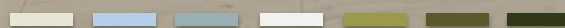


2025

Sustainable Development Report



Contents



Message from Chairman	2
About us	4
Driving Business Towards the Sustainable Development Goals	5
• Sustainable Development Report.....	5
- Sustainability Management in Good Governance and Economic Dimension.....	14
- Sustainability Management in Social Dimension.....	44
- Sustainability Management in Environmental Dimension.....	86
Awards and Recognitions	101
Performance Summary: ESG Metrics – Home & Office Products Sector	106



Message from Chairman

At TCM Corporation Plc. (TCMC), We believe that Environmental, Social, and Governance (ESG) principles are not merely a supplementary policy, but the "Core heartbeat of our business strategy." Every decision we make is guided by a commitment to weave sustainability into the fabric of our operations. We stand firm in our belief that robust economic growth and environmental stewardship are not mutually exclusive. Rather, our ultimate goal is to harmonize "Purpose and Profit," ensuring sustainable returns for all our stakeholders.

Our commitment to sustainability is not a recent trend - it is a proven track record. For over a decade, we have successfully maintained a Zero Waste to Landfill and Zero Wastewater Discharge status across our primary operations. This ten-year milestone serves as a powerful testament to our professional expertise in resource management. Furthermore, we continue to lead through innovation, having already recycled over 1 billion plastic bottles into world-class products. By expanding our use of renewable energy and advancing our Product Take-back programs, we are turning the concept of a Circular Economy into a tangible reality.

We have set an ambitious roadmap to become a Net Zero organization by 2050. We view this not just as a responsibility, but as a strategic opportunity to pioneer low-carbon innovations that will reduce long-term costs and enhance our global competitiveness. This journey ensures that TCMC remains an ethically sound and resilient organization, capable of delivering steady growth amidst an ever-changing global landscape.

We do not prioritize one dimension over another. Instead, we integrate ESG into every facet of our business to ensure a balanced and meaningful impact. We are convinced that high-quality financial performance leads to lasting confidence and rewarding returns for our shareholders, customers, employees, and society at large.

I would like to express my sincere gratitude to all our partners and employees who have been the driving force behind our journey. Together, we will continue to build a future that is bright, prosperous, and sustainable.

Sincerely,

Pimol Srivikorn

Chairman of the Board of Directors

TCM Corporation Public Company Limited





About us

For over 50 years, our customers and partners worldwide have trusted us as a vital partner in enhancing well-being and creating aesthetic living experiences across all our business sectors. We are committed to manufacturing and distributing high-quality, well-designed products that simultaneously prioritize environmental preservation.

TCM Corporation Public Company Limited (TCMC) is a holding-operating company focused on international investments in materials and decor for residential and commercial sectors. Our operations are guided by our vision: "To be a global leader committed to sustainable growth and organizational development."

Established on February 21, 1967 (formerly known as Thailand Carpet Manufacturing Public Company Limited), the company began as Thailand's first carpet factory, launching products under the "Tai Ping" trademark. In 1978, the company grew to become listed on the Stock Exchange of Thailand, trading under the stock code: "TCMC".

A significant turning point occurred in 2017 when the company invested in a global commercial carpet business and transitioned to the **"ROYAL THAI"** trademark for worldwide distribution. Concurrently, the company was renamed **"TCM Corporation Public Company Limited"** to reflect a business structure that had expanded into diverse industries beyond carpet manufacturing.

Today, TCMC operates through three core business groups with a global customer base:

1. TCM Surface: A leader in the comprehensive manufacturing and distribution of flooring and surface materials. Our portfolio includes hand-tufted carpets, Axminster machine-woven carpets, carpet tiles, Stone Plastic Composite (SPC) flooring, and acoustic panels under the brands Royal Thai, Carpets Inter, RT Acoustic, and RT Studio. We primarily serve the global hospitality industry, commercial buildings, and premium residential sectors.

2. TCM Living: An investment in the manufacturing and distribution of upholstered furniture and sofas in the United Kingdom. Our strong flagship brand, Alstons, focuses on designing and producing high-quality products for major retail channels across the UK.

3. TCM Automotive: An investment through a joint venture (T.C.H. Suminoe Co., Ltd.), manufacturing and distributing textiles, non-woven fabrics, and synthetic leather for automotive upholstery and interior decor. We serve as a key strategic partner to the leading global automotive manufacturers (OEMs).

As a global organization, TCMC has integrated Sustainability (ESG) as a core pillar of our business strategy. We focus on developing eco-friendly innovations, implementing Circular Economy principles throughout our value chain, and maintaining high standards of corporate governance. Our ultimate goal is to achieve **Net Zero greenhouse gas emissions by 2050**, ensuring robust economic growth while truly enhancing the quality of life for our people, communities, and the environment.



Driving Business Towards the Sustainable Development Goals

The company recognizes the importance of sustainable business growth under the framework of Corporate Social Responsibility (CSR). It emphasizes conducting business with care and consideration for stakeholders, the economy, society, and the environment, upholding ethical principles and professional conduct. The company firmly believes that operating with social responsibility benefits all parties involved, fostering both societal well-being and the company's growth.

Sustainable Development Report

Scope of the Report

This report is prepared in accordance with the SET Sustainability Reporting Guide for listed companies. It presents the performance on issues that affect the sustainable operation of the company, covering only the operations of **TCM Corporation and TCM Surface business**. The reporting period is from January 1 to December 31, 2025.

For the TCM Living Group, the Company is unable to report ESG data due to the internal restructuring that has taken place within the business segment. Furthermore, for the TCM Automotive Group, which operates as a joint venture where the Company does not have management control, the reporting of climate-related data will be strictly limited to Scope 3 emissions.

Confirmation of Information Accuracy

The main contents and information in this report have been reviewed and verified by senior management to ensure they are accurate according to the materiality of sustainability and respond to all groups of stakeholders.

Contact Information

For more details or queries, please contact:

TCM Corporation Public Company Limited
2054 New Petchburi Road, Bangkapi, Huaykwang Bangkok 10310
Tel: +66 (0) 2318 3960
Email: info@tcm-corporation.com

1. 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 the bioeconomy, circular economy, and green economy to reach our Net Zero goal in 2050.

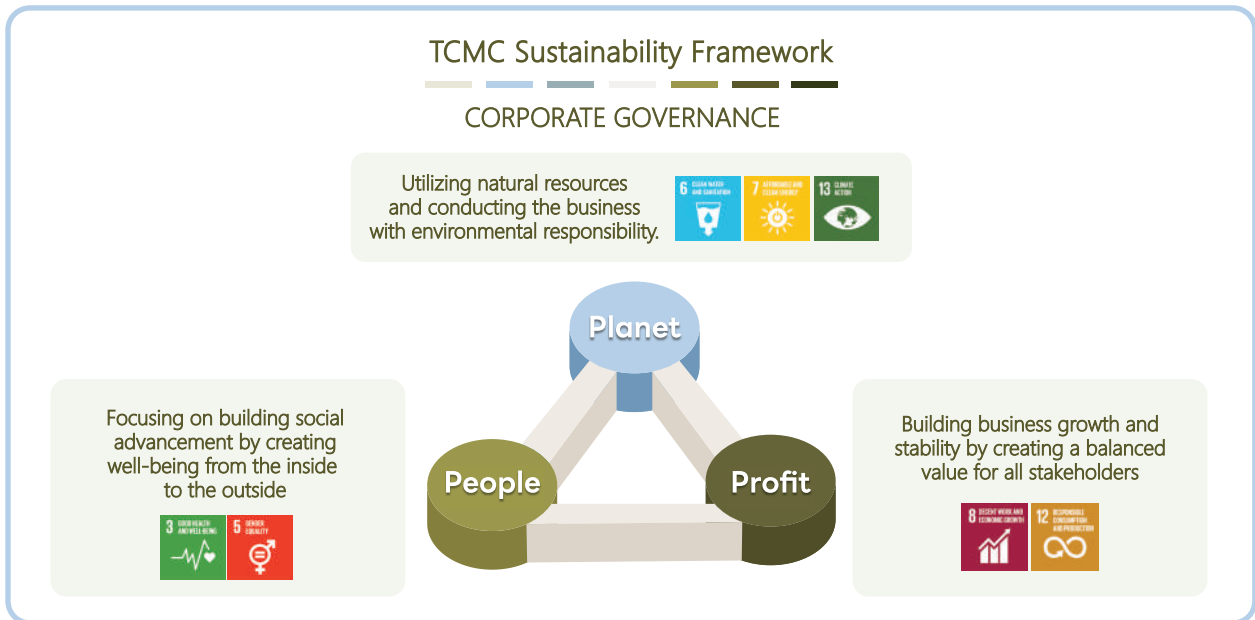
2. Social Responsibility: We believe in treating all our stakeholders with fairness, respect, and dignity. We will strive to promote gender equality, diversity, and inclusiveness in our workplace, and we will work to support the communities in which we operate.

3. Economic Responsibility: We understand that sustainable business practices are not only the right thing to do but 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.

Sustainability Strategies

The company has set a sustainability development scope that is based on the international practice of Sustainability Development Goals: SDGs, by analyzing the impacts and building value to bring balance to the three aspects that are the People (society), Planet (environment), and Profit (economy) and under the good governance principle with an integration that enables correlations throughout the business chain from the resources, productions, warehouse management, transportation, distributions to consumers, and aftersales products responsibility, with a scope that covers the economy, society, and environmental aspects in conjunction with ethics and good governance as below.



Sustainability Management Goals

The Company defines its sustainability direction through an ESG Framework, integrated into our core strategies to create long-term value as follows:

1. Environmental (E): Transitioning to a Green Economy and Net Zero Goals

- Business Strategy: Promote organizational innovation to enhance productivity and minimize environmental impact. This is coupled with efficient resource management to reduce costs and create value-added through eco-friendly products.
- Short-term Goals (1-3 years):
 - 1) Initiate the assessment and establishment of a Corporate Carbon Footprint (CFO) database.
 - 2) Implement Circular Economy principles in manufacturing to reduce operational waste, increase products made from natural materials, and develop products containing over 50% recycled materials by weight.
- Long-term Goal (By 2050): Achieve Net Zero Emissions through the transition to low-carbon technologies and a Bio-Economy system.

