media (E-AGM). Shareholders were given the right to submit proposals for meeting agenda items and to nominate new directors in advance. The criteria and forms were posted on the Company's website from 1 November 2024 to 1 February 2025. However, no proposals or nominations were received.
2. The 2025 E-AGM fully complied with the Ministry of Digital Economy and Society's Notification on Standards for Electronic Meeting Security B.E. 2563 (2020). The Company used a standardized system and service provider that completed a self-assessment for compliance with the Electronic Transactions Development Agency (ETDA).
3. For urgent issues requiring shareholder approval, the Company holds an Extraordinary General Meeting (EGM). Invitation notices, including detailed agenda items and supporting documents, are sent at least 30 days in advance and posted on the Company's website to allow sufficient time for review.
4. After the meeting, resolutions are reported on the next business day. The minutes of the meeting are submitted to the Stock Exchange of Thailand (SET) and published on the Company's website within 14 days of the meeting date.
5. The Company follows the AGM Checklist established by the Thai Investors Association. In 2025, despite being held electronically, the Company received a 5-star rating (100 points) for the sixth year in a row.
6. A dedicated website is maintained as a communication channel for key information and news between the Company and external parties, such as shareholders, institutional investors, analysts, and the public, ensuring equal access to information and inquiries.
7. The Company conducts at least one factory visit annually to give shareholders or analysts insight into operations. In 2025, no factory visits were held as there were no expressions of interest from shareholders.
8. The Company regularly takes part in the "Opportunity Day" organized by the SET every quarter to provide additional communication channels beyond the standard Investor Relations contact. In 2025, the Company participated in four Opportunity Day sessions via the SET's streaming system, ensuring all shareholders received equal and comprehensive information.

## Corporate Governance Structure

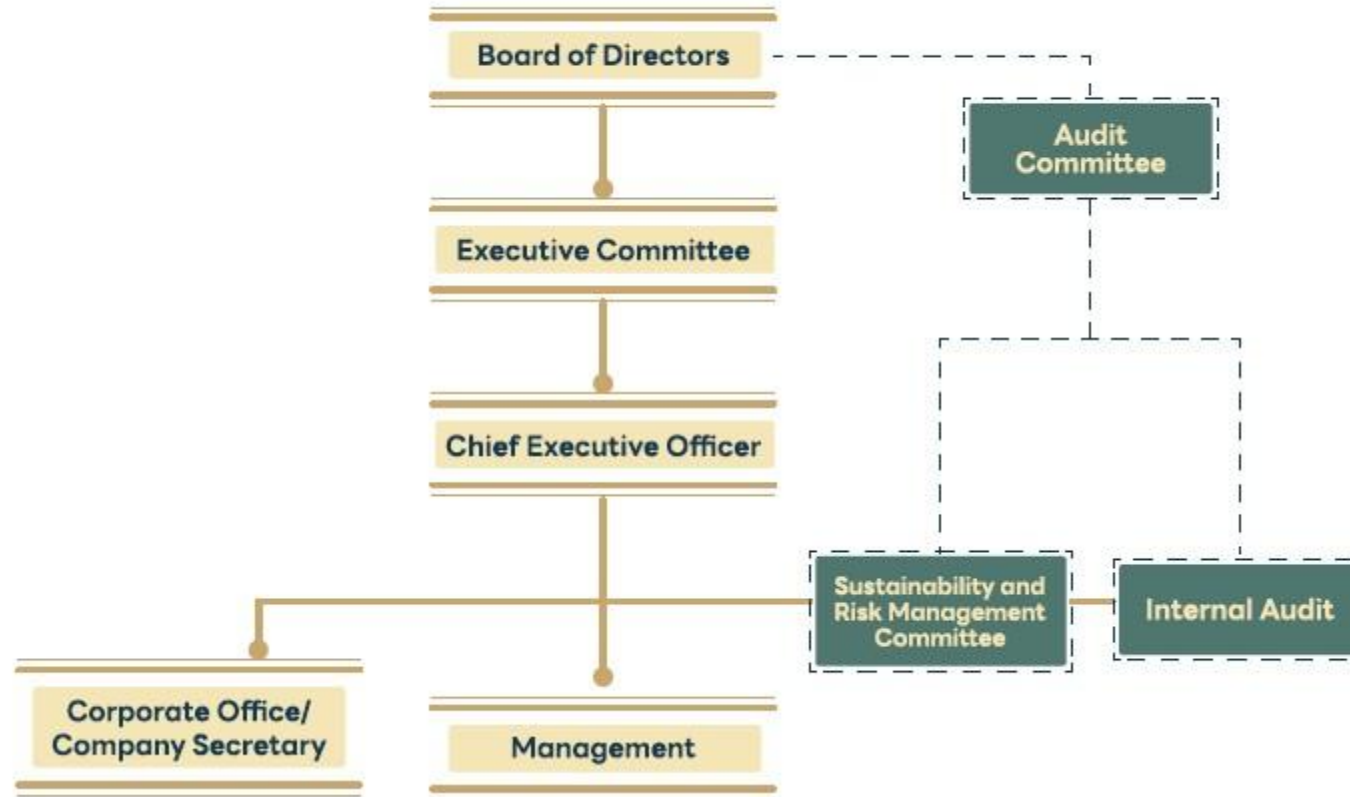
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

◆◆ Corporate Governance Structure



Corporate Governance Structure

## Information on the board of directors

### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
<b>Total directors</b>	9		9		9	
	5	4	5	4	5	4
Executive directors	4		4		5	
	1	3	1	3	2	3
Non-executive directors	5		5		4	
	4	1	4	1	3	1
Independent directors	5		4		4	
	4	1	3	1	3	1
Non-executive directors who have no position in independent directors	0		1		0	
	0	0	1	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	55.56	44.44	55.56	44.44	55.56	44.44
Executive directors	44.44		44.44		55.56	
	11.11	33.33	11.11	33.33	22.22	33.33
Non-executive directors	55.56		55.56		44.44	
	44.44	11.11	44.44	11.11	33.33	11.11
Independent directors	55.56		44.44		44.44	
	44.44	11.11	33.33	11.11	33.33	11.11
Non-executive directors who have no position in independent directors	0.00		11.11		0.00	
	0.00	0.00	11.11	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	56		55		58	
	52	61	49	62	53	64

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 : 61 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 <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 171,000,000 Shares (22.405627 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>-</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://www.set.or.th/en/market/product/stock/quote/tcmc/major-shareholders">https://www.set.or.th/en/market/product/stock/quote/tcmc/major-shareholders</a></p>	<p>Chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>2 May 2013</p>	<p>Economics, Leadership, Marketing, Negotiation, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. M.L. WALLIWAN VARAVARN</p> <p>Gender: Female</p> <p>Age : 68 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Apr 2000	Corporate Management, Data Analysis, Finance, Accounting, Leadership
<p>3. Mr. SUVITCHA NATIVIVAT</p> <p>Gender: Male</p> <p>Age : 44 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	2 Jul 2013	Law, Corporate Management, Audit, Internal Control, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. DUANGJAI LORLERTWIT</p> <p>Gender: Female</p> <p>Age : 63 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Mar 2018	<p>Audit, Sustainability, Governance/ Compliance, Negotiation, Business Administration</p>
<p>5. Mrs. NOPPHAPORN APHIWATTHANAKUL</p> <p>Gender: Female</p> <p>Age : 66 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	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>6. Ms. PIYAPORN PHANACHET</p> <p>Gender: Female</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 : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	16 Jul 2020	Corporate Management, Accounting, Property Development, Sustainability, Strategic Management
<p>7. Mr. SUMATE SUWANVONGKIJ</p> <p>Gender: Male</p> <p>Age : 66 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 270 Shares (0.000035 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2023	Corporate Management, Marketing, Home & Office Products, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PIRA SRIVIKORN</p> <p>Gender: Male</p> <p>Age : 26 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	14 Aug 2024	Economics, Marketing, Corporate Management, Business Administration
<p>9. Mr. CHAIPATR SRIVISARVACHA</p> <p>Gender: Male</p> <p>Age : 66 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	22 Aug 2025	Banking, Accounting, Finance, Audit, Internal Control

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**



Mr. Pimol Srivikorn



Mr. Chaipatr Srivisarvacha



Mr. Suvitcha Nativat



Mrs. Duangjai Lorlertwit



Miss Piyaporn Phanachet



M.L. Walliwan Varavarn



Mr. Sumate Suwanvongkij



Mrs. Noppaporn Aphiwatthanakul



Mr. Pira Srivikorn

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. SORAVIS KRAIRIKSH  Gender: Male  Age : 53 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	30 Jun 2025	-

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 companys certificate of registration
Total (persons)		5	4	4	0	4

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PIMOL SRIVIKORN	Chairman of the board of directors	✓				✓
2. M.L. WALLIWAN VARAVARN	Director	✓				✓
3. Mr. SUVITCHA NATIVIVAT	Director		✓	✓		
4. Mrs. DUANGJAI LORLERTWIT	Director		✓	✓		
5. Mrs. NOPPHAPORN APHIWATTHANAKUL	Director	✓				✓
6. Ms. PIYAPORN PHANACHET	Director	✓				✓
7. Mr. SUMATE SUWANVONGKIJ	Director		✓	✓		
8. Mr. PIRA SRIVIKORN	Director	✓				
9. Mr. CHAIPATR SRIVISARVACHA	Director		✓	✓		
<b>Total (persons)</b>		<b>5</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	22.22

Skills and expertise	Number (persons)	Percent (%)
2. Home & Office Products	1	11.11
3. Banking	1	11.11
4. Property Development	1	11.11
5. Law	1	11.11
6. Marketing	3	33.33
7. Accounting	4	44.44
8. Finance	3	33.33
9. Sustainability	2	22.22
10. Data Analysis	1	11.11
11. Negotiation	2	22.22
12. Corporate Management	5	55.56
13. Leadership	2	22.22
14. Strategic Management	2	22.22
15. Risk Management	1	11.11
16. Audit	3	33.33
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** <sup>(\*)(\*\*)</sup>

	2023	2024	2025

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : Defining the Delegation of Authority to ensure clear segregation of duties between Management and the Board

The Company has designed its management structure to establish an effective check-and-balance mechanism. The Board of Directors consists of 9 members, including 4 Independent directors, representing 44% of the total Board, ensuring independent and transparent oversight of the Managements performance. Furthermore, the positions of Chairman of the Board and Chief Executive Officer are held by different individuals to clearly segregate the duties of policy governance from day-to-day operational management.

Additionally, the Company has established Board Charters for the Board and its sub-committees to define their respective scopes of authority and responsibilities in accordance with Good Corporate Governance principles. A formal Delegation of Authority (DOA) has also been implemented, explicitly documenting approval limits and conditions for key transactions. Any significant transactions or those exceeding the delegated authority of the Executive Committee must be submitted to the Board of Directors for approval, ensuring the best interests of the Company and all stakeholders are protected.

### 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://tcm-corporation.com/upload/esgpolicy/fileen\\_260304084105.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_260304084105.pdf)

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls
- Risk management
- Corporate governance
- Sustainability development

#### Scope of authorities, role, and duties

The Audit Committee's primary duties, as assigned by the shareholders' meeting and/or the Board of Directors, are as follows:

- (1) Review the Company's financial reporting for accuracy and adequacy of disclosure.
- (2) Review the Company's internal control and internal audit systems for appropriateness, effectiveness, and efficiency. This includes considering the independence of the internal audit unit and approving the appointment, transfer, or termination of the head of the internal audit unit or any other unit responsible for internal audits.
- (3) Review the Company's compliance with the Securities and Exchange Act, as well as the regulations of the SEC and/or the Stock Exchange of Thailand, and laws related to the Company's business.
- (4) Review the Company's compliance with its anti-corruption policies and practices.
- (5) Select and propose the appointment of the Company's auditor, propose the auditor's remuneration, and propose the reappointment or termination of the existing auditor. This includes considering the auditing firm's credibility, resource adequacy, and audit workload, as well as the experience of the personnel assigned to audit the

Company's accounts. The Audit Committee shall also hold meetings with the auditor at least once a year without management participation.

(6) Review related party transactions, potential conflict of interest transactions, and asset acquisitions or disposals to ensure compliance with the laws and regulations of the SEC and/or the Stock Exchange of Thailand. This is to ensure that such transactions are reasonable and in the Company's best interest.

(7) Review the Company's risk management system for appropriateness, effectiveness, and efficiency.

(8) Review and approve the internal audit work plan and the performance of the internal audit unit for effectiveness and efficiency, covering the entire organization of the Company and its subsidiaries or affiliates.

(9) Review and ensure that management establishes a system or process for handling complaints or grievances, including improving, correcting, and overseeing such complaints or grievances on a case-by-case basis.

(10) Evaluate the performance of the Audit Committee annually and report the evaluation results to the Board of Directors for consideration at least once a year.

(11) Prepare an Audit Committee report for the preceding year, to be disclosed in the Company's Form 56-1 One Report. This report, signed by the Chairman of the Audit Committee, must include at least the following information:

(a) Opinions on the accuracy, completeness, and reliability of the Company's financial reports.

(b) Opinions on the adequacy of the Company's internal control system.

(c) Opinions on compliance with the Securities and Exchange Act, regulations of the SEC and/or the Stock Exchange of Thailand, or laws related to the Company's business.

(d) Opinions on the suitability of the auditor.

(e) Opinions on related party transactions, potential conflict of interest transactions, and asset acquisitions or disposals as required by law.

(f) The number of Audit Committee meetings and the attendance of each Audit Committee member during the year.

(g) Overall opinions or observations of the Audit Committee obtained from performing its duties according to the charter established by the Board of Directors.

(h) Other reports deemed necessary for shareholders and general investors to know, within the scope of duties and responsibilities assigned by the Board of Directors.

(12) Perform any other duties as assigned by the Board of Directors, with the approval of the Audit Committee on a case-by-case basis.

(13) Report the Audit Committee's operations to the Board of Directors periodically, at least once per quarter.

The Audit Committee is directly responsible to the Board of Directors, while the Board of Directors remains responsible for the Company's operations to external parties.

In the event of a change in the Audit Committee's duties, the Company shall notify the resolution of the change and provide a list and scope of operations of the changed Audit Committee as per the form prescribed by the Stock Exchange of Thailand and submit it to the Stock Exchange of Thailand within three (3) days from the date of such change, in accordance with the Stock Exchange of Thailand's regulations on electronic reporting.

In the performance of its duties, if the Audit Committee discovers or suspects the occurrence of any of the following items or actions that may materially affect the Company's financial position and operating results, the Audit Committee shall report to the Board of Directors for corrective action within a reasonable timeframe:

(1) Related party transactions that present a conflict of interest.

(2) Fraud, irregularities, or significant deficiencies in the internal control system.

(3) Violations of the Securities and Exchange Act, Stock Exchange of Thailand regulations, or laws related to the Company's business.

If the Board of Directors or management fails to take corrective action within the timeframe specified in the preceding paragraph, any member of the Audit Committee may report the item or action specified in the preceding

paragraph to the Securities and Exchange Commission or the Stock Exchange of Thailand.

To ensure the effective performance of its duties, the Audit Committee shall have the following authority:

(1) Authority Regarding Management:

The Audit Committee is authorized to invite management, department heads, or relevant Company employees to attend meetings, provide explanations, offer opinions, or submit documents as deemed relevant and necessary.

(2) Authority Regarding the Internal Auditor:

(a) Establish a framework for consistent communication and understanding among the auditor, the Board of Directors, and the internal audit unit.

(b) Approve the appointment, removal, transfer, termination, and performance evaluation of the head of the internal audit unit.

(c) Ensure the independence of the internal auditor.

(d) Ensure that the internal audit unit's operations are under the direct supervision and control of the Audit Committee. (The internal audit unit's operations must be monitored and controlled. The internal audit unit must create and submit an audit plan to the Audit Committee each year for approval or acknowledgment. The issuance of orders for the internal audit unit to perform duties under the audit plan must be under the supervision of management or the chief executive officer. This is because audit reports requiring immediate correction need to be addressed promptly by management or the chief executive officer to issue timely corrective action.)

(3) Authority Regarding the Auditor:

(a) Review and evaluate the auditor's performance and approve the appointment, removal, and termination of the auditor.

(b) Propose the auditor's name to the Board of Directors, along with the annual audit fee, for shareholder approval. The Audit Committee shall also review and evaluate the auditor's performance for the reappointment or termination of the existing auditor.

(c) Determine the fee rates for services and other advisory work provided by the auditor.

(d) Upon receiving factual notification from the auditor regarding suspected misconduct by the chief executive officer or those responsible for operations, the Audit Committee shall report the preliminary investigation results to the Securities and Exchange Commission and the auditor within thirty (30) days from the date of the auditor's notification. If the Audit Committee fails to act as notified by the auditor in the preceding paragraph, the auditor shall notify the Securities and Exchange Commission.

(4) Other Authority:

The Audit Committee is authorized to investigate related parties and matters within its scope of authority and responsibility. It may also engage specialized experts for consultation and opinions as deemed appropriate. Various departments shall comply with their respective roles and duties regarding the Audit Committee as specified in the appendix to this charter, which forms an integral part thereof.

### Reference link for the charter

[https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304084224.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304084224.pdf)

## Executive Committee

### Role

- Others
- Supervise the Company's operations and oversee the management
- Consider and review the organizational structure and management authority

### Scope of authorities, role, and duties

The Executive Committee has the authority, duties, and responsibilities to manage the Company's affairs. Meetings

shall be held at least once every three months to evaluate performance 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) Supervise the Company's operations and oversee the management to ensure that they are in line with the goals, policies, strategies, business plans, and budgets approved by the Board of Directors efficiently and effectively.
- (2) Carry out responsibilities in line with the law, the Company's goals, articles of association, and decisions from shareholder meetings, ensuring integrity while prudently safeguarding the Company's interests.
- (3) Establish a system, promote and support the policy against corruption, and communicate it to employees and all stakeholders to encourage all employees to apply the guidelines throughout the organization effectively. Review the suitability of the systems and measures to align with changes in the business, rules, regulations, and relevant legal requirements.
- (4) Create a corporate culture that adheres to ethics and codes of conduct in business operations and conducts itself as a good example.
- (5) Initially consider investment expansion plans, capital increases, debenture issuance, mergers, and acquisitions before proposing them to the Board of Directors for further consideration and approval.
- (6) Consider and review the organizational structure and management authority, including employee appointments, hiring, transfers, wage determinations, compensation, bonuses, and terminations, from the employee level up to the department manager level. Propose these to the Board of Directors for further consideration and approval.
- (7) Consider setting profit and loss targets and propose interim dividend payments or annual dividends to the Board of Directors for consideration.
- (8) Have the authority to appoint working groups to carry out or manage the Company's affairs and define the working groups' authority, duties, and responsibilities. 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 any other person to perform any action within a specified period, under the supervision of the Executive Committee, including the cancellation, revocation, change, or amendment of the authorized person or authority as deemed appropriate.
- (9) Have the authority according to the work regulations and the authority to approve finances as approved by the Board of Directors.
- (10) Report on the Company's quarterly operating results at the Board of Directors meeting.
- (11) Prepare a self-assessment of the committee, both collectively and individually, at least once a year, and submit it to the Board of Directors for further consideration.
- (12) Perform any other actions assigned by the Board of Directors from time to time.

#### **Reference link for the charter**

[https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304084144.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304084144.pdf)

### **Sustainability and Risk management Committee**

#### **Role**

- Climate-related risks and opportunities governance
- Others
- 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.

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

The Sustainability and Risk Management Committee shall perform its duties with utmost responsibility and integrity, as assigned by the Board of Directors, as follows:

- 1) Establish policies related to sustainability, oversee relevant departments to achieve targets, and monitor performance against various indicators.
- 2) Oversee operations, including providing advice and recommendations to the Sustainability and Risk Management Committees of each business group in economic, social, and environmental dimensions, to ensure long-term business sustainability.
- 3) Formulate comprehensive risk management policies and strategic plans that comprehensively assess and mitigate the full spectrum of potential risks, including both established and emerging threats that may have a material impact on the Company's core business operations.
- 4) Implement a risk assessment, risk ranking, and risk management approaches and strategies to ensure that the organization's risk level is controlled within acceptable limits. Oversee and monitor compliance with risk management plans and provide advice and recommendations on risk management to management to align with the Company's business strategies and goals, as well as changing circumstances.
- 5) Ensure that all departments have implemented the established risk management policies and guidelines. Additionally, review the disclosure of risk information to regulatory bodies.
- 6) Prepare reports on the Sustainability and Risk Management Committee's performance for the Audit Committee, the Executive Committee, and the Board of Directors, and disclose them in the Company's annual report (Form 56-1 One Report). These reports shall be signed by the Chairman of the Sustainability and Risk Management Committee and shall include the number of meetings held and the attendance of each member at those meetings.
- 7) Perform other tasks related to the Company's sustainability and risk management as assigned by the Audit Committee, the Executive Committee, or the Board of Directors.
- 8) Evaluate its own performance by conducting an annual self-assessment and reporting the results to the Board of Directors.

**Reference link for the charter**

[https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304084325.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304084325.pdf)

**Information on each subcommittee**

**List of audit committee**

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAIPATR SRIVISARVACHA<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	22 Aug 2025	Banking, Accounting, Finance, Audit, Internal Control
<p>2. Mrs. DUANGJAI LORLERTWIT<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 63 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 : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Mar 2018	Audit, Sustainability, Governance/ Compliance, Negotiation, Business Administration
<p>3. Mr. SUVITCHA NATIVIVAT<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 44 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 : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	29 Apr 2013	Law, Corporate Management, Audit, Internal Control, Business Administration

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. SORAVIS KRAIRIKSH <sup>(*)</sup> Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)	30 Jun 2025	Mr. CHAIPATR SRIVISARVACHA  Appointment date of replacement committee member : 22 Aug 2025

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 : 61 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	The chairman of the executive committee	29 Apr 2004

List of committee members	Position	Appointment date of executive committee member
<p>2. Ms. PIYAPORN PHANACHET</p> <p>Gender: Female</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 : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	17 Jul 2020
<p>3. M.L. WALLIWAN VARAVARN</p> <p>Gender: Female</p> <p>Age : 68 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>	Member of the executive committee	29 Apr 2003
<p>4. Mrs. NOPPHAPORN APHIWATTHANAKUL</p> <p>Gender: Female</p> <p>Age : 66 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>	Member of the executive committee	27 Apr 2018
<p>5. Mr. PIRA SRIVIKORN</p> <p>Gender: Male</p> <p>Age : 26 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	13 Nov 2025

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

## 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
	Mr. Viritphol Ngampailin	Member of the subcommittee
	Ms. Sikarin Sangchaypiengpen	Member of the subcommittee
	Ms. Sugrita Kongchum	Member of the subcommittee
	Ms. Nattaporn Saenchalerm	Member of the subcommittee
	Mr. Prach Sangrattanamaneedech	Member of the subcommittee
	Ms. Anchalee Srilardlao	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. PIYAPORN PHANACHET  Gender: Female  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Chief Executive Officer  (The highest-ranking executive)</p>	<p>1 Jan 2021</p>	<p>Corporate Management, Accounting, Property Development, Sustainability, Strategic Management</p>
<p>2. Mrs. NOPPHAPORN APHIWATTHANAKUL<sup>(**)(**)</sup>  Gender: Female  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : Yes</p>	<p>Finance Director</p>	<p>27 Apr 2018</p>	<p>Governance/ Compliance, Accounting, Finance, Budgeting, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Shyam Sunder Bhattar</p> <p>Gender: Male</p> <p>Age : 59 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>	<p>Chief Executive, TCM Surface Group</p>	<p>1 Jan 2022</p>	<p>Business Administration, Finance, Accounting, Data Analysis</p>
<p>4. Mr. Andrew Kennaugh</p> <p>Gender: Male</p> <p>Age : 56 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>	<p>Chief Executive Officer, TCM Living Group</p>	<p>1 Nov 2023</p>	<p>Business Administration, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Tuan Jin Aw Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting & Finance Thai nationality : No Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Financial Officer, TCM Living	4 Aug 2025	Accounting, Finance, Data Management, Business Administration, Leadership
6. Mr. Toh Kulchornchan Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : MBA in Operation management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Managing Director, TCM Automotive	1 May 2025	Automotive, Engineering, Leadership, Business Administration, Strategic Management

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

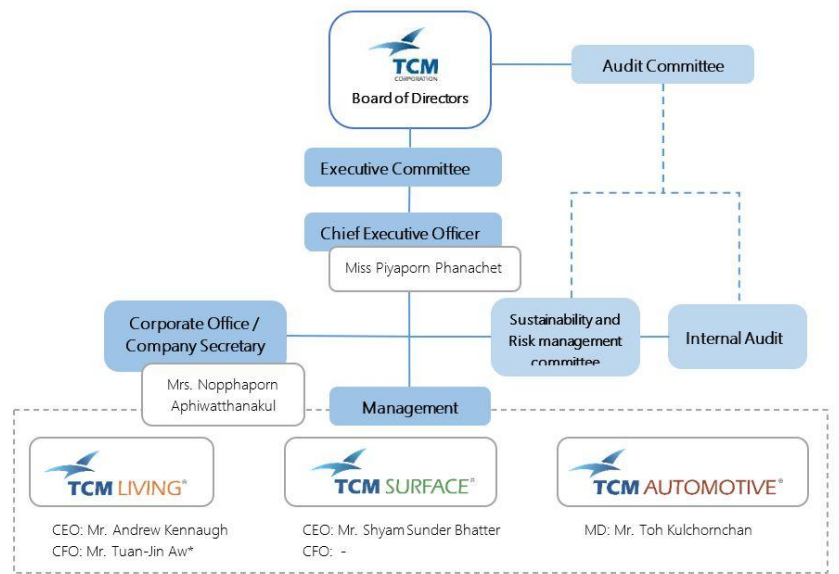
*(\*\*) Accounting supervisor*

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

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

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

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



\* Mr. Collin Banton resigned from his position as CFO, effective July 2, 2025, and was succeeded by Mr. Tuan Jin Aw, who was appointed to the position on August 4, 2025.