2. Social (S): Growing Together with Communities and People

- Business Strategy: Build confidence and mitigate labor-related risks, while fostering strong relationships with surrounding communities to secure a Social License to Operate.
- Short-term Goals (1-3 years):
 - 1) Launch "Reskill & Upskill" programs for employees, targeting 100% awareness and understanding of sustainability.
 - 2) Promote Diversity, Equity, and Inclusion (DEI) within the organization, with a specific target to increase the proportion of women in management positions.
- Long-term Goal: Build a resilient social ecosystem through community career development projects around our operating sites to reduce inequality and generate sustainable income.

3. Economics & Governance (G): Prosperity on a Sustainable Foundation

- Business Strategy: Build trust among shareholders and stakeholders through a robust Corporate Governance system. We balance profitability with environmental stewardship (Profit with Purpose) to meet the evolving demands of modern investors and business partners.
- Short and Long-term Goals:
 - 1) Consistently increase the revenue share from eco-friendly products and services.
 - 2) Manage sustainability risks that could impact financial performance (Financial Materiality).
 - 3) Foster strong partnerships with suppliers by promoting collaboration, providing education, and building a sustainable business ecosystem together.
 - 4) Maintain a 100% transparent and effective Whistleblowing channel.
 - 5) Consistently achieve an "Excellent" CG Score (5-star rating) from official corporate governance assessments.

2. Value Chain Management

Value chain 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, improve the quality of life and the environment, conduct the business fairly, and are 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.

Activities in the value chain of the TCM Surface business group¹



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

3. Management of the Impacts to Stakeholders in the Value Chain

Stakeholder analysis in the business chain

The company recognizes the importance of all stakeholders, both internal and external, by communicating and listening to opinions through various channels, then processing the expectations of the stakeholders.



Operation with Stakeholders

Stakeholders	Communication Channel	Expectations	Operations	
Internal Stakeholders				
1	Shareholders	<ul style="list-style-type: none"> • General meeting of shareholders • Annual report • Investor relations on the website • Stock market news report • Factory visit 	<ul style="list-style-type: none"> • High returns • Non-discrimination • Accurate and timely information • Corporate sustainability 	<ul style="list-style-type: none"> • Operate business with transparency and fairness • Communicate with shareholders regularly to inform operating approach, strategy, and performance
2	Employees	<ul style="list-style-type: none"> • Morning talk with employee • Internal communications such as announcement, email, intranet and social medias • Satisfaction survey • Whistleblowing Channel 	<ul style="list-style-type: none"> • Appropriate salary and welfare benefits • Health, Safety and Well-being • Non-discrimination • Opportunities for career advancement • People development and Skills training 	<ul style="list-style-type: none"> • Create an appropriate and fair pay and welfare system. • Build relationship and loyalty • Create a comfortable work environment. • Determine career path of each position • Perform efficient human resource management and encourage employees to develop their potential in various aspects.
External Stakeholders				
3	Customers	<ul style="list-style-type: none"> • Satisfaction survey • Website / e-mail and Social Media • Customer Relations / Call Center • Whistleblowing Channel 	<ul style="list-style-type: none"> • Quality products and services in reasonable price • Accessibility to products and services easily and conveniently. 	<ul style="list-style-type: none"> • Create innovations in new products • Certified for international standards for products and processes • Develop distribution channels for products

Stakeholders		Communication Channel	Expectations	Operations
			<ul style="list-style-type: none"> • Clear communication of products information • Friendly and professional services • Receiving and resolving complaints 	<ul style="list-style-type: none"> • Integrate communication channels with customers thoroughly and comprehensively • Manage complaints from customers promptly and effectively
4	Partners	<ul style="list-style-type: none"> • Partners meeting • Website / E-mail / Telephone • Business partner visit 	<ul style="list-style-type: none"> • Operate business with transparency and fairness • Build long-term relationship with partners for mutual sustainable growth 	<ul style="list-style-type: none"> • Operate business under code of conducts • Cooperate against corruption • Cooperate in the development of raw materials and products
5	Financial Institutions	<ul style="list-style-type: none"> • Bank branches and their managers • Meetings 	<ul style="list-style-type: none"> • Financial benefits in compliance with the agreement • Reliable business alliance 	<ul style="list-style-type: none"> • Build trust in financial institutions by strictly complying with their conditions and agreements.
6	Surrounding Communities	<ul style="list-style-type: none"> • Community projects • Meetings/ Factory visit • CSR activities 	<ul style="list-style-type: none"> • Employment and income generation • Good environment and pollution prevention for communities • Support for community activities 	<ul style="list-style-type: none"> • Employ from local people. • Support activities of people in community • Monitor and measure quality of environment surrounding the factory • Providing opportunities for community to participate in company activities
7	Social	<ul style="list-style-type: none"> • Website / social media • Whistleblowing Channel 	<ul style="list-style-type: none"> • Helping and caring for society • Transparent business operations 	<ul style="list-style-type: none"> • Continue CSR activities sustainably • Comply with Good Corporate Governance principles.
8	Mass Media	<ul style="list-style-type: none"> • Press conference, Social media / website • Direct contact to Agency via phone 	<ul style="list-style-type: none"> • Prompt and accurate information • Favourable treatment from The company and employees 	<ul style="list-style-type: none"> • Build a strong relationship with the press and give true and accurate information
9	Government authority	<ul style="list-style-type: none"> • Report/ Letter • Meeting/ Activities 	<ul style="list-style-type: none"> • The company complies with the law. • Responsibility to social and environment 	<ul style="list-style-type: none"> • Strictly abide by the law and related business rules and regulations for transparent operation • CSR cooperation
10	NGO	<ul style="list-style-type: none"> • Website /social media 	<ul style="list-style-type: none"> • Responsibility to social and environment • Funding for NGO activities 	<ul style="list-style-type: none"> • CSR cooperation

Sustainability factors evaluation (Materiality analysis)

The company is committed to building business value with social responsibility and meeting the expectations of the stakeholders properly and measurably. Therefore, the company implements sustainability factors evaluation as follows.

1. Factor Identification

The company considers the direction of its business strategy, the risks and opportunities associated with sustainability management, the organization's efforts in social responsibility, information gathered from both external and internal stakeholders through various activities and projects, and the scope of each factor to encompass all groups that influence these factors.

2. Priority Setting

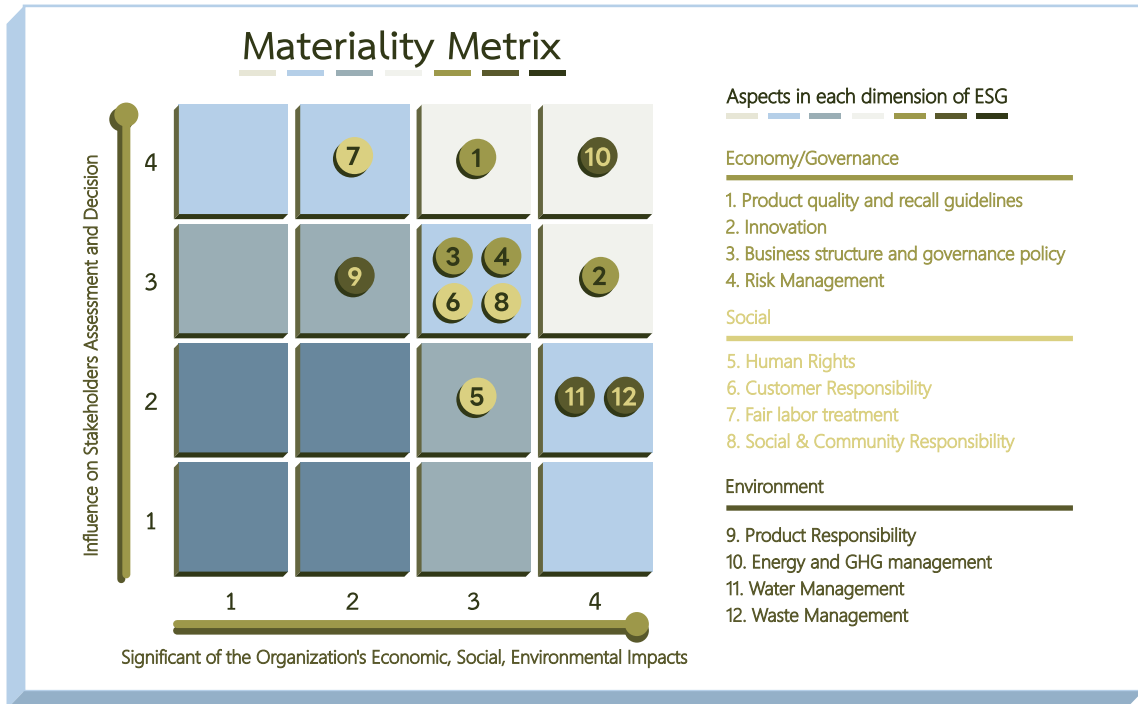
The company organizes the chosen factors into categories, assesses them, and prioritizes those significant to the business. This process takes into account two dimensions: the likelihood and impact on the company, along with the importance and expectations of stakeholders.

3. Review

The sustainability development committee has reviewed the evaluation results that are significant to the business, ensuring that the prioritization reflects important factors for both the company and its stakeholders equally.

4. Continuously review and improve

The company is committed to maintaining sustainable business practices through an annual organizational sustainability review, gathering valuable opinions and suggestions from all stakeholders to enhance the content of the sustainability report for next year through both internal and external channels.