Organization Structure

## Remuneration policy for executive directors and executives

### Remuneration Policy

**Executive Directors:** The Company is committed to providing fair and appropriate remuneration, covering both short-term and long-term incentives. This is determined based on the scope of authority, duties, and responsibilities, as well as the anticipated benefits contributed by each director. Remuneration is evaluated based on the Company's overall performance and the Board of Directors' effectiveness. Furthermore, the Company conducts benchmarking against industry peers and other companies listed on the Stock Exchange of Thailand (SET) within the same sector to ensure competitiveness.

**Senior Management:** The Executive Committee is responsible for determining a remuneration structure and rates that are commensurate with responsibilities. This structure is designed to motivate senior management and employees to lead the organization toward achieving the Company's primary objectives and key goals, in full alignment with the established short-term and long-term remuneration policy.

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

The company has a short-term compensation policy that shall reflect the company's performance and achieve the annual budget goals. In addition, there are criteria for the 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 that 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 and executives : [https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304083853.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304083853.pdf)  
Page number of the reference link : 32

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

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	26,978,481.00	35,715,318.00	33,444,799.00

### Remuneration of the Management team

As of December 31, 2025, the company has a management team comprising eight members, consisting of the Chief Executive Officer, Executive Directors, and Directors of the TCM Surface group. The company has paid salary and provident fund contributions for the year 2025, amounting to 33.44 million baht, and non-financial benefits, which are 4 company cars, group life insurance, and Directors & Officers Liability

### Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	1,530,717.54	1,745,372.08	1,940,895.61
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 and executives in the past year : 0.00

### 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. Viritphol Ngampailin	viritphol@royalthai.com	023183960 #571

### List of the head of the compliance unit

### Head of investor relations

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

### List of the head of investor relations

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

### Company's auditor

#### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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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 number +66 2596-0500EXT.327	3,550,000.00	-	1. Ms. SORAYA TINTASUWAN Email: soraya.t@daa.co.th Telephone number: 025960500 License number: 8658  2. Mr. PERADATE PONGSATHIANSAK Email: peradate.p@daa.co. th Telephone number: 025960500 License number: 4752  3. Ms. NANNAPHAT WANNASOMBOON Email: nannaphat.w@daa. co.th Telephone number: 025960500 License number: 7793

**Details of the auditors of the subsidiaries**

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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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 number +66 2596-0500EXT.327	2,600,000.00	-	1. Ms. SORAYA TINTASUWAN Email: soraya.t@daa.co.th Telephone number: 025960500 License number: 8658  2. Mr. PERADATE PONGSATHIANSAK Email: peradate.p@daa.co. th Telephone number: 025960500 License number: 4752  3. Ms. NANNAPHAT WANNASOMBOON Email: nannaphat.w@daa. co.th Telephone number: 025960500 License number: 7793

#### Assigned personnel in case of a foreign company

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

#### List of designated individuals as representatives in Thailand

## Performance Report on Corporate Governance

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

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

##### Report on the Performance of the Board of Directors for the Year 2025

The Board of Directors is committed to conducting business under the principles of good corporate governance, integrity, and transparency to create sustainable value and ensure equitable treatment for all stakeholders. For the year 2025, the Board's key performance highlights are summarized as follows:

##### 1. Strategic Direction and Corporate Strategy

- The Board performed its duties in defining the organization's objectives, vision, mission, and strategies, including reviewing the annual operational plans and financial guidelines to ensure the business moves in the right direction.
- The Board continuously monitored the progress of these plans to remain aligned with the core goal of creating sustainable value for customers, shareholders, society, and all stakeholder groups.

##### 2. Corporate Governance and Business Ethics

- Governance Standards: As a result of operations aligned with the CG Code, the Company received a **5-star (Excellent) rating** in the Corporate Governance Report of Thai Listed Companies (CGR 2025) and achieved a perfect score **of 100 points (5 medals)** in the AGM Checklist for the 6th consecutive year.
- Business Ethics: The Board established a written Code of Conduct and Business Ethics. Communication and training assessments were conducted for 100% of personnel. In 2025, **no complaints or violations of business ethics were reported.**
- Anti-Corruption: The Board is committed to opposing all forms of corruption. In 2025, the Company was certified for its 3rd CAC Recertification by the Thai Private Sector Collective Action Against Corruption.

##### 3. Risk Management and Internal Control

- The Board ensured that an adequate and comprehensive internal control system was in place across the organization, receiving internal audit reports on a quarterly basis.
- The Sustainability and Risk Management Committee was established to assess both internal and external risk factors and report to the Board to determine prevention and mitigation strategies within acceptable levels.

##### 4. Shareholder Care and Information Disclosure

- Transparency: The Board supervised the disclosure of key information, including financial and non-financial reports, ensuring they were accurate, complete, and timely through the Stock Exchange of Thailand (SET) channels and the Company's website.
- Shareholder Rights: The Board supported shareholder participation by organizing the Annual General Meeting via electronic media (e-AGM) in accordance with security standards and provided opportunities for shareholders to propose agenda items or nominate directors in advance.

##### 5. Board of Directors Meetings

- In 2025, the Board of Directors held a total of **8 meetings** to consider and make decisions on significant matters within the approved authority framework.
- The Board enforced a strict policy requiring directors to report their securities trading and interests. In the past year, no actions were found to violate the policy or regulations regarding the use of internal information.

The Board of Directors believes that in 2025, the Company operated in accordance with the principles of good corporate governance, maintained effective internal control and risk management systems, and provided reliable and fair information disclosure to all stakeholder groups.

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

## Information about the selection of the board of directors

### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PIMOL SRIVIKORN	Chairman of the board of directors	2 May 2013	Economics, Leadership, Marketing, Negotiation, Strategic Management
M.L. WALLIWAN VARAVARN	Director	24 Apr 2000	Corporate Management, Data Analysis, Finance, Accounting, Leadership
Mr. PIRA SRIVIKORN	Director	14 Aug 2024	Economics, Marketing, Corporate Management, 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. CHAIPATR SRIVISARVACHA	Director	22 Aug 2025	Banking, Accounting, Finance, Audit, Internal Control

### List of newly appointed director not being replaced the ex-director

### Selection of independent directors

#### Criteria for selecting independent directors

The Board of Directors is responsible for a transparent and explicit recruitment and selection process to ensure that candidates possess the appropriate composition of knowledge and expertise. Candidates for the position of the Independent Director must meet the qualifications prescribed by the Company and the Office of the Securities and Exchange Commission (SEC), summarized as follows:

1. **Shareholding Proportion:** Must hold no more than 1% of the total voting shares of the Company, its parent company, subsidiaries, associates, or controlling persons (including shares held by related persons).
2. **Managerial Independence:** Must not be or have been an executive director, employee, staff member, or advisor receiving a regular salary, unless having ceased such status for at least 2 years.
3. **No Familial or Legal Relationships:** Must not be a father, mother, spouse, sibling, or child of management, major shareholders, or controlling persons of the Company.
4. **No Business Relationships:** Must not have or have had a business relationship (e.g., leasing real estate or providing/receiving financial assistance with a debt obligation of 3% of Net Tangible Assets or 20 million Baht or more) that may impede independent judgment, unless having ceased such status for at least 2 years.
5. **Not an External Auditor:** Must not be or have been an external auditor of the Company, its parent company, subsidiaries, or major shareholders, unless having ceased such status for at least 2 years.
6. **Not a Professional Service Provider:** Must not be or have been a provider of any professional services (e.g., legal or financial advisory) with service fees exceeding 2 million Baht per year, unless having ceased such status for at least 2 years.
7. **Not a Representative:** Must not be a director appointed as a representative of the Company's directors or major shareholders.
8. **No Competitive Business Interests:** Must not operate a business of the same nature that significantly competes with the Company or its subsidiaries.
9. **True Independence:** Must not possess any other characteristics that prevent the expression of independent opinions regarding the Company's operations.

The selection of individuals for director positions was not conducted by a Nomination and Remuneration Committee, as such a committee has not yet been established. Instead, the selection is a collective consideration by the Board of Directors. The Board identifies individuals with the knowledge, capabilities, and experience beneficial to the Company's operations, utilizing the Director Pool database from the Thai Institute of Directors (IOD) as part of the consideration process, before proposing suitable candidates for shareholder approval.

The selection process is conducted in accordance with the established recruitment procedures and the Board's structure. Candidates are evaluated based on their qualifications, knowledge, expertise, experience, and past performance as directors. All nominees must possess the qualifications required by the Public Limited Companies Act, the Securities and Exchange Act, and other relevant regulations. Furthermore, they must not have any prohibited characteristics, nor engage in or hold shares in any business that competes with the Company's operations.

In 2025, the Company provided an opportunity for shareholders to nominate qualified candidates for directorship in advance, in accordance with the established recruitment procedures. This invitation was announced via the Company's website, with the nomination period open from November 1, 2024, to February 3, 2025. Upon the conclusion of this period, **no shareholders had proposed any candidates for consideration as directors.**

#### **Business or professional relationships of independent directors over the past year**

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

#### **Selection of directors and the highest-ranking executive**

### Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : No

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

### Number of directors from major shareholders

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

### Rights of minority shareholders on director appointment

The Company maintains a policy that prioritizes and protects the equal rights of all shareholders, particularly minority shareholders, regarding the appointment of directors. The details of these rights and practices are as follows:

- Right to Nominate Director Candidates in Advance: The Company provides minority shareholders with the opportunity to nominate qualified individuals for consideration as new directors in advance. Nominations from minority shareholders are reviewed and screened alongside candidates proposed by the Board of Directors.
- Nomination Period: Shareholders may exercise their right to nominate candidates at least three months before the end of the fiscal year, specifically from October 1 to December 31 of each year.
- Access to Criteria and Conditions: The Company clearly discloses the criteria and conditions for nominating directors on its corporate website: [www.tcm-corporation.com](http://www.tcm-corporation.com), allowing shareholders to study the procedures and details thoroughly.
- Voting Rights in the Shareholders' Meeting:
  - Shareholders have the right to vote for the appointment of directors on an individual basis.
  - Voting follows the principle of 'One Share, One Vote' based on the number of shares held.
  - Shareholders must cast all their available votes to elect one or several individuals as directors, but cannot distribute their votes unevenly among candidates (Non-Cumulative Voting).

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

### Setting qualifications for the selection of directors

### Details of qualifications for the selection of directors

## Information on the development of directors

### Development of directors over the past year

#### 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"> <li>• 2022: Role of the Chairman Program (RCP)</li> <li>• 2018: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> </ul>
2. M.L. WALLIWAN VARAVARN (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Leadership Certification Program (DLCP)</li> <li>• 2006: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> <li>• 2019: Corporate Governance for Executive (CGE)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>3. Mr. SUVITCHA NATIVIVAT (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Role of the Chairman Program (RCP)</li> <li>• 2021: Director Leadership Certification Program (DLCP)</li> <li>• 2018: Advanced Audit Committee Program (AACP)</li> <li>• 2014: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> </ul>
<p>4. Mrs. DUANGJAI LORLERTWIT (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)</li> <li>• 2023: Subsidiary Governance Program (SGP)</li> <li>• 2021: Director Leadership Certification Program (DLCP)</li> <li>• 2018: Advanced Audit Committee Program (AACP)</li> <li>• 2011: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> <li>• 2025: Hot Issue for Directors, The Evolving Role of Audit Committee in the Fostering Trust and Transparency (HOT)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
5. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: Subsidiary Governance Program (SGP)</li> <li>• 2022: Director Certification Program (DCP)</li> <li>• 2018: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>6. Ms. PIYAPORN PHANACHET (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: Advanced Audit Committee Program (AACP)</li> <li>• 2024: Subsidiary Governance Program (SGP)</li> <li>• 2023: Board Nomination and Compensation Program (BNCP)</li> <li>• 2023: ESG in the Boardroom: A Practical Guide for Board (ESG)</li> <li>• 2023: Role of the Chairman Program (RCP)</li> <li>• 2023: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2021: Director Leadership Certification Program (DLCP)</li> <li>• 2017: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> <li>• 2022: Sustainable Business Strategy (A22-101 ESG Scholarship 2022), Harvard Business School Online</li> <li>• 2020: Executive Coaching Certification Program, Berkeley Executive Coaching Institute</li> <li>• 2019: E: Engage Empower and Execute, SEAC</li> <li>• 2016: Leadership Communication Certificate Program, Berkeley Executive Coaching Institute</li> </ul>
<p>7. Mr. SUMATE SUWANVONGKIJ (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2018: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. PIRA SRIVIKORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election</li> </ul>
9. Mr. CHAIPATR SRIVISARVACHA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2017: Advanced Audit Committee Program (AACP)</li> <li>• 2005: Role of the Chairman Program (RCP)</li> <li>• 2003: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2015: CMA-GMS 1, Capital Market Academy Executive Education 2558</li> <li>• 2015: Corporate Governance for Capital Market Intermediaries (CGI)</li> <li>• 2012: Capital Market Academy Leadership Program</li> </ul>

### Knowledge Enhancement of the Board of Directors

#### Knowledge Enhancement of the Board of Directors and Executives in 2025

In 2025, the Company organized a specialized training session for the Board of Directors and senior executives on the "Economic Outlook and Forecasted Impacts Following the U.S. Presidential Election." The session was led by Dr. Arm Tungnirun, a distinguished expert in U.S.-China international relations, who shared his professional insights and strategic perspectives on January 9, 2025. This initiative aimed to equip the Board with a comprehensive understanding of global shifts to effectively guide the Company's strategic direction amidst evolving international dynamics.



In addition, directors attended seminars and training programs organized by the Thai Institute of Directors (IOD), focusing on essential courses required for the performance of their duties as follows:

Names of Directors	Position	Training
1. Ms. Piyaporn Phanachet	CEO	<ul style="list-style-type: none"> <li>Advanced Audit Committee Program (AACP) Class 58/2025</li> </ul>
2. Mrs. Duangjai Lorlertwit	Audit Committee	<ul style="list-style-type: none"> <li>Hot Issues for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency by SET and IOD Class 1/2025</li> <li>ESG in the Boardroom: The Practical Guide for Board Class 13/2025</li> </ul>

## 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 the group

It is made for the assessment of the performance of the Board of Directors in a group, with emphasis on the reflection of operational 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 the reflection of individual operational 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

#### Board of Directors Performance Evaluation

The Company conducts an annual performance evaluation for the Board to review and collect feedback for enhancing corporate governance effectiveness. The 2025 evaluation results are summarized as follows:

- Overall Board Performance (As a whole): Achieved an average score of 93.69%, evaluated by all 9 directors.
- Individual Director Performance: Achieved an average score of 96.49%, evaluated by all 9 directors.

#### Key Findings and Improvement Plans:

From the collective evaluation, the Board identified areas with scores below the threshold (less than 30 out of 36 points) for further improvement:

1. Sub-Committee Support (29 points): To enhance screening efficiency, the Board will review the adequacy and suitability of sub-committees appointed to support various board functions.
2. Timeliness of Meeting Documents (28 points): The Company aims to improve the delivery of meeting materials to ensure they are sent at least 7 days in advance, allowing directors sufficient time for study and preparation.

Individual performance evaluations remained excellent with no areas scoring below the criteria.

The Board remains committed to utilizing these results and recommendations to continuously improve the governance process.

#### 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	93.69	100
	Self-assessment	96.49	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	94.17	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	92.26	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	93.23	100
	Self-assessment	97.81	100
	Cross-assessment (assessment of another director)	None	None
Sustainability and Risk management Committee	Group assessment	90.58	100
	Self-assessment	89.81	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 : 8  
 past year (times)  
 Date of AGM meeting : 29 Apr 2025  
 EGM meeting : No

### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PIMOL SRIVIKORN (Chairman of the board of directors)	8	/	8	1	/	1		/	
2. M.L. WALLIWAN VARAVARN (Director)	7	/	8	1	/	1		/	
3. Mr. SUVITCHA NATIVIVAT (Director, Independent director)	8	/	8	1	/	1		/	
4. Mrs. DUANGJAI LORLERTWIT (Director, Independent director)	8	/	8	1	/	1		/	
5. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director)	8	/	8	1	/	1		/	
6. Ms. PIYAPORN PHANACHET (Director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. SUMATE SUWANVONGKIJ (Director, Independent director)	8	/	8	1	/	1		/	
8. Mr. PIRA SRIVIKORN (Director)	7	/	8	1	/	1		/	
9. Mr. CHAIPATR SRIVISARVACHA (Director, Independent director)	3	/	3	0	/	0		/	
10. Mr. SORAVIS KRAIRIKSH (Director, Independent director)	3	/	3	1	/	1		/	

#### Summary of Attendance at Board Meetings

#### Summary of Attendance at Board Meetings

In 2025, the company convened Board of Directors meetings 8 times by Hybrid meeting

Name of Directors	Position	Number of meetings being attended	Hybrid Meeting	
			Onsite	Online
1. Mr. Pimol Srivikorn	Chairman of the Board of Directors	8/8 (100%)	6	2
2. Miss Piyaporn Phanachet	Chief Executive Officer	8/8 (100%)	6	2
3. Mr. Soravis Krairiksh*	Chairman of the Audit Committee and Independent Director	3/3 (100%)	-	3
4. Mr. Chaipatr Srivisarvacha**	Chairman of the Audit Committee and Independent Director	3/3 (100%)	-	3
5. Mr. Suvitcha Nativivat	Member of the Audit Committee and Independent Director	8/8 (100%)	-	8
6. Mrs. Duangjai Lorlertwit	Member of the Audit Committee and Independent Director	8/8 (100%)	1	7
7. Mr. Sumate Suwanvongkij	Independent Director	8/8 (100%)	-	8
8. M.L. Walliwan Varavarn	Executive Director	7/8 (87.50%)	4	3
9. Mrs. Noppaporn Aphiwatthanakul	Group Finance Director	8/8 (100%)	8	-
10. Mr. Pira Srivikorn	Executive Director	7/8 (87.50%)	1	6

\* Mr. Soravis Krairiksh resigned from the position of Director and Independent director on June 30, 2025

\*\* Mr. Chaipatr Srivisarvacha was appointed to replace Mr. Soravis Krairiksh on August 22, 2025.

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PIMOL SRIVIKORN (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. M.L. WALLIWAN VARAVARN (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
3. Mr. SUVITCHA NATIVIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mrs. DUANGJAI LORLERTWIT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Ms. PIYAPORN PHANACHET (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUMATE SUWANVONGKIJ (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PIRA SRIVIKORN (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
9. Mr. CHAIPATR SRIVISARVACHA (Director)	3/3 (100.00%)	N/A	N/A
10. Mr. SORAVIS KRAIRIKSH (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>97.50%</b>	<b>100.00%</b>	<b>N/A</b>

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

Prior engagement / Overseas assignment

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

#### Determination of Remuneration for the Board of Directors and the Audit Committee

In compliance with Section 90 of the Public Limited Companies Act B.E. 2535 (1992) and Article 25 of the Company's Articles of Association, all compensation paid to the Board of Directors **must be approved by the Shareholders' Meeting**.

For the year 2025, the Company proposed that the Shareholders' Meeting approve the remuneration for the Board of Directors and the Audit Committee. The proposed compensation consists of meeting allowances for the Board of Directors and monthly remuneration for the Audit Committee. These rates remain consistent with those approved in

2024. The determination of such remuneration is based on the scope of responsibilities, performance, and a benchmark analysis against other companies within the same industry of similar size and business nature. The Company found that the proposed rates are aligned with the overall market average. The details are as follows:

<b>Position</b>	<b>Meeting Allowance (Baht/Meeting)</b>	<b>Monthly Remuneration (Baht/Month)</b>
Chairman of the Board	25,000	-
Directors (Not receiving a salary)	20,000	-
Chairman of the Audit Committee	-	20,000
Member of the Audit Committee	-	15,000

Remuneration of the board of directors <sup>(1)</sup>

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	
<b>1. Mr. PIMOL SRVIKORN (Chairman of the board of directors)</b>			<b>400,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	200,000.00	200,000.00	400,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	Yes	
<b>2. M.L. WALLIWAN VARAVARN (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	Yes	
<b>3. Mr. SUVITCHA NATIVIVAT (Director, Independent director)</b>			<b>490,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	No	
Audit Committee (Member of the audit committee)	180,000.00	0.00	180,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>4. Mrs. DUANGJAI LORLERTWIT (Director, Independent director)</b>			<b>490,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	No	
Audit Committee (Member of the audit committee)	180,000.00	0.00	180,000.00	No	
<b>5. Mrs. NOPPHAPORN APHIWATTHANAKUL (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability and Risk management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Ms. PIYAPORN PHANACHET (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	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	
Sustainability and Risk management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>7. Mr. SUMATE SUWANVONGKIJ (Director, Independent director)</b>			<b>260,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	100,000.00	260,000.00	No	
<b>8. Mr. PIRA SRIVIKORN (Director)</b>			<b>240,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	100,000.00	240,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
<b>9. Mr. CHAIPATR SRVISARVACHA (Director, Independent director)</b>			<b>140,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
<b>10. Mr. Viritphol Ngampailin (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>

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 (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>11. Ms. Sikarin Sangchaypiengpen (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainability and Risk management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>12. Ms. Sugrita Kongchum (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainability and Risk management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>13. Ms. Nattaporn Saenchalerm (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainability and Risk management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>14. Mr. Prach Sangrattanamaneedech (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>

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 (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>15. Ms. Anchalee Srilardlao (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Sustainability and Risk management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>16. Mr. SORAVIS KRAIRIKSH (Director, Independent director)</b>			<b>380,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Audit Committee (Chairman of the audit committee)	120,000.00	0.00	120,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	940,000.00	900,000.00	1,840,000.00
2. Audit Committee	560,000.00	0.00	560,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
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

	2023	2024	2025
Meeting allowance (Baht)	1,005,000.00	1,415,000.00	1,500,000.00
Other monetary remuneration (Baht)	900,000.00	900,000.00	900,000.00
Total (Baht)	1,905,000.00	2,315,000.00	2,400,000.00

Remark: <sup>(1)</sup> \*The other form of compensation is the annual bonus for the year 2024, which was approved at the annual general meeting of shareholders on April 29, 2025, in which a resolution was passed to pay the annual bonus for the year 2024 to the company's board of directors within a limit of 1,000,000 baht. \*\* Mr. Soravis Krairiksh resigned from the position of Director and Independent director on June 30, 2025 \*\*\* Mr. Chaipatr Srivisarvacha was appointed to replace Mr. Soravis Krairiksh on August 22, 2025.

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

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

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

subsidiary operating the core business, Others : Matters requiring approval from the Company's Board of Director according to Subsidiaries Governance Policy

The Company has established governance and oversight mechanisms for its subsidiaries and associates to protect its investment interests and ensure that their operations align with the Company's core policies. The key principles are as follows:

### 1. Appointment of Representative Directors and Executives

- The Company appoints representatives to serve as directors or executives in subsidiaries and associates, at least in proportion to its shareholding. Their role is to oversee and manage operations to align with the parent company's goals, vision, business plans, and strategic direction.
- Executive Committee meetings of subsidiaries are held regularly to monitor performance and adjust strategies. Performance reports must be submitted to the parent company's Board of Directors on a quarterly basis.
- Representatives must possess the requisite qualifications, knowledge, leadership, and the ability to make reasonable decisions in accordance with corporate governance principles.

### 2. Control and Approval of Significant Transactions

Before a subsidiary or associate enters into a significant transaction or one that impacts its financial position, it must obtain prior approval from the parent company's Board of Directors or Shareholders Meeting, categorized as follows:

- **Matters Requiring Board Approval:** Such as the appointment of top-level executives, non-proportional capital increases or reductions, establishment or dissolution of subsidiaries, significant borrowing, providing guarantees or financial assistance, annual budget approval, and financial transactions exceeding 20% of the approved budget.
- **Matters Requiring Shareholder Approval:** Such as asset acquisitions or disposals (MT) or related party transactions (RPT) that meet the criteria of the SEC and the SET, including any other matters required by law.

### 3. Internal Control and Risk Management Systems

- Representative directors are responsible for ensuring that subsidiaries and associates implement appropriate and robust internal control, risk management, and anti-corruption systems. This ensures compliance with business plans, laws, and the regulations of the SEC and the SET.
- Audit mechanisms must be established within subsidiaries, with audit results reported to the parent company's directors and executives to ensure consistent system compliance.

### 4. Disclosure and Conflict of Interest Prevention

- **Information Disclosure:** Directors and executives of subsidiaries must fully and accurately disclose financial positions, operating results, related party transactions, and significant events to the parent company within the specified timeframe.
- **Conflict of Interest:** Any transactions that may lead to a conflict of interest must be avoided. If such a situation arises, it must be reported to the boards of both the subsidiary and the parent company. Interested directors are prohibited from participating in the approval of such matters. Transactions between directors/executives and subsidiaries must be approved based on transaction size as per regulations, except for ordinary business terms (Arm's Length Basis).
- **Insider Trading:** The use of inside information from the Company or its subsidiaries that may affect securities prices for personal or third-party gain, whether directly or indirectly, is strictly prohibited.

## Information on the monitoring of compliance with corporate governance policy and guidelines

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

#### Prevention of conflicts of interest

##### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

##### Management Guideline

The Company has established measures and guidelines for preventing Conflicts of Interest within its Code of Ethics and Business Conduct. The policy mandates that directors, executives, and employees must avoid creating any conflict of interest, which may arise in various forms. All actions and decisions made by directors, executives, and employees must always prioritize the interests of the Company and other stakeholders over their personal interests.

In the event that a conflict of interest does arise, the prescribed resolution method involves a negotiation process in conjunction with the Company's specific regulations governing such matters

##### Performance Result in 2025

1. There were no complaints or reports of misconduct by the company's directors, executives, or employees.
2. The Company monitors compliance with the Conflict of Interest Policy and guidelines by organizing online training and e-learning quizzes to refresh understanding. Furthermore, emails are circulated to the Board of Directors, executives, and employees, requiring them to sign an acknowledgement to confirm their awareness and commitment to comply with the policy.
3. 100% of the Board of Directors, executives, and employees have participated in the policy and guideline review and completed the test regarding Conflict of Interest prevention.
4. The Company has established a mandatory standing agenda item for reporting on connected transactions and conflicts of interest at every meeting of the Audit Committee. During the past year, no issues were reported or presented under this agenda item.