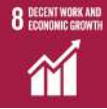










From the evaluation result of the 3 sustainability aspects and 12 topics, the performance result according to the strategy of the organization, SDGs and GRI Standards is concluded as below.



Key Performance Highlights

Targets in line with SDGs/ GRI Standards	Projects	Performance Result
Economy/Governance		
Build trust among shareholders and stakeholders through a robust Corporate Governance system. We balance profitability with environmental stewardship (Profit with Purpose) to meet the evolving	<ol style="list-style-type: none"> Consistently increase the revenue share from eco-friendly products and services. Manage sustainability risks that could impact financial performance (Financial Materiality). Foster strong partnerships with suppliers by promoting collaboration, providing education, and building a sustainable business ecosystem together. 	<ol style="list-style-type: none"> The RT Acoustic (Duet Model) was honored with the Red Dot Design Award 2025. The Axminster Tile collection received the ASA Award in the Sustainable Material category. The Company launched "EverGlean Mat," an innovative high-traffic dirt-trapping mat engineered from 100% recycled nylon fibers and a backing material repurposed from recycled drinking water bottles. The Company successfully achieved its goal of maintaining production pollution levels at least 30% better than the minimum legal standards on a continuous basis.

Targets in line with SDGs/ GRI Standards	Projects	Performance Result
Economy/Governance		
   <p>GRI Standard: 416-1, 416-2, 418-1, 403-7</p>	<p>4. Maintain a 100% transparent and effective Whistleblowing channel.</p> <p>5. Consistently achieve an "Excellent" CG Score (5-star rating) from official corporate governance assessments.</p>	<p>5. Against a 90% target, the Company achieved a 94.4% customer satisfaction rating through integrated online and offline engagement via the "Lunch & Learn" project.</p> <p>6. The annual Supplier Risk and Potential Assessment, covering 5 key dimensions, resulted in an "Excellent" average score of 95.24%.</p> <p>7. The Company conducts an annual Security Awareness Proficiency Assessment (SAPA) for employees; the latest results showed a 3% year-on-year improvement, surpassing the industry benchmark by 2.1%.</p> <p>8. The Company has maintained its certified membership in the Thai Private Sector Collective Action Against Corruption (CAC) for 12 consecutive years.</p> <p>9. The Company was awarded an "AA" rating in the SET ESG Ratings 2025.</p>
Social		
<p>Build confidence and mitigate labor-related risks while fostering strong relationships with surrounding communities to secure a Social License to Operate.</p>    <p>GRI Standards: 405-1, 406-1</p>	<p>1. Launch "Reskill & Upskill" programs for employees, targeting 100% awareness and understanding of sustainability.</p> <p>2. Promote Diversity, Equity, and Inclusion (DEI) within the organization, with a specific target to increase the proportion of women in management positions.</p> <p>3. Long-term Goal: Build a resilient social ecosystem through community career development projects around our operating sites to reduce inequality and generate sustainable income.</p>	<p>1. The Company has established a comprehensive Human Rights Due Diligence (HRDD) process and mandates that 100% of new employees must complete human rights awareness training.</p> <p>2. During the past year, there were zero reported grievances regarding human rights or requests to exercise the right to delete personal data.</p> <p>3. Employee skill development through Upskill/Reskill programs reached 86.9%, surpassing the initial target of 70%.</p> <p>4. The employee engagement rate reached 87.4%, exceeding the established target of 85%.</p> <p>5. The proportion of female employees in management and executive levels has reached a 1:1 ratio with male employees, showing an improvement from the previous year, when the female ratio was lower.</p> <p>6. Grievance and feedback channels have been enhanced with the addition of the corporate "Line SMILE" platform.</p> <p>7. The Company has consistently engaged in activities with neighboring communities. In 2025, a waste segregation education project was launched as a collaborative environmental conservation effort between the organization, the community, and the local municipality.</p> <p>8. The Company donated carpets to 8 educational institutions with a total value of 2,037,469 baht and provided additional carpet support to 14 schools valued at 12,600 baht.</p> <p>9. The Company was honored with a certificate of recognition as an "Organization Promoting Employment Opportunities and Income for the Elderly 2025" at the "Good" level by the Ministry of Social Development and Human Security.</p>

Targets in line with SDGs/ GRI Standards	Projects	Performance Result
Environment		
<p>Promote organizational innovation to enhance productivity and minimize environmental impact. This is coupled with efficient resource management to reduce costs and create value-added through eco-friendly products.</p> <div data-bbox="156 555 268 1025">     </div> <p>GRI Standards: 416-1, 301-1, 301-2, 301-3, 201-1, and G4-EN2</p>	<ol style="list-style-type: none"> 1. Initiate the assessment and establishment of a Corporate Carbon Footprint (CFO) database. 2. Implement Circular Economy principles in manufacturing to reduce operational waste, increase the number of products made from natural materials, and develop products containing over 50% recycled materials by weight. 3. Long-term Goal (By 2050): Achieve Net Zero Emissions through the transition to low-carbon technologies and a Bio-Economy system. 	<ol style="list-style-type: none"> 1. The Company set a target to reduce greenhouse gas emissions by 2% annually. In 2025, through various initiatives, including waste reduction, energy efficiency, emission control, the use of recycled raw materials, and renewable energy adoption, the Company achieved a total greenhouse gas emission reduction of 4.6%. 2. The Company increased the proportion of recycled and eco-friendly raw materials to 56% of the total material weight, an improvement from 46.7% in the previous year. 3. The Company established a target for 90% of all packaging materials to be reusable or recyclable. In 2025, the Company utilized packaging consisting of 93% recycled content and 88% biodegradable materials. 4. The Company installed Phase 3 of its Solar Rooftop system to increase clean energy consumption. The system has a generation capacity of 993.6 kW and is scheduled to begin commercial operations in 2026. 5. At the headquarters, power quality improvement devices were installed, successfully reducing the electricity consumption rate by 7.69%. 6. The Company has a goal to reduce water consumption per unit of product by 5%. Over the past year, the Company achieved a 3.5% reduction in water usage intensity. 7. The Company has maintained a 0% wastewater discharge rate (Zero Discharge) into public areas by continuously recycling and reusing treated water within the factory for 11 consecutive years (since 2015). 8. The Company successfully reduced production waste by 7.8% compared to the previous year, surpassing the established reduction target of 5%. 9. The Company implements a policy to take back old, deteriorated carpets for proper disposal by utilizing them as alternative raw materials (Co-material) for cement kilns. In 2024, 362 tons of carpets were processed through this recovery method, a 0.3% increase from the previous year. 10. The Company has consistently achieved a 0% waste-to-landfill rate (Zero Landfill) for 16 consecutive years (since 2010).

Our Sustainability Journey





ROYAL THAI

Sustainability Management in Good Governance and Economic Dimension

Good Governance Dimension

1. Fair Business Practices

- Commitment & Goal

The company is dedicated to achieving sustainable business growth through a commitment to ethics, morality, trust, and mutual confidence among all stakeholders. Our policies and practices regarding corporate governance are clearly defined to ensure that the board of directors, executives, and all employees uphold these principles, avoiding any conflicts of interest. We prioritize respecting the rights of all stakeholders and strive to maximize mutual benefits for everyone. This approach fosters a balanced business operation and sustains the organization's long-term viability.

1.1 Fair Competition

- Management Guideline

The Company is committed to adhering to the principles of Good Corporate Governance, promoting fair competition, and conducting business with transparency. We foster business alliances with our partners for long-term mutual growth, operating under a framework of fair competition in accordance with procurement regulations and the ISO 9001 Quality Management System. Furthermore, the Company has established guidelines regarding the acceptance or offering of entertainment, gifts, and hospitality, ensuring they remain within appropriate customary practices to prevent any solicitation of benefits beyond commercial agreements. We strictly refrain from damaging the reputation of competitors, seeking unfair competitive advantages, or pursuing business gains through dishonest means. The Company does not infringe upon or utilize the intellectual property of others without permission. This commitment ensures that we remain an efficient organization, balancing business operations with responsibility toward all stakeholders, building public trust, and achieving sustainable growth.

- Performance Result in 2025

The company has no complaints or disputes regarding unfair competition.

1.2 Respecting the Rights of All Stakeholders

- Management Guideline

1. Respect the rights of shareholders, prioritize their benefits, and promote equal opportunities for all. The investor relations department has been established to serve as a mediator that provides information to all shareholders and investors. Additionally, the information disclosure policy has been put in place to ensure that all types of shareholders and investors can access information equally. As a result, shareholders and investors have confidence that the company conducts its business with integrity, transparency, and verifiability.

2. Protect consumer rights by producing and selling safe, environmentally friendly products, honoring promises and agreements during sales, addressing customer needs and complaints, maintaining a policy of customer satisfaction guarantees, and facilitating product claims to resolve quality issues. The customer relations department has been established with call center systems to assist customers on an individual basis.

3. Respect the dignity and rights of every employee without discrimination based on race, religion, gender, or any other category.

4. Manage the business to ensure creditors are confident in the Company's strong financial position and sound repayment capability. This includes strictly adhering to all contractual agreements and terms.

5. Respect and avoid infringing intellectual property rights or using the work belonging to others without permission and stop supporting products or actions that violate intellectual property rights. Meanwhile, the company has inspected, maintained, and taken care of the works that are considered its intellectual property by patenting its innovations and protecting them from infringement or unauthorized use by others.

6. Provide personal data protection for all groups of stakeholders. The company has developed the Personal Data Protection Policy and Privacy Notice for employees, partners, customers, visitors, board members, and shareholders and posted them on the company's website. In addition, the company has established procedures for managing and controlling the processing of personal data in compliance with the law.

7. Create channels for stakeholders to report any suspected violations of rights or breaches in business ethics. All reported incidents undergo comprehensive investigations, with suitable disciplinary measures or legal penalties enforced on those found at fault, in line with our Complaint Management and Whistleblower Protection Policy.