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

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

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

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

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

### Management Guideline

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

1. Directors, executives, and employees must not use and/or disclose material inside information that has not yet been disclosed to the public, whether directly or indirectly, for their own benefit or for the benefit of others
2. Do not use internal information for personal interests when trading shares or share internal information with others for their benefit in 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 1 month prior to the date the company announces its performance or information publicly disclosed, and at least 24 hours after the information is 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 is considered intentional damage to the company. The case shall be submitted to the shareholders meeting if the individual is a director.
  - 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

### Performance Result in 2025

1. There were no complaints or reports of misconduct by the company's directors, executives, or employees.
2. The Company monitors compliance with policies and guidelines concerning the prevention of insider trading and the maintenance of confidentiality. This is achieved by conducting mandatory online and e-learning training and quizzes to reinforce understanding of the Company's policies. Furthermore, an email is sent to directors, executives, and employees, requiring their signature as confirmation that they have acknowledged and will comply with the policy.
3. 100% of the Company's directors, executives, and employees participated in the review of policies and guidelines and completed the quizzes concerning the prevention of insider trading and the maintenance of confidentiality.

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

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Anti-corruption action

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

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

Form of operations in anti-corruption : The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines

### Management Guideline

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 5<sup>th</sup> 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 6<sup>th</sup> board meeting on August 25, 2025.

In addition, the Board of Directors approved the regulations complying with the Anti-Corruption Policy to set guidelines for anti-corruption practices, as well as to provide measures for whistleblowing or complaints when witnessing or having evidence that corruption has occurred in the Company. There are mechanisms to provide protection and fairness to whistleblowers or the accused, including penalties for wrongdoers, those who threaten or harass, or those who ignore misconduct, in accordance with company regulations and relevant laws

3. The company voluntarily joined the Thai Private Sector Collective Action Against Corruption (CAC) in 2014 and was re-certified as a CAC member for the third time in 2025.

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:

a. 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.

b. 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.

c. 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. More details on the Anti-Corruption Policy and related practices can be found at <https://www.tcm-corporation.com/th/esg-policy> > Anti-Corruption section.

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 continuously provides annual training on the Anti-Corruption Policy and relevant regulations to the Board of Directors, executives, and employees at all levels. The training covers key topics such as guidelines on sponsorship, giving and receiving gifts, disciplinary penalties, detailed procedures and channels for whistleblowing, and protection mechanisms for whistleblowers. Additionally, anti-corruption education is incorporated into the new employee orientation program.

8. The company has established communication channels for reporting corruption-related complaints or whistleblowing 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.

Performance Result in 2025

1. The Company has reviewed its anti-corruption policy and related regulations, with the latest revisions approved by the Board of Directors' Meeting No. 6/2025 on August 25, 2025.

2. Arrange training and provide knowledge about the policy and regulations on anti-corruption in the orientation course for all new employees.

3. In 2025, there was communication and public relations with the company's anti-corruption policy to all employees via online meeting, Intranet, Email, and the LINE application, serving as the Company's internal communication channel. Including all partners and customers, as well as notifying them of the policy of refraining from receiving and giving gifts during festivals, which has been carried out for 7 consecutive years, including publicizing to the company's board of directors, executives, and employees to acknowledge and cooperate in refraining from receiving and giving gifts during festivals and various occasions.

4. The Company has **not violated best practices** concerning political assistance, the giving and receiving of gifts, charitable donations, sponsorship contributions, or the employment of state officials. Furthermore, there were **no reported complaints or whistleblowing incidents** related to fraud or corruption received during the past year.

## Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

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

#### Management Guideline

The Company has established a Policy and Guidelines for whistleblowing and whistleblower protection. This policy defines the official channels for submitting complaints, the detailed complaint procedures, and the penalties for misconduct. This policy is also included as a mandatory module in the orientation program for all new employees.

All reports must be submitted in writing and directed to the following designated complaint channels:

1. Postal mail:

Secretary of the Audit Committee and/or the Chief Executive Officer  
TCM Corporation Public Company Limited  
2054 New Phetchaburi Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok 10310

2. E-mail:

Secretary of the Audit Committee: [auditcom@tcm-corporation.com](mailto:auditcom@tcm-corporation.com)  
Chief Executive Officer: [piyaporn@tcm-corporation.com](mailto:piyaporn@tcm-corporation.com)

3. Report through the Whistleblower section on the company website,

<https://www.tcm-corporation.com/en/whistleblower>

For more information about Global Whistle Blower Policy at the companys website, [www.tcm-corporation.com](http://www.tcm-corporation.com), under topic Sustainability> Policy or Click:

[https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_250320092517.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320092517.pdf)

#### Performance Result in 2025

1. There were no complaints or reports of whistleblowing by the company's directors, executives, or employees.
2. The company has reviewed the effectiveness of its whistleblowing and complaint channels and implemented feedback to enhance transparency, foster open communication, and strengthen trust among whistleblowers.

The Company monitors compliance with the policies and guidelines regarding Complaint Management and Whistleblower Protection by organizing online training and e-learning quizzes to refresh understanding. Furthermore, emails are circulated to the Board of Directors, executives, and employees, requiring them to sign an acknowledgement to confirm their awareness and commitment to comply with the policy.

### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

#### Personal Data Protection

##### Management Guideline

The Company respects and prioritizes the protection of personal data and is committed to protecting personal data from being misused. Therefore, the Personal Data Protection Policy has been established to ensure that the Company's operations comply with the law and international standards. This includes defining criteria for protecting the personal data of data subjects and establishing effective and appropriate measures for managing personal data breaches. These measures are designed to ensure that personnel within the organization implement the policy concretely and protect the personal data of all groups of stakeholders.

##### Performance Result in 2025

There was no complaint or dispute from employees or external parties regarding unauthorized disclosure of personal data to unrelated departments or without the data subject's consent.

### 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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAIPATR SRIVISARVACHA (Chairman of the audit committee)	1	/	1	1/1 (100.00%)
2 Mrs. DUANGJAI LORLERTWIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. SUVITCHA NATIVIVAT (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 Mr. SORAVIS KRAIRIKSH (Chairman of the audit committee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of the audit committee

TCM Corporation Public Company Limited has appointed an Audit Committee to support the Board of Directors in supervising and monitoring the Company's operations effectively. The Committee focuses on providing independent and fair opinions within the scope specified in the Audit Committee Charter. It is also supported by the Internal Audit function to jointly drive the Company toward a good corporate governance system, risk management mechanisms, and adequate internal control systems. Furthermore, the Committee ensures strict compliance with relevant laws and regulations and emphasizes transparent disclosure of information in the annual report to build confidence among all stakeholders.

The Audit Committee consists of three independent directors who are experts with diverse knowledge and expertise. Mr. Soravis Krairiksh served as the Chairman of the Audit Committee until June 30, 2025, when he resigned due to other commitments. Subsequently, the Board of Directors passed a resolution to appoint Mr. Chaipatr Srivisarvacha as the Chairman of the Audit Committee, effective from August 22, 2025. The other two members, Ms. Duangjai Lorlertwit and Mr. Suvitcha Nativivat, continued their duties consistently throughout the year.

During the year 2025, the Audit Committee held regular meetings with management, the external auditors, and the internal audit department to exchange views and consider significant related issues independently. The Committee summarized performance results and provided beneficial suggestions to the Board of Directors on a quarterly basis. A total of 4 Audit Committee meetings were held, with the attendance of each member as follows:

List of the Audit Committee	Position	No. of times to attend meeting in 2025
1. Mr. Soravis Krairiksh	Chairman of the Audit Committee (Resigned on June 30, 2025)	2/2 times
2. Mr. Chaipatr Srivisarvacha	Chairman of the Audit Committee (Appointed on August 22, 2025)	1/1 time
3. Mrs. Duangjai Lorlertwit	Audit Committee Member	4/4 times
4. Mr. Suvitcha Nativivat	Audit Committee Member	4/4 times

The essence of the Audit Committee's performance for the year 2025 can be summarized as follows:

#### 1. Review of Financial Reports

The Audit Committee reviewed and considered the quarterly and annual financial statements for 2025, including the consolidated financial statements. The Committee met with the external auditors, management, and the internal audit department to ensure that the financial statements were prepared in accordance with Financial Reporting Standards, with adequate, appropriate, and reliable disclosure, and in compliance with relevant laws, announcements, and the criteria of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

#### 2. Review of Internal Control

The Audit Committee reviewed the adequacy of the internal control systems of the Company and its subsidiaries by considering internal audit reports based on the approved plan, the external auditor's assessment, and the internal control assessment form of the SEC. No significant issues or deficiencies affecting the Company's primary objectives were found. Therefore, the Committee is of the opinion that the Company has an adequate, effective, and appropriate internal control system for its business operations, capable of supporting the Company's achievement of its defined objectives and goals.

#### 3. Review of Risk Management

The Audit Committee acknowledged the corporate risk management information, which was prepared by considering both strategy and sustainability risks simultaneously. The Company has established a sustainability and risk management policy and framework through the Sustainability and Risk Management Committee, which oversees systematic sustainability and risk management across the organization. Risk factors, both internal and external, occurring now or in the future, are assessed. Performance is reported regularly to the Board of Directors and the Audit Committee as specified in the charter to ensure the Company can control and reduce impacts on business objectives to an acceptable level.

#### 4. Review of Good Corporate Governance

The Audit Committee reviewed and supervised management to ensure compliance with good corporate governance principles. In 2025, the Committee provided recommendations to management to focus on serious and continuous operation under governance principles. Personnel at all levels were encouraged to adhere to rules, regulations, and business ethics to create a transparent corporate culture, which builds confidence for shareholders, partners, customers, and all stakeholders. Additionally, the Committee reviewed work processes to align with best practices to prevent and deter inappropriate behavior in listed companies.

#### 5. Anti-Corruption

The Audit Committee reviewed anti-corruption policies to ensure the Company has an up-to-date framework consistent with the changing business environment. These policies cover the prohibition of receiving or paying bribes and the prevention of all forms of conflicts of interest to ensure all Company activities are transparent and auditable. Furthermore, the Committee oversaw the whistleblowing process through various channels according to good corporate governance measures and strict criteria of the Thai Private Sector Collective Action Against Corruption (CAC).

In 2025, no complaints regarding corruption or unethical business behavior were found. The Committee acknowledged and supported the Company's 3rd consecutive renewal of its CAC membership, demonstrating a commitment to maintaining sustainable good governance standards.

#### **6. Review of Compliance with Relevant Laws**

The Audit Committee reviewed the Company's business operations to ensure compliance with Securities and Exchange laws, the requirements of the Stock Exchange of Thailand, and other laws relevant to the business. This included monitoring new laws that will take effect in the future and may impact the business, ensuring the Company operates correctly according to legal and new international standards.

#### **7. Consideration of Related Party Transactions or Transactions with Potential Conflicts of Interest**

The Audit Committee reviewed significant related party transactions or transactions that might have conflicts of interest, as well as significant asset acquisition and disposal transactions. This included ensuring disclosure of such transactions complied with the requirements of the SET and the SEC. The Committee found that material transactions were adequately disclosed and presented in the 2025 financial statements and notes to the financial statements.

#### **8. Appointment of External Auditors**

The Audit Committee considered the previous year's performance, including the knowledge, capability, and experience, as well as the assessment of independence and work quality of the external auditors. Regarding audit fees, the Committee considered the scope of responsibility and the appropriateness of the fees and found them suitable. Therefore, it was proposed to the Board of Directors for approval at the 2025 Shareholders' Meeting. The shareholders resolved to appoint Dharmniti Auditing Co., Ltd. as the Company's auditor, with the following names:

Ms. Nannaphat Wannasomboon, Certified Public Accountant No. 7793; or

Mr. Peradate Pongsathiansak, Certified Public Accountant No. 4752; or

Ms. Soraya Tintasuwan, Certified Public Accountant No. 8658.

Any one of these individuals is authorized to audit the Company for 2025, with an audit fee not exceeding 3,550,000 Baht.

#### **9. Self-Assessment of the Audit Committee**

The Audit Committee performed a self-assessment, both as a committee and individually, according to the best practices of the SET. The results showed that the Audit Committee performed its duties and responsibilities based on the principles of correctness, transparency, and sufficient independence.

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

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

#### **Meeting attendance of Executive Committee**

Meeting Executive Committee (times) : 6

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. PIMOL SRIVIKORN (The chairman of the executive committee)	6	/	6	6/6 (100.00%)
2 Ms. PIYAPORN PHANACHET (Member of the executive committee)	6	/	6	6/6 (100.00%)
3 M.L. WALLIWAN VARAVARN (Member of the executive committee)	6	/	6	6/6 (100.00%)
4 Mrs. NOPPHAPORN APHIWATTHANAKUL (Member of the executive committee)	6	/	6	6/6 (100.00%)
5 Mr. PIRA SRIVIKORN (Member of the executive committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Executive Committee

The Executive Committee performs its duties as assigned by the Board of Directors, strictly adhering to the Executive Committee Charter and the company's Good Corporate Governance Handbook. Our objective is to drive organizational strategy toward its goals under the principles of good governance, integrity, and transparency.

In 2025, the Executive Committee performed the following key duties:

#### 1. Summary of Key Duties in 2025

- **Budget and Financial Plan Management:** Reviewed and screened the annual budgets of the Group and its subsidiaries to ensure cost-effective resource utilization aligned with the strategic direction set by the Board of Directors.
- **Approval of Transactions within Authority:** Approved significant transactions according to the Table of Authority, including monitoring asset acquisitions or disposals to ensure compliance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC).
- **Enhancing Knowledge and Vision:** Participated in a special lecture titled "Economic Outlook and Forecast Post-U.S. Presidential Election" to apply deep insights into proactive strategic planning.
- **Transparency Supervision:** Required directors and executives to strictly report their securities holdings and interests. No violations of the internal information usage policy were found in the past year.