- Performance Result in 2025

1. The company has no complaints or disputes regarding violations of the rights, personal data, or property of others.

2. The company actively participates in the Opportunity Day event, which is hosted quarterly by the Stock Exchange of Thailand. This event serves as an additional communication channel, fostering engagement with investors and shareholders. It further reinforces the principle of equitable and comprehensive access to company information for all shareholders.

3. In 2025, TCM Corporation received the SET ESG Ratings 2025 at AA level, demonstrating its commitment to taking care of all stakeholders of companies.



1.3 Anti-Corruption Measures

- 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 5th board meeting on November 25, 2015, the Anti-Corruption Policy was established in writing. Since then, the policy has been reviewed and revised annually to align with relevant regulations. The latest revision was approved at the company's 6th 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:

4.1 Corruption Risk Assessment Process

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

4.2 Supervision and Control to Prevent and Monitor Corruption Risks

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

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

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

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

3. In 2025, the Company communicated its anti-corruption policies to all employees through internal channels, including online meetings, the Intranet, email, and the Line application. Furthermore, the Company conveyed its commitment and whistleblowing channels to suppliers, customers, and business agents/contractors via email to ensure a mutual understanding of compliance practices. Additionally, the Company continued its "No Gift Policy," prohibiting the receiving and giving of gifts during all festive occasions for the seventh consecutive year.

4. The Internal Audit Department conducted audits of high-risk expenditure items, such as entertainment expenses, charitable donations, and sponsorships. This was performed by random inspection of supporting documents and approval processes to ensure compliance with company policies. Upon discovering accounting recording errors where expenses were misclassified, the department immediately notified the relevant units and communicated the correct guidelines to establish best practices, ensuring transparency and accountability.

5. 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.

1.4 Cyber Security

- Management Guideline

The company is dedicated to and operates in the field of Cybersecurity utilizing the framework and standards of ISO 27001 for cybersecurity and the principles of the NIST Cyber Security Framework, which encompass activities in five domains as follows:

1. Identify: Develop an understanding within the organization to manage cybersecurity risks to assets, data, and capabilities.

2. Protect: Develop and implement appropriate safeguards to ensure the delivery of critical infrastructure services.

3. Detect: Develop and implement activities to appropriately identify cybersecurity events.

4. Respond: Develop and implement activities to respond to detected cybersecurity incidents.

5. Recover: Develop and implement activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to cybersecurity incidents.

- Performance Result in 2025

1. Review of Information Technology Security Policy: To establish a governance and management framework for information technology that is consistent and appropriate for business operations. This ensures the achievement of the organization's main objectives and goals through appropriate resource utilization and risk management, in alignment with Good Corporate Governance principles.

2. Installation of Firewall Systems and EDR (Endpoint Detection and Response): To perform the function of protecting against various external threats entering the internal network system, and to prevent the risk of system breaches and data theft.

3. Cyber Security Awareness Training: Providing training to employees on security awareness in using internal information resources to avoid various forms of cyber threats that may occur and to further reduce the chances of being attacked. The organization's Cyber Security Awareness Training focuses on three essential aspects:

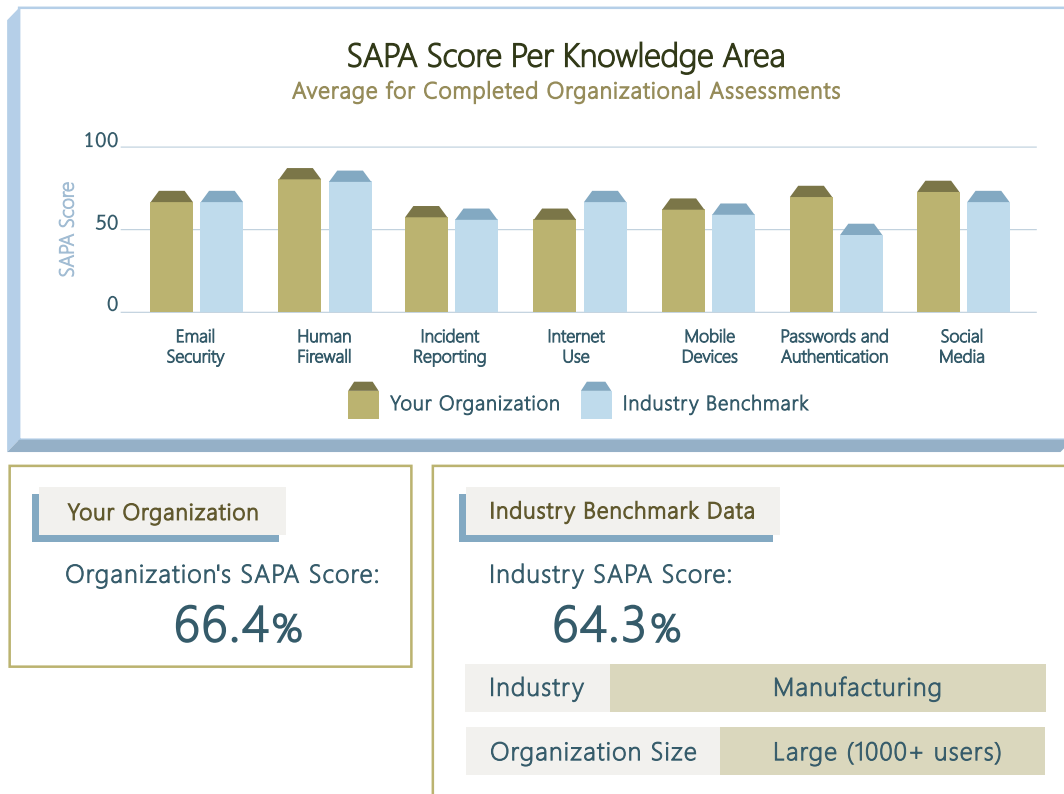
- First: The use of information technology and various devices in business.

- Second: Awareness of what appear to be security threats.

- Third: Methods for responding to suspicious activities and cyber attacks based on real-world incidents.

4. Security Awareness Proficiency Assessment (SAPA): Conducting an annual organization-wide assessment to test the security awareness of employees in order to prepare appropriate additional training. In 2025, following the provision of additional knowledge, Phishing Test results improved by 3% compared to 2024 and were 2.1% higher than the industry standard for the same business category.

Security Awareness Proficiency Assessment (SAPA)



5. The Company produces "Tips of the Week" content to disseminate information, vital tips, insights into fraudulent schemes, and fundamental methods for cyberattack prevention. This content covers various IT-related topics, including security best practices and recognizing phishing emails

6. In late 2025, the Company encountered a cybersecurity incident affecting our subsidiary in Hong Kong, which subsequently impacted the authentication servers (LDAP) in the United States. However, our resilient operational framework ensured that Thai operations remained largely unaffected, with core systems successfully restored in a timely manner to minimize business disruption.

- Incident and Impact
 - Cause: A Ransomware attack was detected at the subsidiary in Hong Kong, affecting the Global Active Directory (AD) and LDAP systems in the United States.
 - Impact on Thailand: Users in Thailand experienced temporary issues logging into the ERP system because the system requires authentication via the LDAP server in the United States.
 - Data Security: Financial data and data related to the Thailand operations were not damaged in any way. The Company has a clear policy of not negotiating or complying with the demands of the intruders.
- Remediation and Prevention Measures
 - Immediate Bypass (within 24 hours): To ensure business continuity, the IT team implemented an authentication bypass for the LDAP on the ERP system in Thailand, allowing users to return to normal operations within one business day.
 - System Isolation: For maximum security, the central IT team decided to shut down the affected AD and LDAP systems to break the infection cycle and begin a security audit of all systems.
 - Cloud Migration & Hardening: The Company took this opportunity to enhance security by restoring from backups and migrating systems to cloud servers. This process included a thorough inspection of every device in Hong Kong to ensure 100% security.
 - Full Restoration: During the transition, users were able to access email via mobile devices and were later able to return to full system functionality.
 - Systems Stability & Proactive Risk Mitigation: The Company has increased security measures and tightened network audit processes between affiliates to prevent future cross-network impacts.

1.5 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.

1.6 Prevention of Insider Trading

- 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:
 - (1) Salary reduction
 - (2) 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.
 - (3) Reporting the offense to the Stock Exchange of Thailand and/or the Securities and Exchange Commission
 - (4) Reporting the offense to the police or investigators
 - (5) 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.

1.7 Preventing Conflict of Interest

- 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.

1.8 Tax Practices

- Management Guideline

The Company is committed to adhering to all tax-related legislation and managing tax risks. We recognize the importance of being a responsible taxpayer, upholding principles of accuracy, transparency, and verifiability while maintaining accountability to all stakeholders. In alignment with our sustainability objectives, which emphasize the harmonious integration of economic growth with social and environmental development, the Company has established a Tax Policy. Further details can be found on the Company's website at <https://www.tcm-corporation.com/th/sustainability?t=0> under the section "Sustainable Development > Good Corporate Governance > Tax Policy".

- Performance Result in 2025

1. The Company promulgated its Tax Policy, incorporating enhancements aligned with best practices in 2024.

2. The Company achieved transparent tax disclosure, validated through independent auditor certification, to foster stakeholder understanding and confidence, and ensured comprehensive and accurate disclosure in compliance with all relevant criteria and regulations.

1.9 Complaint Management and Global Whistleblower Policy

- Management Guideline

The Company has established policies and guidelines regarding Complaint Management and Whistleblower Protection by defining reporting channels, complaint procedures, and disciplinary actions for offenders. This policy is integrated as a mandatory course in the orientation for new employees. All reports must be submitted in writing and sent through 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

Chief Executive Officer: 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 company's website, www.tcm-corporation.com, under topic "Sustainability"> "Policy" or Click: 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.

3. 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.

Economic Dimension

1. Products and Innovations

- Commitment & Goal

Amidst the challenges of global market competition, the Company recognizes that 'Innovation' is the heart of creating Sustainable Growth. Therefore, the Company is committed to elevating its position toward becoming a global leader in flooring and acoustic materials innovation. We prioritize research and development driven by Innovation for Sustainability, focusing on creating products that not only meet market demands but also reduce environmental impacts throughout their life cycle. To establish a competitive advantage on the global stage and drive sustainable business growth, the following strategic goals for product development have been defined:

- Green Product Innovation: To develop at least one new product using environmentally friendly or low-impact raw materials.
- Eco-Design: To develop new production processes for existing products using Eco-Design principles to reduce production steps, resource consumption, or greenhouse gas emissions for at least one product.

- Management Guideline

To achieve sustainability goals (Sustainability Policy) and enhance competitive potential, the Company has established the following innovation management guidelines:

1. Sustainable Material Sourcing: Focusing on selecting Sustainable Materials as alternatives to reduce environmental impact from upstream, while simultaneously considering appropriate production costs.

2. Application of Eco-Design Principles: Applying Eco-Design principles to production process design to eliminate unnecessary steps, reduce waste, increase energy efficiency, and strive toward carbon reduction goals, leading to maximum cost-management efficiency.

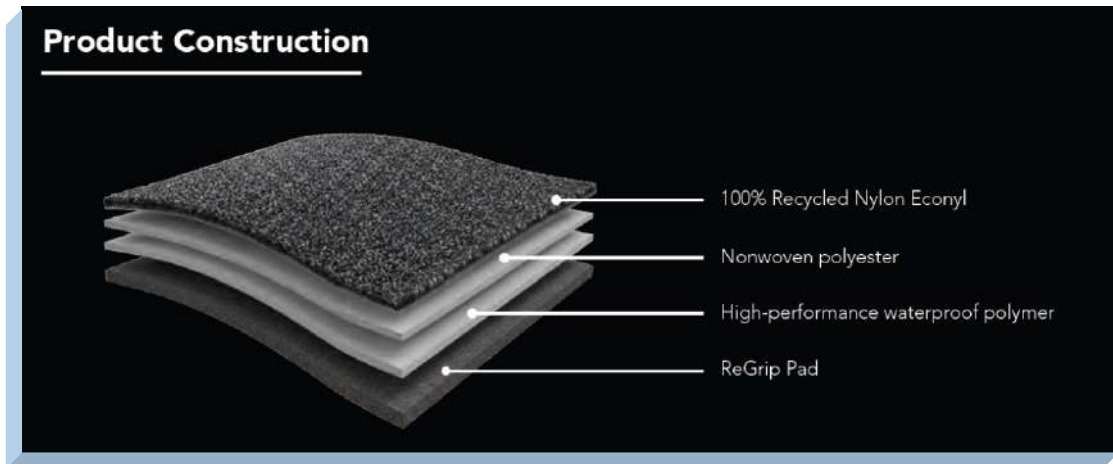
3. Responsiveness to Customer Needs: Focusing on developing innovations that solve problems and create value for customers, both in terms of functionality and environmental responsibility, to expand market opportunities at an international level.

- Performance Result in 2025

The Company has driven its Innovation for Sustainability strategy toward concrete achievements by focusing on the full integration of Circular Economy principles and Eco-Design concepts into the research and development process. This approach ensures the creation of products that not only meet high-performance standards but also effectively reduce environmental impacts according to the set goals, as follows:

1) Green Product Innovation: The Launch of "EverGlean Mat"

The Company has successfully achieved its goal of developing environmentally friendly products by launching a new high-performance dust-trapping mat innovation named "EverGlean Mat." This product was designed fully in accordance with Circular Economy and Eco-Design principles, with key highlights as follows:



- Performance Result in 2025

- Sustainable Structure: The surface is manufactured from 100% Recycled Nylon fibers, combined with the innovative 'ReGrip Pad' backing, which is processed from recycled plastic bottles (Recycled PET). This material is strong, durable, and significantly reduces plastic waste as well as the consumption of new natural resources.
- Maximum Safety: Designed with a Non-PVC Rubber Edge and anti-slip studs to ensure maximum safety for pedestrians.

- Product Variations to Meet Functional Needs

To cover the differing requirements of each area, the Company has developed two product models: the Soil Guard and the Dual Guard, allowing for selection based on specific functional objectives.

- **Soil Guard:** Designed to serve as the "first line of defense" for semi-outdoor areas, such as building entrances, balconies, or landings. It emphasizes efficiency in trapping large debris, such as gravel, sand, and mud, preventing them from being tracked into the building. This helps reduce the cleaning burden and protects interior surfaces from scratches.
- **Dual Guard:** Developed for use in indoor areas or corridors with medium to high foot traffic. It features Dual-Action technology, which performs two functions simultaneously: trapping fine dust and effectively absorbing moisture (Moisture Trap) in both wet and dry conditions. This ensures good hygiene and extends the overall service life of flooring materials.

Key Features of the EverGlean Mat

Performance Test and Treatment

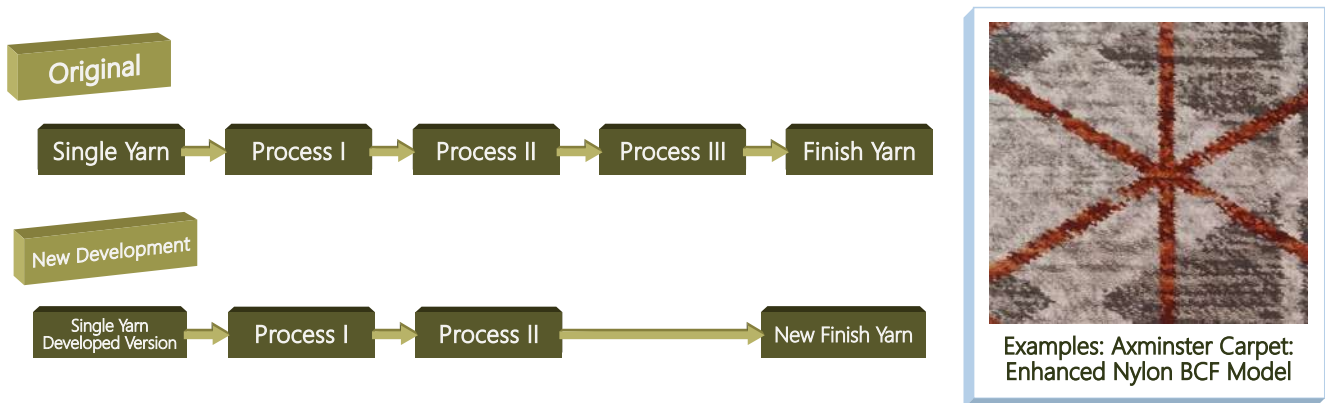
Surface Flammability	ASTM D2859 / CPSC FF 1-70 Pill Test Pass
Radiant Panel Test	ASTM E648 Class 1
Smoke Density	ASTM E662 < 450
Slip Resistance	DIN EN 16165 Class R11
Size	Roll width 2 m x max length 30 m



2) Eco-Design and Process Optimization

The Company prioritizes improving existing production processes to achieve greater efficiency in accordance with Eco-Design principles. In 2025, the Research and Development team successfully enhanced the production process for "Axminster Woven Nylon BCF," a product group with high growth potential in the global market. The production efficiency was elevated as follows:

- **Yarn Design Innovation:** The research team developed a new type of single yarn with optimized size and quality. This innovation resulted in reducing the production preparation steps from three to two by eliminating unnecessary stages while maintaining a perfect final result. This directly led to a reduction in machine electricity consumption and production lead time, enabling the Company to manage costs more efficiently and significantly reduce greenhouse gas emissions in the production process.



- **Maintaining World-Class Quality Standards:** Despite the more streamlined production process, the product fully retains its key properties of Bulkiness and Resilience. It also adheres to international safety standards (ASTM and BS EN), ensuring the highest level of confidence for our customers.

Key Features of the Axminster Woven Nylon BCF

Performance Test and Treatment

Surface Flammability	ASTM D2859 / CPSC FF 1-70 Pill Test Pass
Radiant Panel Test	ASTM E648 Class 1
Smoke Density	ASTM E662 < 450
Electrostatic Propensity	AATCC 134 < 3.5 KV
End Use Classification	BS EN 1307 Class 33 Heavy Commercial
Pile Treatment	Stain and Soil Protection

3) Investment in Research and Development

The Company recognizes that investment in innovation is a key driver for sustainable growth and value creation. Therefore, we have continuously allocated budget to support research and development. In 2025, the Company's total expenditure on research and innovation development amounted to 7.37 million Baht, representing a significant increase in line with the corporate strategic plan to support the development of environmentally friendly products and modern production technologies.

Year	2022	2023	2024	2025
Innovation Research and Development Expenditure (Baht)	1,394,395	6,433,938	5,348,542	7,366,784

Future Direction and Goals: The continuously growing investment statistics reflect the Company's commitment to elevating product standards and maximizing production process efficiency. For 2026, the Company plans to continue investing at an appropriate level, focusing on expanding collaborations with both public and private sector partners to seek innovation from new sources. This includes applying technology to reduce production costs and enhance business competitiveness for sustainable growth in the future.

2. Delivering Value and Product Confidence

- Commitment & Goal

The Company is committed to being a world-class provider of flooring products and acoustic materials that satisfy customer needs through quality products and services. We offer products and services designed by integrating creativity, innovation, production techniques, and service, with meticulous attention to every detail in accordance with international standards. Focusing on total customer satisfaction, we have established the following goal:

- All customer complaints shall receive a response within 24 hours.

- Management Guideline

The Company places the highest priority on delivering excellence in products and services by focusing on solutions that precisely meet customer needs in both functionality and aesthetics. We maintain strict production standards at every stage to create sustainable satisfaction for customers and all stakeholders through the following guidelines:

1.1 Product Design and Development: Focus on designing patterns and functions that blend beauty with materials engineering to achieve products that best meet customers' practical usage requirements.