- **Anti-Corruption:** Committed to following the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC), receiving its 3rd consecutive recertification in 2025.

## 2. Performance of Duties and Meeting Attendance

The Executive Committee worked with management to define the organization's objectives, vision, and strategy, as well as reviewed the annual operational plan to ensure proper business direction. In 2025, the Committee held a total of **6 meetings**, with all members attending every meeting as follows:

Name of Executive Committee Members	Position	Attendance (Times)
1. Mr. Pimol Srivikorn	Chairman of the Executive Committee	6 / 6
2. M.L. Walliwan Varavarn	Executive Director	6 / 6
3. Mrs. Noppaporn Apiwattanakul	Executive Director	6 / 6
4. Ms. Piyaporn Phanachet	Executive Director	6 / 6
5. Mr. Pira Srivikorn	Executive Director	0 / 0*

*\*Mr. Pira Srivikorn was appointed as an Executive Director on 13 November 2025. Therefore, he did not attend meetings in this capacity prior to his appointment.*

## 3. Financial Performance and Status

In 2025, the Group reported total revenue from sales and services of 4,976.53 million Baht, an 18.81% decrease from the previous year. However, EBITDA significantly increased to 366.25 million Baht, reflecting 79.32% growth due to cost control efficiency and business restructuring. The Group reported a total net loss of 962.79 million Baht, primarily resulting from a one-time impairment loss on assets and investments totaling 797.14 million Baht. This was due to the strategic decision to cease operations of Ashley Manor and Alexander and James in the UK to stop non-profitable operations, prevent further damage, and strengthen long-term profitability. As of year-end 2025, the company held total assets of 5,188.52 million Baht and a Debt-to-Equity (D/E) ratio of 5.11:1.

## 4. Performance Evaluation

In alignment with Good Corporate Governance principles, the Executive Committee conducted an annual self-assessment for the year 2025. The objective of this evaluation is to continuously enhance operational efficiency and to ensure that performance monitoring and assessment are effectively aligned with the strategic goals approved by the Board of Directors.

The Executive Committee believes that in 2025, the company operated in accordance with good corporate governance principles, possessed an effective management system, and made strategic decisions focused on the best interests of shareholders and stakeholders. The Committee believes the decisive restructuring over the past year will serve as a vital foundation for the Groups agility and its ability to return sustainable value to shareholders as the economy recovers.

### Meeting attendance of Sustainability and Risk management Committee

Meeting Sustainability and Risk management : 2  
Committee (times)

List of Directors	Meeting attendance of Sustainability and Risk management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PIYAPORN PHANACHET (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mrs. NOPPHAPORN APHIWATTHANAKUL (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. Viritphol Ngampailin (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Ms. Sikarin Sangchaypiengpen (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Ms. Sugrita Kongchum (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Ms. Nattaporn Saenchalerm (Member of the subcommittee)	2	/	2	2/2 (100.00%)
7 Mr. Prach Sangrattanamaneedech (Member of the subcommittee)	1	/	2	1/2 (50.00%)
8 Ms. Anchalee Srilardlao (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(93.75%)</b>

### The results of duty performance of Sustainability and Risk management Committee

The Board of Directors is aware of the importance of risk management in keeping the business running consistently and sustainably. Hence, a resolution was passed to restructure the risk management committee by integrating sustainability into risk analysis and management and appointing the Sustainability and Risk Management Committee, consisting of nine 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 2025, 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. Report 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](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 : Yes

of sustainable management over the past year

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

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

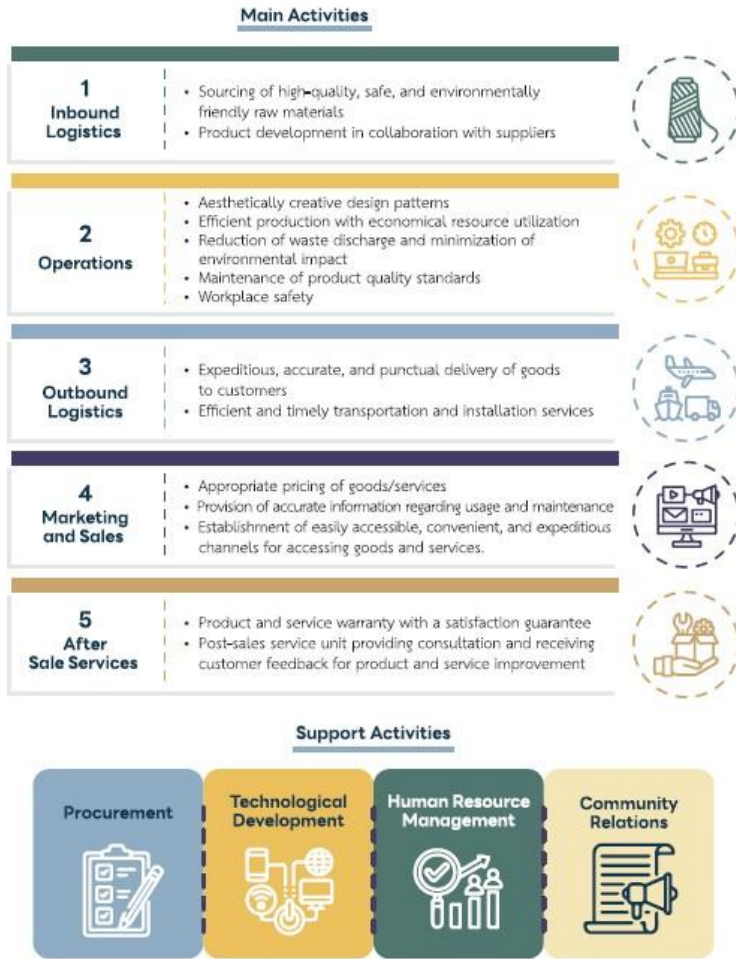
Value chains management is a key strategy that will enable the business to thrive sustainably. The company recognizes the importance of all processes in the business chain to ensure that the products are of quality, improves the quality of life and the environment, conducts the business fairly, and is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



TCMC Sustainability Framework



<sup>1</sup> The 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

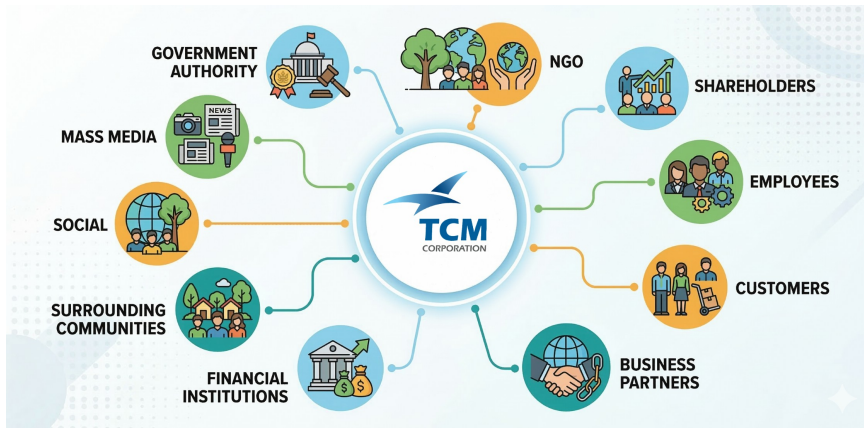
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Quality products and services in reasonable price</li> <li>• Accessibility to products and services easily and conveniently.</li> <li>• Clear communication of products information</li> <li>• Friendly and professional services</li> <li>• Receiving and resolving complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Create innovations in new products</li> <li>• Certified for international standards for products and processes</li> <li>• Develop distribution channels for products</li> <li>• Integrate communication channels with customers thoroughly and comprehensively</li> <li>• Manage complaints from customers promptly and effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others <ul style="list-style-type: none"> <li>• Customer Relations / Call Center</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Operate business with transparency and fairness</li> <li>• Build long-term relationship with partners for mutual sustainable growth</li> </ul>	<ul style="list-style-type: none"> <li>• Operate business under code of conducts</li> <li>• Cooperate against corruption</li> <li>• Cooperate in the development of raw materials and products</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• External Meeting</li> </ul>
<ul style="list-style-type: none"> <li>• Financial institution</li> </ul>	<ul style="list-style-type: none"> <li>• Financial benefits in compliance with the agreement</li> <li>• Reliable business alliance</li> </ul>	<ul style="list-style-type: none"> <li>• Build trust in financial institutions by strictly complying with their conditions and agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Bank branches and their managers</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and income generation</li> <li>• Good environment and pollution prevention for communities</li> <li>• Support for community activities</li> </ul>	<ul style="list-style-type: none"> <li>• Employ from local people.</li> <li>• Support activities of people in community</li> <li>• Monitor and measure quality of environment surrounding the factory</li> <li>• Providing opportunities for community to participate in company activities</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• External Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Community projects</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>• Helping and caring for society</li> <li>• Transparent business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue CSR activities sustainably</li> <li>• Comply with Good Corporate Governance principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> </ul>
<ul style="list-style-type: none"> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt and accurate information</li> <li>• Favourable treatment from The company and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Build a strong relationship with the press and give true and accurate information.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Contact the officer by phone</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• The company complies with the law.</li> <li>• Responsibility to social and environment</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly abide by the law and related business rules and regulations for transparent operation</li> <li>• CSR cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• External Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Report/ Letter</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Independent entities</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility to social and environment</li> <li>• Funding for NGO activities</li> </ul>	<ul style="list-style-type: none"> <li>• CSR cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> </ul>

Diagram of the stakeholder analysis in the business value chain



Management of the Impacts to Stakeholders in the Value Chain

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : Yes  
 materiality topics

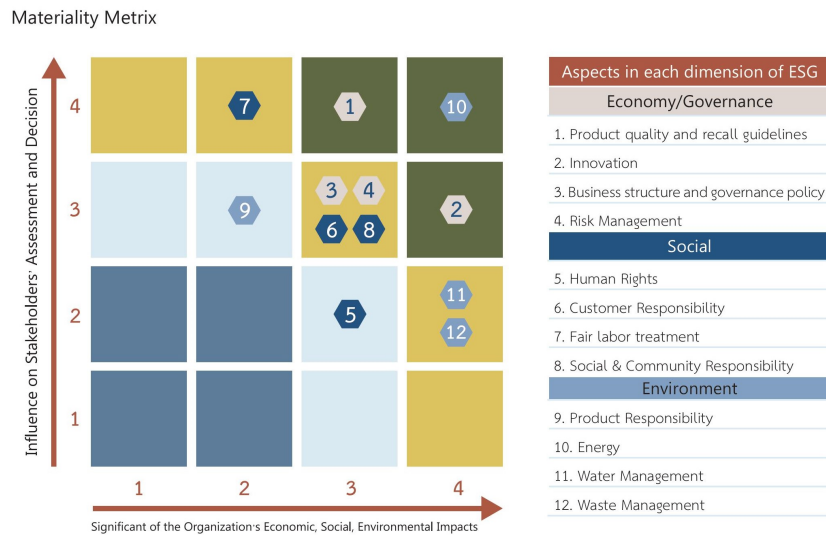
Over the past year, the company has reviewed its : Yes  
 sustainability materiality topics

#### 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"> <li>• Customer / Consumer Responsibility</li> <li>• Good Governance</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Innovation Development</li> </ul>
Business structure and governance policy	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• Sustainability Risk Management</li> </ul>
Human Rights	<ul style="list-style-type: none"> <li>• Human Rights</li> </ul>
Customer Responsibility	<ul style="list-style-type: none"> <li>• Customer / Consumer Responsibility</li> </ul>
Fair labor treatment	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> </ul>
Social & Community Responsibility	<ul style="list-style-type: none"> <li>• Community / Social Responsibility</li> </ul>

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Product Responsibility	• Others : Product Responsibility
Energy and GHG Management	• Energy Management • Greenhouse Gas Management
Water Management	• Water Management
Waste Management	• Waste and Waste Management

**Diagram of organizations material sustainability topics**



Materiality Matrix

**Information on sustainability report**

**Corporate sustainability report**

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 : GRI Standards, UN Global Compact standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

##### 1. Risk Management Policy and Framework

TCM Corporation Plc. (the "Company") is firmly committed to robust risk management as a foundational pillar to ensure operational continuity and the sustainable achievement of long-term strategic goals. Risk management is not viewed as a standalone function but is deeply integrated into our core business strategy, establishing it as a fundamental responsibility for employees at every level of the organization, from frontline operations to the Board of Directors.

Our framework is strictly aligned with the international standards of The Committee of Sponsoring Organizations of the Treadway Commission (COSO). This alignment ensures that all stakeholders operate under a unified language of risk, facilitating strict legal and regulatory compliance across diverse jurisdictions where we operate. By fostering a proactive risk culture, the Company aims to identify, evaluate, and prioritize potential threats before they materialize, thereby protecting shareholder value and enhancing corporate resilience in an increasingly volatile global landscape.