1.2 Selection of Materials and Innovation: Meticulously selecting high-quality, durable raw materials with outstanding properties to elevate product standards to international recognition.

1.3 Quality Assurance at Every Stage: Implementing quality control plans for every activity and conducting strict inspections throughout the production process, from raw material receiving to final delivery, to maintain product consistency and excellence.

1.4 Production Standards and Sustainability: Controlling operations in accordance with international standards without impacting the environment or community, while prioritizing occupational health and safety.

1.5 Professional Service and Consultation: Providing training for sales and production staff to ensure a profound understanding of products and techniques, enabling them to provide accurate advice and assist customers in making optimal decisions.

1.6 Systemic Risk Management: Conducting assessments of business risks and opportunities and defining management guidelines to mitigate risks to acceptable standard levels.

1.7 Corrective Measures and Negative Impact Mitigation: Establishing a clear framework for product recalls in cases where problems or safety issues are identified, to protect customer interests and maintain the Company's image.

1.8 Evaluation and Voice of the Customer: Continuously surveying the satisfaction of customers and stakeholders to utilize data for the constant improvement of products and services.

1.9 Continuous Innovation and Improvement: Promoting internal suggestion activities and analyzing past issues through the PDCA (Plan-Do-Check-Act) process to create and monitor sustainable quality improvement projects.

- Performance Result in 2025

In 2025, the Company elevated production standards across the entire supply chain - from receiving customer requirements and design to rigorous production control. Our performance results are as follows:

1) Operations and Production Processes: Conducted under the ISO 9001:2015 Quality Management System, with regular reviews of operational documents and clear work standards to ensure traceability in every process. We also maintained certifications for ISO 14001:2015 (Environmental Management), ISO 45001:2018 (Occupational Health and Safety), and ISO 50001:2018 (Energy Management).

2) International Product Certification: Products are continuously tested and certified under global standards such as CE Mark, NSF 140, Green Label Plus (GLP), IMO, Declare Label, and EPD. Every item is inspected to align with the specific requirements of each customer project.

3) Continuous Improvement of Quality and Service: Risk and opportunity assessments were used to initiate improvement projects regarding product quality, service, production costs, and lead times. Key examples include improving nylon yarn quality, increasing dyeing precision, and enhancing carpet face efficiency.

4) Customer Satisfaction Surveys: We continuously conduct surveys and use the results to define guidelines for ongoing development to ensure maximum satisfaction for customers and stakeholders.

5) Systematic Complaint Management: The Company manages customer claims and complaints systematically within a timeframe aimed at maximizing customer satisfaction. Feedback regarding sales, product quality, delivery, and after-sales service received via telephone, email, or the website is integrated into the Company's complaint handling process. This process consists of a complaint recording system, a corrective action tracking system, the preparation of root cause investigation and resolution reports, and ensuring a response is provided to the customer within the specified time limit (24 hours).

The Company is committed to delivering products of the highest quality. In 2025, the Company achieved significant success in elevating production standards, **resulting in a 56% reduction in the non-conforming product rate compared to 2024**. This achievement is the result of proactive inspection process improvements and continuous quality improvement projects.

This commitment ensures that the Company maintains strict customer care standards, with all complaints receiving a response within 24 hours to analyze root causes and implement corrective actions as quickly as possible, thereby building trust and maintaining maximum sustainable customer satisfaction

6) Digital Quality Dashboard: The system has been upgraded to monitor Critical Parameters in every production stage, allowing for more precise Trend Analysis and process control. It also enhances Traceability and is fully implemented in core processes, including Yarn Production, Axminster Weaving, and Machine-Tufted Carpet departments.

3. Environmentally Friendly Production Processes and Products

- Commitment & Goal

Driven by the impact of human consumption and increasingly severe environmental challenges, the Company prioritizes controlling environmental impacts throughout the entire Value Chain. This commitment spans from product design and raw material sourcing to clean and safe production processes, ensuring the delivery of sustainable products to consumers. Consequently, the Company has defined the following strategic goals:

- Pollution Control from Production Processes: Continuously maintain the quality of air emissions and wastewater discharged from the factory at levels at least 30% better than the standards required by law.
- Increasing the Proportion of Eco-Friendly Materials: Strive to increase the use of recycled and renewable materials in the production process to reduce the consumption of virgin resources.
- Growth in Green Product Sales: Drive a continuous annual increase in the proportion of production and sales of environmentally friendly products.

- Management Guideline

The Company has applied the BCG (Bio-Circular-Green) Economy model in conjunction with the 5Rs principle (Refuse, Reduce, Reuse, Recycle, and Repurpose) as the primary framework for comprehensive product management. This starts from the Eco-design stage through to post-usage management processes.

Furthermore, the Company has implemented the Life Cycle Assessment (LCA) tool to collect and analyze data for evaluating environmental impacts at every stage of the product's life. This enables the Company to identify key issues and define targeted improvement measures to strive toward sustainable product innovation. This innovation is not only environmentally friendly but also meets functional requirements and creates maximum value for customers simultaneously.

- Performance Result in 2025

1) Production Process Control Efficiency: The Company is committed to strict production process controls to prevent contamination or pollutant leakage into the ecosystem. We have established effective preventive measures, inspection protocols, and emergency response plans to ensure that every production stage has minimal impact on the community and the environment.

- Pollution Management Beyond Standards: The Company maintains rigorous control and monitoring of its pollution treatment systems. Performance results in 2025 show that wastewater treatment, dust collection, and air filtration systems achieved emission levels more than 30% better than legal requirements across all parameters.

Inspection procedures	Target	Frequency			Result
		Wastewater treatment system	Dust capture system	Air filtration system	
Internal audit	Exceeds regulatory requirements by 30%.	Everyday	Everyday	Everyday	Standardized
External audit by Environmental Quality Measurement Company	Exceeds regulatory requirements by 30%.	1 time/ month	2 times/ year	2 times/ year	Exceed standard by 30%

- Environmental Monitoring Around Facilities: To ensure responsible production, the Company conducts environmental quality measurements around the factory at least three times per year. These include monitoring air quality, surface water quality, groundwater quality, and heavy metals in the soil to confirm that production processes do not cause long-term pollutant accumulation.



- Air Quality Monitoring
- Water Quality Monitoring
- Ground Water Quality Monitoring
- Heavy metal, Soil Pollution

List	Target	Parameter	Frequency	Result
Air Quality	Exceeds legal standards.	TSP, PM-10, O ₃ , CO, NO ₂ and SO ₂	3 times/ year	Standardized
Water Quality	Exceeds legal standards.	pH, Color, Odor, TSS, TDS, DO, BOD, COD, TKN, Oil & Grease, Cr6+, Hg, As, Ni, Phenol	1 time/ year	Standardized (Category 4)
Ground Water Quality	Exceeds legal standards.	Total Hardness, Non-carbonate hardness, pH, Color, Turbidity, TDS, NO ₃ , SO ₄ , Cl, F, CN, Fe, Mn, Cu, Zn, As, Pb, Hg, Cd, Se, E. coli, Total Coliform Bacteria, Fecal Coliform Bacteria	1 time/ year	Standardized
Heavy metal, Soil Pollution	Exceeds legal standards.	As, Cr6+, Mn, Hg, Ni, Se and Cyanide	2 times/ year	Standardized

- Emergency Preparedness and Response: To ensure maximum safety and zero ecological impact from eco-friendly production, the Company regularly conducts emergency drills for pollutant or chemical leakages. These cover key risk scenarios at least once per year per scenario to test the readiness of personnel and equipment for rapid and effective response according to defined standards. (Further details can be found under "Emergency and Crisis Management").

2) Sustainable Products and Materials: The Company is committed to driving the business toward a low-carbon society by prioritizing resource efficiency and promoting the green product market to create business value while reducing environmental impact. Key performance results are as follows:

- Expansion of Environmentally Friendly Products: The Company has set a strategic goal to drive a green economy for sustainable growth with all stakeholders. By focusing on continuously increasing the proportion of eco-friendly production and sales, the Company achieved a green product sales ratio of 25.10% of total sales volume in 2025, reflecting success in meeting the demands of environmentally conscious consumers.
- Increasing the Proportion of Sustainable Materials: Adhering to Circular Economy principles, the Company focuses on selecting environmentally friendly materials, including Recycled Materials and Renewable Materials, as primary product components. In 2025, the Company successfully increased the use of sustainable materials to 56.00% of total material weight, up from 46.70% in 2024. This reinforces our commitment to maximizing resource utility and concretely reducing reliance on virgin resources.

3) Product Life Cycle Management: To ensure product development is based on accurate, transparent, and internationally verifiable data, the Company applies scientific tools to analyze and elevate product standards as follows:

- Life Cycle Assessment (LCA): The Company conducts Life Cycle Assessments (LCA) to perform in-depth environmental impact analyses across the entire value chain. This data is used to identify root causes and develop future product generations with minimal environmental footprints, providing transparent and reliable information for consumers to choose truly environmentally friendly products, as follows:

Standard	Accreditation	Product
Life Cycle Assessment (LCA)	Self- declaration	1. Broadloom Axminster Carpet 2. Machine Tufted Ecosoft Carpet Tile 3. Broadloom Machine Tufted Carpet 4. EcoSoft recycled cushion back carpet tile with recycled nylon face fiber 5. Nylon EcoSoft Recycled Cushion Back Carpet Tile
Carbon Footprint Product (CFP)	Thailand Greenhouse Gas Management Organization (Public Organization)	1. Machine Tufted EcoSquare Tile 2. Machine Tufted Ecosoft Tile 3. Axminster wall-to-wall
Environmental Product Declaration (EPD)	UL Solutions	1. EcoSoft® recycled cushion back carpet tile with recycled nylon face fiber 2. Nylon EcoSoft® Recycled Cushion Back Carpet Tile

4) The Company's RT Acoustic product, the 'Duet' model, was awarded the Red Dot Product Design Award 2025. This award signifies the Company's achievement and global leadership in sustainable design innovation.

4. Environmentally Friendly Packaging

- Commitment & Goal

In the present day, the role of packaging has evolved beyond merely wrapping and protecting products to become a vital tool for brand communication and consumer motivation. However, the Company recognizes the impact of unnecessary packaging, which leads to waste issues and resource depletion.

Consequently, the Company focuses on product development alongside sustainable, eco-friendly packaging design. We adhere to the principles of minimizing packaging use, selecting materials that do not harm the ecosystem, and promoting the Reuse or Recycle of packaging to prevent environmental problems at the end of its life cycle. The Company has established the following goals:

- Circular Packaging: To utilize packaging materials that can be reused or recycled at a rate of 90% of the total packaging volume.
- Elevating Earth-Friendly Materials: To increase the proportion of packaging made from recycled and biodegradable materials.
- Management Guideline

The Company has defined a packaging management strategy to reduce environmental impact and increase resource efficiency through 7 key guidelines:

- 1) Reduction of Excess Components: Eliminating unnecessary packaging elements, such as multi-layer packaging, shrink film, hang tags, and stickers, while maintaining product protection performance.
- 2) Selection of Renewable Materials: Selecting natural or renewable materials to reduce the consumption of finite resources.
- 3) Lightweight Design: Developing packaging that is lightweight and uses minimal material volume without compromising product protection quality.
- 4) Life Extension and Circularity: Designing packaging that can be easily reused or enter the recycling process to reduce the use of virgin resources.
- 5) Safe Post-Usage Management: Selecting packaging that is naturally biodegradable or can be disposed of safely if it cannot be recycled.
- 6) Design for Transport Efficiency: Improving packaging shapes to maximize transport space efficiency, thereby reducing the number of trips and lowering pollutant emissions.
- 7) Reduction of Chemicals and Additives: Reducing ink usage and avoiding additives (such as adhesives or dyes) containing heavy metals or chemicals toxic to humans and the environment.

- Performance Result in 2025

The Company successfully managed its packaging according to Circular Economy concepts, focusing on waste reduction and increasing the proportion of circular materials. Key performance results for 2025 are as follows:

1. Selection of Circular Materials: The Company prioritizes packaging materials that can be reused or recycled. Currently, the packaging components selected by the Company can be reused or reprocessed at a rate of 98.60% of the total packaging weight.

Types	Weight of Packaging (Kilograms)		
	Reusable	Recyclable	Single use
Glass	-	-	-
Wood	77,783.00	2,235.24	-
Paper	16,145.71	203,039.11	-
Metal	-	-	-
Plastic	3,250.00	45,083.47	6,534.39

2. Increasing the Proportion of Recycled and Biodegradable Materials:

- Recycled Material: The packaging selected by the Company contains up to 93% recycled content, significantly reducing reliance on virgin resources.
- Biodegradable Packaging: To reduce the burden on waste disposal systems, the Company utilizes biodegradable packaging for 88% of the relevant packaging categories, sustainably restoring ecological balance.

3. Packaging Reuse: The Company has implemented a management system to recirculate packaging within internal processes (Internal Loop), including carpet paper cores, bale bags, and carpet pallets. The results are as follows:

Material	Quantity (Piece)	Value (Baht)	Reuse increased (%)
Paper Tube	19,024	339,423	25 %
Bale	6,082	499,016	46 %
Pallet	231	96,285	7 %

5. Customer Relationship Management

- Commitment & Goal

Because our customers are at the heart of our sustainable growth, the Company is committed to creating and maintaining excellent Customer Relations. We strive to ensure that every touchpoint a customer has with our brand is built on a foundation of trust. We prioritize listening to and understanding their true needs to develop products and services that resonate—from the first step of brand introduction (Pre-sale Service) to dedicated support after the purchase (Post-sale Service). The Company firmly believes that delivering a sincere experience will transform customer satisfaction into a strong, lasting bond, eventually leading to long-term trust and brand advocacy. To this end, we have established the following goal:

- Customer Satisfaction Score for the Company's products and services shall not be less than 90%.

- Management Guideline

The Company places the highest priority on building trust and sincerely responding to all customer expectations. We focus on weaving close, continuous relationships while striving to enhance the knowledge and expertise of our team and distributors to deliver accurate, precise, and highly beneficial advice to our customers. Furthermore, the Company welcomes all feedback through diverse communication channels, using suggestions and complaints as a driving force for the relentless improvement of our products and services. Our management guidelines are as follows:

1. Responsible Communication: Establish a Responsible Marketing Communication Policy to lay a foundation of sincerity for employees and distributors, ensuring that customers are fully informed of their benefits and rights.

2. Knowledge Sharing for Sustainable Use: Conduct training and knowledge transfer for employees and customers regarding product attributes, as well as proper usage and maintenance methods to extend product lifespan and maximize value for money.

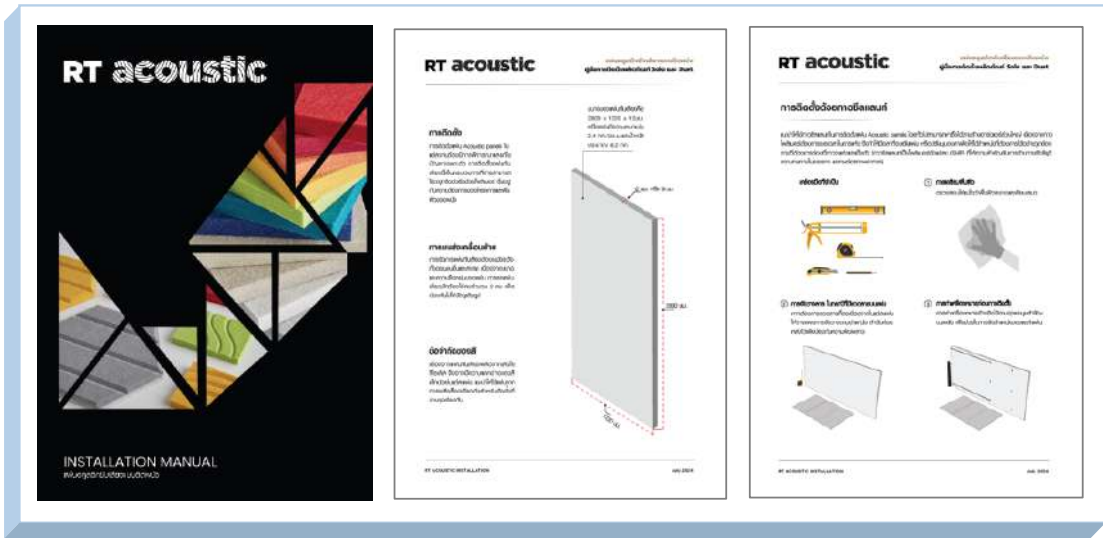
3. Customer Care and Listening Center: Establish a dedicated unit to handle complaints and coordinate closely with all relevant departments, serving as a consultant and providing product advice to support customers at all times.

4. Protection of Rights and Ethical Standards: Strictly conduct business within the framework of the law and the Consumer Protection Act B.E. 2522 (1979) to maintain fairness and take sincere responsibility for any potential errors.

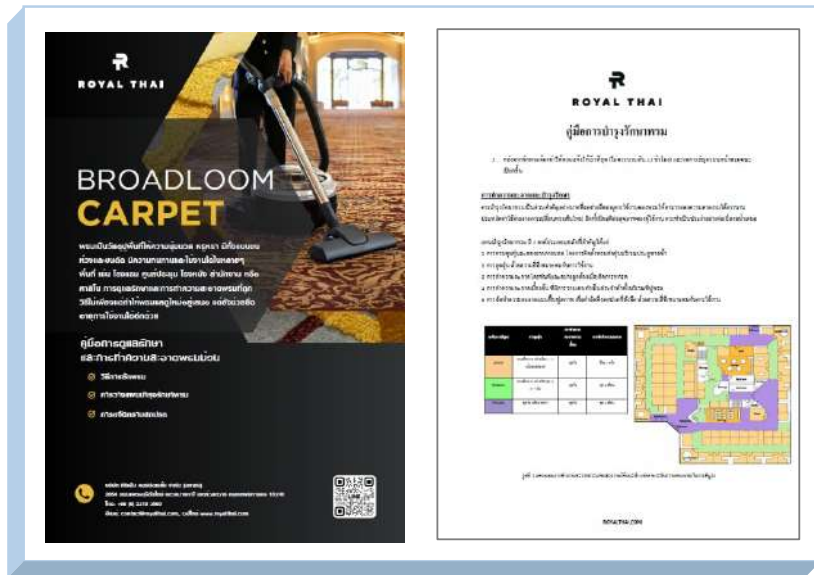
5. Transparency in Presentation: Adhere to presenting factual product information and avoid exaggerated advertising to prevent any misunderstandings regarding the essential nature of our products and services.

6. Project-Based Management and Technical Support: For project-based sales, the Company provides comprehensive installation manuals, precautions, and maintenance guides, along with specific product warranties sent directly to clients. This ensures that responsible parties can proceed correctly and with complete peace of mind.