##### 2. Risk Governance Structure

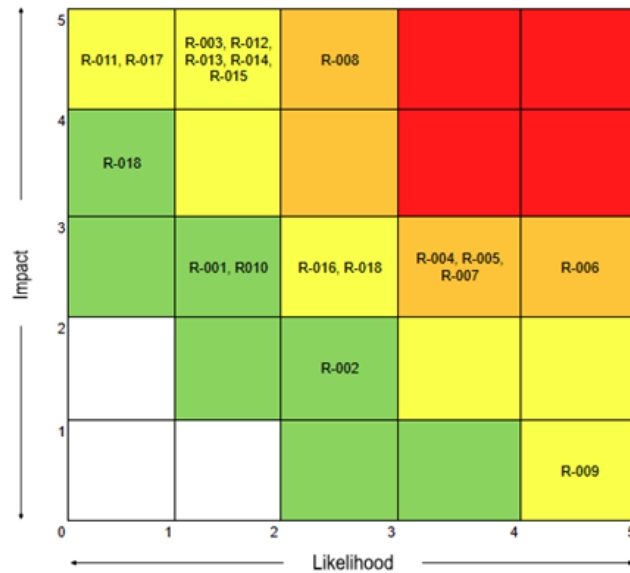
The Board of Directors proactively restructured our risk governance framework to fully integrate sustainability (ESG) into the heart of our risk analysis and decision-making processes. The Sustainable and Risk Management Committee (SRMC) now serves as the primary oversight body, ensuring that financial goals do not compromise our commitment to environmental and social responsibility.

- **Audit Committee:** Responsible for independent oversight of internal controls, financial integrity, and the efficacy of the audit processes. It acts as the "third line of defense," ensuring that risk management practices are functioning as intended and are subject to rigorous internal scrutiny.
- **Sustainable and Risk Management Committee (SRMC):** Tasked with screening high-level strategies and policies for both the Group and its subsidiaries. The committee, comprising 9 senior executives, ensures that all risk levels remain within the Company's defined "Risk Appetite" and aligns with our commitment to achieving Net Zero by 2050, and requires meetings to be held at least twice a year.
- **Operational Working Groups:** Comprising dedicated teams from TCM Surface, TCM Living, and TCM Automotive. These groups are responsible for the tactical implementation of risk mitigation measures, ensuring that global policies are translated into effective local actions specific to their unique manufacturing and market contexts.

During the current reporting period, the Company reviewed its Risk Management and Internal Control policies and manuals and also conducted risk management workshops for employees and senior executives, covering climate-related risks and emerging risks. The Company intensified its focus by attending specialized workshops on climate-related financial disclosures (IFRS S1/S2) and emerging cyber threats. We utilized Bow-Tie Analysis to map root causes and potential consequences, enabling us to establish more precise Key Risk Indicators (KRIs) to monitor real-time performance against our risk thresholds.

##### 3. Risk Assessment Heat Map (2025)

Risks are evaluated based on their **Likelihood** of occurrence and potential **Impact** on the Company's financial stability, brand reputation, and operational capacity.



No	Risk ID	Risk Description	Category	Score	Trend
1	R-006	Changing Customer Trends	Operational	15	Stable
2	R-008	Interest Rate & Liquidity	Financial	15	Increased
3	R-004	Subsidiary Performance	Strategic/Operation	12	Increased
4	R-005	Reduced Purchasing Power	Operational	12	Stable
5	R-007	Supply Chain & Geo-Politics	Operational/Emerging	12	Increased
6	R-003	Lack of Innovation	Strategic	10	Stable
7	R-012	ESG Environmental	ESG	10	Stable
8	R-013	ESG Social	ESG	10	Stable
9	R-014	ESG Governance	ESG	10	Stable
10	R-015	Climate Change Physical Risk	ESG	10	Stable
11	R-016	Climate Change Transition Risk	ESG	9	Stable
12	R-018	Technological Change (AI)	Technology	9	Stable
13	R-001	Unprofitable Investments / M&A	Strategic	6	Decreased
14	R-002	New Market & Product Expansion	Strategic	6	Stable
15	R-010	Human Resources	HR/Operation	6	Decreased
16	R-009	Foreign Exchange Volatility	Financial	5	Stable
17	R-011	Compliance	Compliance	5	Stable
18	R-017	Cyber Threats	Emerging	5	Increased
19	R-019	New Pandemics	Emerging	4	Stable

Reference link to risk management policy and plan : [https://www.tcm-corporation.com/upload/esgpolicy/fileen\\_260304084653.pdf](https://www.tcm-corporation.com/upload/esgpolicy/fileen_260304084653.pdf)

Page number of the reference link : 1

## 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 Risks

##### Subsidiary Performance Not Meeting Targets (R-004)

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk

Operational Risk

- Delays in the development of future projects

ESG risk factors : No

#### Risk characteristics

Volatile global economic conditions, particularly stagnation in international markets, may cause operational results of subsidiaries to deviate significantly from set targets.

#### Risk-related consequences

This can lead to consolidated financial losses, impaired cash flows, and a hindrance to our long-term global expansion and capital allocation strategies, including the ability to pay dividends to shareholders

#### Risk management measures

We maintain direct Board representation in all major subsidiaries to ensure strategic alignment. Implementing strict Authority of Limits (AOL) and rigorous annual budget approval processes provides financial discipline. We have adopted a flexible business planning approach that includes proactive monthly performance reviews to respond to regional market shifts.

- **Severity:** High | **Trend:** Increased | **KRI:** Order volume decline > 10% YoY.

#### Risk 2 Operational Risks

##### Lack of Innovation in the Organization (R-003)

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Economic risk

Operational Risk

- Product obsolescence

ESG risk factors : Yes

### Risk characteristics

In an industry increasingly driven by sustainable design and smart functionality, failure to invest in R&D or adapt to new material technologies creates a stagnation risk.

### Risk-related consequences

This leads to product obsolescence, a long-term loss of market share to more agile competitors, and the erosion of our premium brand positioning. It also makes the Company less attractive to younger, eco-conscious demographics.

### Risk management measures

We are actively promoting an innovative culture through the internal "Wow-Idea" project and cross-functional teams. The Innovation Task Force is mandated to identify emerging material trends and circular economy manufacturing technologies. We have increased dedicated R&D investment and regularly consult with global design experts and academic institutions to ensure our product roadmap remains at the industry's cutting edge.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Zero new products or services launched within a fiscal year.

### Risk 3 Strategic Risks

#### Investments in Unprofitable Ventures (R-001)

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Economic risk

ESG risk factors : No

### Risk characteristics

Past M&A transactions may encounter shifting environments that prevent them from achieving returns as originally planned or result in debt burdens that become difficult to manage.

### Risk-related consequences

Consequences include significant capital impairment, increased debt-to-equity ratios, and a drain on management resources that could have been allocated to more lucrative growth sectors.

### Risk management measures

Strict post-investment reviews are conducted regularly. In 2025, the Board of Directors made a strategic decision to dissolve two subsidiaries in the UK that had incurred continuous accumulated losses. This action aimed to eliminate financial burdens and maintain the overall stability of the corporate group, while focusing on cost reduction and efficiency improvements in core business operations to ensure a return to growth when the market recovers.

- **Severity:** Low | **Trend:** Decreased | **KRI:** Subsidiary net losses for > 4 consecutive quarters.

### Risk 4 Strategic Risks

#### Market Expansion and New Product Launches (R-002)

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Operational Risk

- Delays in the development of future projects
- Business operations that have no commercial results

ESG risk factors : Yes

### Risk characteristics

The introduction of new products into unfamiliar markets carries the risk of low customer acceptance or the simultaneous launch of substitute products by competitors.

### Risk-related consequences

This could result in the loss of marketing budgets and development time, as well as potential damage to brand reputation if new products fail to meet customer expectations.

### Risk management measures

The Company conducts market demand surveys and pilot testing with target groups prior to full commercial launch. Furthermore, sales teams are trained to deeply understand key product features, and a feedback system is implemented to facilitate immediate product improvements.

- **Severity:** Low | **Trend:** Stable | **KRI:** New product sales falling more than 20% below target.

## Risk 5 Operational Risks

### Changing Customer Trends (R-006)

Related risk factors	:	<u>Strategic Risk</u>
		• Behavior or needs of customers / consumers
		<u>Operational Risk</u>
		• Product obsolescence
		• Impact on the environment
ESG risk factors	:	Yes

### Risk characteristics

Due to global shifts in both technology and environmental conditions, consumer behaviors are evolving rapidly. Key trends include a preference for eco-friendly materials, ethical sourcing, online purchasing, and a demand for immediate responsiveness. These factors pose a risk that traditional artisanal products may be perceived as less relevant to contemporary consumer needs.

### Risk-related consequences

Failure to adapt may alienate key customer segments, leading to a permanent erosion of the brand's premium status and a significant reduction in long-term revenue streams.

### Risk management measures

The Company fosters a customer-focused corporate culture by utilizing various tools to deepen client engagement and insights. We have incorporated "Design Thinking" into our product development process to better understand customer needs, and a knowledge-sharing system is in place between the sales and product development teams. Substantial investment has been made in customer-facing technologies such as 3D visualization and AR applications, enabling clients to preview carpet installations in their own spaces. We also maintain a clear brand positioning while adopting advanced design technologies to speed up time-to-market and grow our range of products made from recycled materials.

- **Severity:** High | **Trend:** Stable | **KRI:** Negative growth in new customer acquisition, decline in market share percentages.

## Risk 6 Operational Risks

### Reduced Purchasing Power (R-005)

Related risk factors	:	<u>Strategic Risk</u>
		• Behavior or needs of customers / consumers
		• Economic risk
ESG risk factors	:	Yes

### Risk characteristics

Rising household debt and inflation have led target customers to delay high-end purchases or switch to more affordable substitutes. Furthermore, some customer segments have been severely impacted to the point of business closure.

### Risk-related consequences

Loss of market share and a decline in total sales revenue. Gross profit margins may decrease due to the necessity of promotional campaigns to maintain sales volume.

### Risk management measures

Develop "Value for Money" product lines that maintain the Company's quality standards at more accessible price points. Additionally, production processes are being optimized to reduce costs and enhance market competitiveness.

- **Severity:** High | **Trend:** Stable | **KRI:** A decline in sales from core customer groups exceeding 5%.

## Risk 7 Operational Risks

### Supply Chain & Geo-Politics (R-007)

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations
- Business operations of partners in the supply chain

ESG risk factors : Yes

### Risk characteristics

Political instability and disputes across major shipping routes have resulted in surging freight costs and extended lead times for raw material procurement.

### Risk-related consequences

Sudden increases in production costs and delays in product delivery, which may lead to order cancellations or contractual penalties.

### Risk management measures

Expand the supplier base through a multi-sourcing strategy across diverse regions to diversify risk. The Company maintains strategic reserves of key raw materials and regularly reviews selling prices to accurately reflect actual cost fluctuations.

- **Severity:** High | **Trend:** Increased | **KRI:** Global oil index spikes, active conflict in key supplier maritime routes.

## Risk 8 Operational Risks

### Technological Change & AI (R-018)

Related risk factors : Strategic Risk

- Changes in technologies

ESG risk factors : Yes

### Risk characteristics

The rapid emergence of Artificial Intelligence (AI) in design and manufacturing threatens to disrupt traditional artisanal processes and long-standing production cycles.

### Risk-related consequences

Competitors leveraging AI for rapid prototyping or automated customer interaction could significantly reduce their time-to-market, leaving the Company at a competitive disadvantage in terms of speed and operational cost.

### Risk management measures

The Company is currently conducting feasibility studies on integrating AI for predictive customer support and automated design assistance. Our IT infrastructure is being upgraded to support data-driven decision-making, accompanied by "Growth Mindset" training to help our workforce transition into a digitally augmented workplace without losing our core craftsmanship.

- **Severity:** Low | **Trend:** Stable | **KRI:** Percentage of core design processes assisted by AI, competitor feature deployment tracking.

### Risk 9 Operational Risks

#### Human Resource (R-010)

Related risk factors :

##### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Impact from population structure

ESG risk factors : Yes

#### Risk characteristics

The transition into an aging society has led to a shortage of skilled labor and personnel in critical positions.

#### Risk-related consequences

A decline in production efficiency, an increase in operational errors, and the potential loss of vital organizational knowledge if an effective succession plan is not in place.

#### Risk management measures

The Company has implemented a comprehensive Succession Plan and developed competitive incentive and benefit packages to retain high-potential talent. We are actively cultivating a corporate culture rooted in unity and collaboration, while fostering an innovation and growth mindset that empowers employees to adapt to evolving environments. Additionally, labor-saving technologies are being integrated into feasible operational areas to optimize workforce productivity.

- **Severity:** Low | **Trend:** Decreased | **KRI:** Turnover rate of key personnel or an increase in production defect rates.

### Risk 10 Financial Risks

#### Interest Rate and Liquidity Risk (R-008)

Related risk factors : Strategic Risk

- Economic risk

##### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

ESG risk factors : No

#### Risk characteristics

Persistent high interest rates in global markets directly increase Finance Costs on the Company's floating-rate debt while dampening consumer demand for luxury interior goods.

#### Risk-related consequences

This combination can tighten operating cash flows, increase the risk of debt covenant breaches, and impact the Company's overall ability to service its financial obligations.

#### Risk management measures

The company is proactively restructuring debt by renegotiating repayment schedules and deferring principal and interest to preserve liquidity. We maintain sufficient cash reserves for group operations and closely monitor short-to-medium-term liquidity through rolling cash flow projections with subsidiaries. Additionally, we have secured backup credit lines and strictly manage the D/E ratio within defined limits.

- **Severity:** High | **Trend:** Increased | **KRI:** D/E Ratio exceeding 2.0; Current Ratio falling below 1.0 for three consecutive months.

## Risk 11 Financial Risks

### Foreign Exchange (FX) Volatility (R-009)

Related risk factors :

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

ESG risk factors : No

#### Risk characteristics

The company earns export revenue and incurs raw material import costs in foreign currencies (USD, GBP), which are subject to volatility driven by global economic conditions.

#### Risk-related consequences

Operating profit may decline due to foreign exchange differences, while the balance sheet may be impacted by non-cash translation losses. Furthermore, currency volatility can lead to inaccuracies in revenue forecasting.

#### Risk management measures

We utilize "Natural Hedging" by matching currency inflows and outflows within our international subsidiaries. Furthermore, we employ forward exchange contracts and options based on rolling 12-month exposure forecasts to lock in favorable rates and provide predictability to our financial planning.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** FX variance exceeding 3% of the target exchange rate budget.

### Risk 12 Compliance Risk (R-011)

Related risk factors :

#### Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

#### Risk characteristics

New trade laws and standards, particularly increasingly stringent environmental regulations in Europe, present ongoing compliance challenges.

#### Risk-related consequences

Failure to meet these criteria could lead to operational suspensions, heavy financial penalties, and the loss of export privileges in key markets.

#### Risk management measures

A dedicated Compliance unit has been established to monitor legal changes closely. Furthermore, quarterly update meetings are conducted to ensure all relevant departments are informed and aligned with new requirements.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Number of complaints or fines issued by regulatory authorities.

### Risk 13 Sustainability Risks (ESG)

#### Environmental (R-012)

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

ESG risk factors : Yes

**Risk characteristics**

Production processes may impact the environment through waste discharge, noise and air pollution, and water and energy consumption.

**Risk-related consequences**

Non-compliance with legal standards, strained community relations, potential grievances, and reputational damage.

**Risk management measures**

Annual environmental impact assessments are conducted across all three business units, covering energy, water, waste, and greenhouse gas (GHG) emissions. Current results meet legal standards. The company has established a risk control plan with a Net Zero 2050 target and fosters an organizational culture of environmental stewardship across all business processes.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Number of complaints, pollution measurements exceeding standard limits.

**Risk 14 Sustainability Risks (ESG)**

**Social (R-013)**

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Safety, occupational health, and working environment
- Impact on human rights

ESG risk factors : Yes

**Risk characteristics**

Risks arising from non-compliance with labor laws or failure to assess impacts and maintain community relations.

**Risk-related consequences**

Legal non-compliance, social friction, grievances, and loss of brand reputation.

**Risk management measures**

Strict adherence to labor laws and the implementation of a company-wide Human Rights Policy. We maintain multiple grievance channels, employee well-being clubs, and dedicated Safety Officers. Community engagement includes regular impact surveys and support through carpet donations to temples and schools, as well as educational scholarships.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Number of complaints, number of employees not yet trained on Human Rights policies.

**Risk 15 Sustainability Risks (ESG)**

**Governance (R-014)**

Related risk factors : Strategic Risk

- ESG risk

Compliance Risk

- Change in laws and regulations
- Corporate Governance

ESG risk factors : Yes

**Risk characteristics**

Lack of good governance, abuse of power, or corruption.

**Risk-related consequences**

Violation of legal standards, severely damaging personnel credibility and corporate image.

**Risk management measures**

Participation in the Thai Private Sector Collective Action Against Corruption (CAC) and maintaining a transparent Whistleblowing system overseen by the Audit Committee. Anti-corruption policies and the Code of Conduct are integrated into new hire orientations and reviewed annually to ensure alignment with corporate values.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Number of reported grievances or corruption cases.

**Risk 16 Climate Change Physical Risks (R-015)**

**Acute Physical Risks**

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

**Risk characteristics**

Natural disasters such as floods or heatwaves.

**Risk-related consequences**

Operational disruptions leading to delayed deliveries, reduced efficiency, loss of revenue, and diminished credibility.

**Risk management measures**

Regular risk reviews by the Sustainability and Risk Management Committee. An Emergency Response Team and Business Continuity Plan (BCP) are in place, supported by comprehensive asset insurance and diversified production sites.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Sudden rise in river levels, official meteorological warnings (floods, storms, heatwaves).

**Risk 17 Climate Change Physical Risks (R-015)**

**Chronic Physical Risks**

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

**Risk characteristics**

Abnormal seasonal shifts affecting wool quality/supply, water scarcity, and rising sea levels, impacting logistics for partners and customers in affected zones.

**Risk-related consequences**

Increased investment in dyeing innovation, higher procurement costs for alternative raw materials, or the need for new logistics routes.

### Risk management measures

Diversifying raw material sources and developing alternative fibers. We monitor water levels to plan storage and invest in resource-efficient machinery, such as low-water dyeing machines and high-speed looms that reduce production waste.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Ratio of sub-standard raw materials, dam water levels falling below 50%.

### Risk 18 Climate Change Transition Risks (R-016)

#### Policy and Legal

Related risk factors : Strategic Risk  
• Climate change and disasters

Operational Risk  
• Climate change and disasters

ESG risk factors : Yes

#### Risk characteristics

Implementation of Carbon Taxes (e.g., in Europe) and the adoption of IFRS S1 and S2 reporting standards (effective 2028).

#### Risk-related consequences

Failure to collect ESG data or obtain Product Carbon Footprint (CFP) certification will result in a loss of regional competitiveness.

#### Risk management measures

Setting Net Zero targets and GHG reduction plans. We are preparing for IFRS S1/S2 reporting and seeking both Product (CFP) and Organization (CFO) Carbon Footprint certifications to mitigate carbon tax impacts.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** % of certified products in the portfolio, estimated potential carbon tax liability.

### Risk 19 Climate Change Transition Risks (R-016)

#### Technology

Related risk factors : Strategic Risk  
• Climate change and disasters

Operational Risk  
• Climate change and disasters

ESG risk factors : Yes

#### Risk characteristics

Transitioning to low-carbon machinery and processes in line with market trends.

#### Risk-related consequences

High capital expenditure (CAPEX) with a slow return on investment (ROI).

#### Risk management measures

Long-term investment planning and seeking strategic partners to manage financial resources. Prioritizing investments in machinery significantly reduces energy consumption, waste, and environmental impact.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Ratio of Green Technology investment to total CAPEX.

### Risk 20 Climate Change Transition Risks (R-016)

#### Market

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

**Risk characteristics**

Increasing customer demand for eco-friendly products.

**Risk-related consequences**

Loss of orders in core markets if products lack sustainability certifications.

**Risk management measures**

Developing products with higher recycled/eco-friendly content and optimizing production to reduce GHG emissions.

Providing verified certifications to meet specific customer sustainability requirements.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Percentage of sales from customers with mandatory ESG criteria.

**Risk 21 Climate Change Transition Risks (R-016)**

**Reputation and Stakeholder Expectations**

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

**Risk characteristics**

Risks related to meeting the ESG expectations of stakeholders, including customers, partners, investors, and regulators, regarding transparency and concrete action.

**Risk-related consequences**

Perceived lack of action could damage corporate credibility or lead to public grievances.

**Risk management measures**

Regular satisfaction surveys with all stakeholder groups and efficient grievance management. ESG goals and KPIs are integrated into the annual report (Form 56-1 One Report). We embed ESG into the "corporate DNA" through daily activities and have publicly committed to Net Zero 2050.

- **Severity:** Moderate | **Trend:** Stable | **KRI:** Number of complaints, negative social media mentions, GHG reduction rate lower than 2%.

**Risk 22 Emerging Risks**

**6.1 Cyber Threats (R-017)**

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

**Risk characteristics**

Increasingly sophisticated ransomware, phishing, or social engineering attacks could compromise our sensitive design data, customer databases, or financial systems.

**Risk-related consequences**

Consequences include prolonged system downtime, loss of intellectual property, severe reputational damage, and heavy penalties under data protection laws such as PDPA and GDPR.

In 2025, we successfully neutralized a sophisticated cyber threat identified in an overseas unit through rapid isolation and remediation protocols, resulting in zero data loss.

### Risk management measures

An Information Technology Security Policy has been established, alongside a risk prevention plan against data breaches and unauthorized access. Data is hosted on both domestic and international servers managed by top-tier providers with the highest security standards. Furthermore, cybersecurity training is provided to employees focusing on phishing, email threats, and ransomware to raise organizational awareness and ensure vigilant online practices.

- **Severity:** Moderate | **Trend:** Increased | **KRI:** Number of detected intrusion attempts or the Mean Time to Recover (MTTR).

### Risk 23 Emerging Risks

#### 6.2 Infectious Diseases (R-019)

Related risk factors : Strategic Risk  
• Pandemic risk

Operational Risk  
• Pandemic risk

ESG risk factors : Yes

### Risk characteristics

The outbreak of new infectious diseases poses a risk of mandatory factory closures or large-scale employee absenteeism.

### Risk-related consequences

Disruption of production lines, shortages of personnel in critical roles, and adverse effects on liquidity due to the inability to fulfill and deliver product orders.

### Risk management measures

The Business Continuity Plan (BCP) has been updated to specifically address pandemic scenarios. Additionally, an Emergency Response Team has been established to ensure a swift and effective reaction to any escalating health situations.

- **Severity:** Low | **Trend:** Stable | **KRI:** Reports of infection clusters within the specific geographical areas where the company's facilities are located

### Business Continuity Plan: BCP

#### Business Continuity Plan: BCP

The Company maintains a comprehensive and dynamic BCP that is tested annually through both tabletop exercises and live simulations. The plan covers a wide spectrum of disaster scenarios, from localized factory fires to global health pandemics. We have established secondary production capabilities and redundant supply routes, alongside robust emergency communication protocols, to ensure that even in the face of a crisis, our commitment to customer delivery and employee safety remains uncompromised.

**Shareholders can review detailed activities and mitigation strategies across various risk areas in the "Driving Business for Sustainability" section.**

### 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 : Yes  
policy and guidelines

Link for company's sustainable supply chain : [https://tcm-corporation.com/upload/esgpolicy/fileen\\_250605150209.pdf](https://tcm-corporation.com/upload/esgpolicy/fileen_250605150209.pdf)  
management policy and guidelines

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### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

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 new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	11.43	14.58	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](https://www.tcm-corporation.com/upload/esgpolicy/fileen_250320093045.pdf)

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

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

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

## Innovation development

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

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	6,433,938.00	5,348,542.00	7,366,784.00

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

##### Research and Development Investment

The Company recognizes that investment in innovation is a key driver for sustainable growth and value creation. Therefore, the Company has consistently allocated budgets to support research and development. In 2025, the total expenditure for research and development of innovation amounted to 7.37 million Baht, representing a significant increase in line with the corporate strategic plan. This investment aims to support the development of environmentally friendly products and modern production technologies.

Future Direction and Targets: The continuously growing investment statistics reflect the Company's commitment to elevating product standards and achieving maximum efficiency in production processes. For 2026, the Company plans to continue investing at an appropriate level, focusing on expanding collaborations with both public and private sector partners. This initiative aims to explore innovations from new sources and apply technology to reduce production costs and enhance business competitiveness for sustained growth in the future.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

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

In an era of rapid transformation, organizational adaptation is essential, with corporate culture serving as the fundamental bedrock. The Company recognizes that a strong culture is pivotal to success across all dimensions from employee satisfaction and productivity to customer loyalty and financial performance. Consequently, fostering a robust corporate culture is vital for the Company's long-term success and sustainability.

#### The Process of Cultivating and Promoting an Innovation Culture

The Company's framework for developing and strengthening an innovation-driven culture is outlined as follows:

- **Defining Core Values to Drive Innovation:** The Company has established the "SMILE" core values, with "Innovation Forward" as a key pillar. This reflects our unwavering commitment to fostering and accelerating innovation throughout the organization.

- **Communication and Awareness Building:** The "Royal Thai Smile Day" initiative was launched to communicate and instill a deep understanding of our new corporate culture and innovation values among all employees.
- **Fostering Engagement and Supporting Creativity:** To empower employees at all levels, the Company introduced the "WOW Idea" contest. This platform encourages the submission of innovative concepts spanning products, services, and operational processes, supported by monetary rewards to incentivize creative thinking.
- **Strategic Prioritization and Continuous Momentum:** The Company demonstrates its dedication to an innovation-led culture by designating "Innovation Forward" as a strategic priority for the 2024-2025 period.

**In summary,** our process focuses on cultivating awareness regarding the importance of innovation and expanding channels for employee-driven ideas. We firmly believe that our people are the heart of innovation. Moving forward, the Company will continue to provide tangible support and drive initiatives to ensure continuous development and organizational excellence.

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

### Benefits of innovation development

#### Financial benefits

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

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	2,454,910.00	4,412,610.00	679,681.96

#### Non-financial benefits

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

	2023	2024	2025
Innovation in Recycled Materials (Projects)	3.00	4.00	1.00
Percentage of employees benefiting (%)	35.00	35.00	0.00

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