Example: RT Acoustic Installation Manual



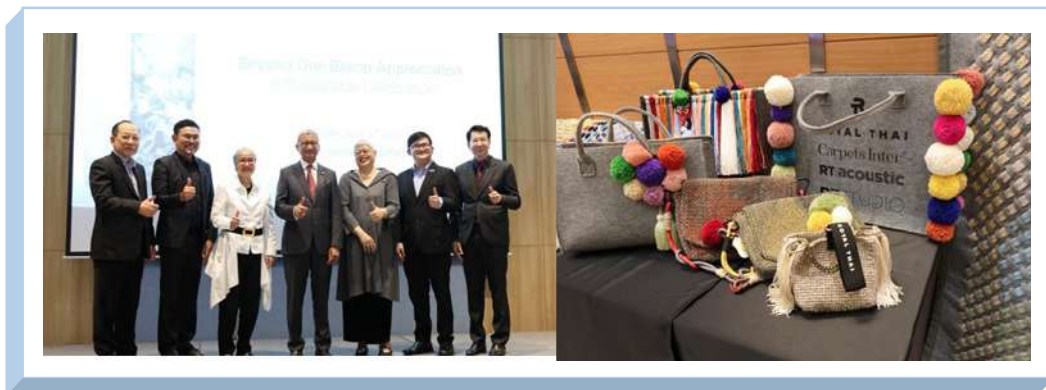
Example: Carpet Maintenance Guide

- Performance Result in 2025

1. Lunch & Learn program

This project builds upon our sales team's skill development, empowering them to use their knowledge and expertise to create activities that benefit both our business and our relationships with customers and partners. This initiative seamlessly integrates several key elements:

- **New Product Launch:** We introduce new products and services directly to customers, providing detailed information and highlighting key features and benefits.



- **Communicating Corporate Sustainability:** We showcase our ESG (Environmental, Social, and Governance) goals and commitments, demonstrating our role in promoting sustainability for society and the environment.
- **Gathering Customer Feedback:** We offer customers and partners the chance to share their thoughts on our products and services. This valuable feedback helps us improve and enhance customer satisfaction.

The hallmark of the Lunch & Learn program lies in its relaxed and informal atmosphere, providing an opportunity to cultivate stronger relationships with clients and partners. The program fosters engagement and trust through dialogue and the exchange of perspectives. This initiative exemplifies the organization's commitment to delivering value to its clients, encompassing knowledge, relationship building, and sustained collaboration for the future.



2. Showroom Enhancement: Developing the Customer Experience Space

The Company has completed a major renovation of our Headquarters Showroom, with the strategic goal of elevating the space into a 'Learning Hub and Product Experience Centre.' The redesigned area features a contemporary aesthetic, allowing for a more diverse and systematically categorized product showcase.

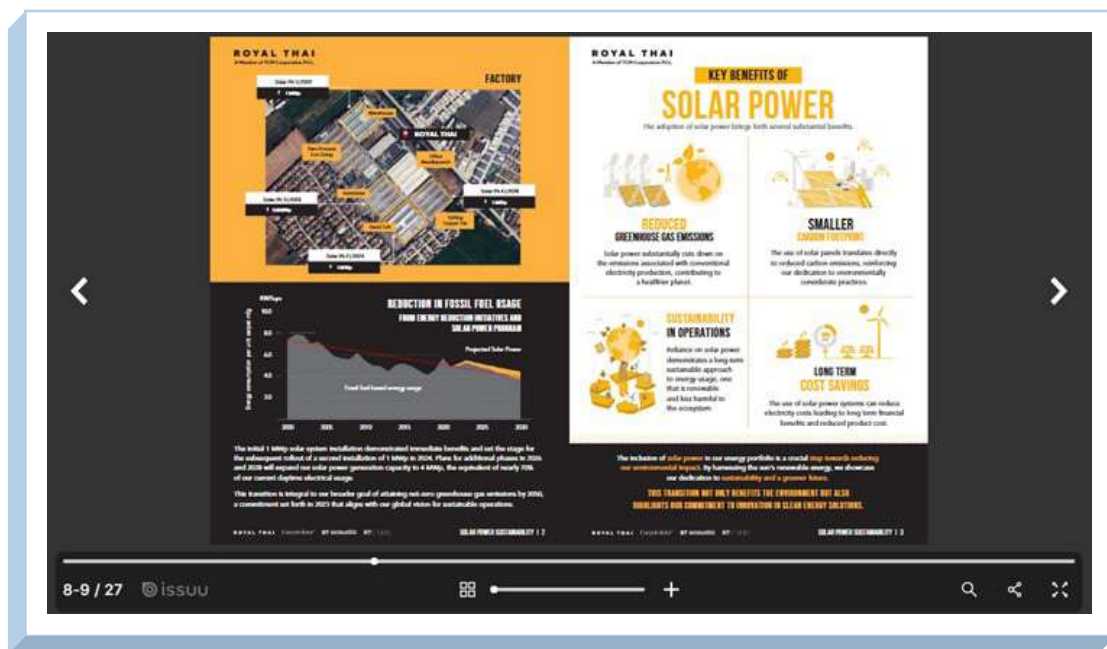
This development also aims to foster an environment that supports the sales team, enabling them to communicate information and present key product highlights more effectively and vividly. Furthermore, it reinforces a modern brand image and provides peace of mind to visiting customers. This showroom is more than display area; it is a space for weaving relationships and sparking inspiration, ensuring customers can select products that deliver the highest level of satisfaction.



3. Sustainability Digital Communication

The Company recognizes the importance of transparent and creative communication in conveying our commitment to doing business while sustainably caring for the planet. We utilize digital platforms as primary channels to share the progress of various projects aimed at reducing environmental impact and driving the organization toward our Net Zero emissions goal by 2050. Key initiatives communicated to the public include:

- Transition to Clean Energy: Communicating our success in reducing fossil fuel consumption through increased energy efficiency in production processes and the expansion of Solar Energy projects to establish an eco-friendly manufacturing foundation.
- Commitment to Zero Waste to Landfill: The Company is proud to build upon our long-standing success in reducing production waste sent to landfills (since 2005) toward full Product Stewardship. When customers need to replace their existing carpets, the Company is prepared to manage the old products through appropriate repurposing or the most environmentally friendly disposal methods. This ensures that no packaging or products from the Company remain as accumulated waste in the ecosystem.
- Innovative Circular Water Management: Showcasing advanced technologies that maximize water management efficiency, such as Spray Dyeing technology, computer-controlled water systems, and water recycling systems. These innovations reduce natural resource consumption and concretely reflect sustainable manufacturing practices

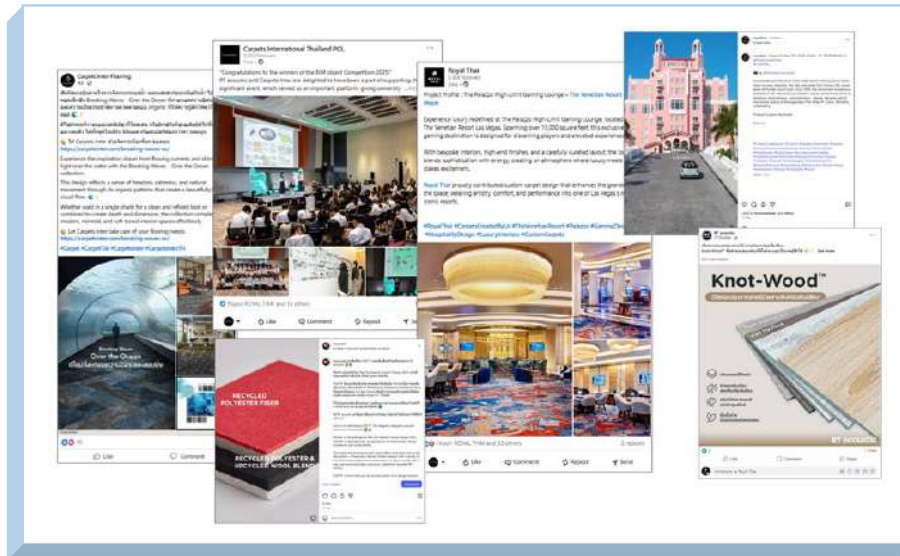


As the Company's customer base spans the hospitality (hotels), corporate (offices), and distributor sectors, this digital channel enhancement serves as an efficient support tool for delivering accurate information and fostering a clear understanding across all segments. Beyond educating stakeholders about our eco-friendly operational processes, these platforms reinforce confidence that every product chosen by our customers originates from a management process that is truly responsible and sustainable.

4. Social Media Communication for Customer Engagement

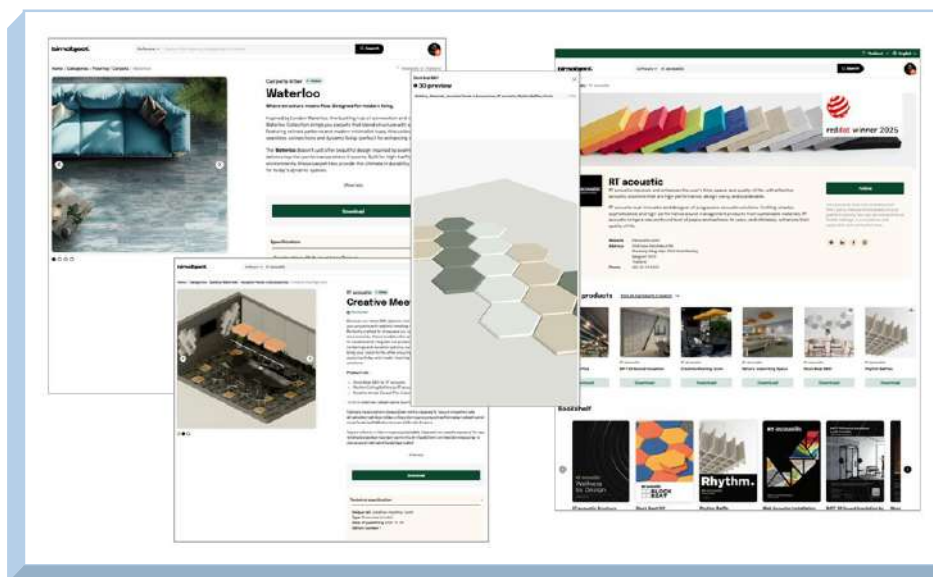
The Company recognizes that selecting communication channels that align with digital lifestyles is a vital component of relationship management. We therefore focus on reaching customers through diverse Social Media platforms to create a space for exchanging information and closely listening to customer feedback.

Communication via social media not only serves as a channel for presenting products, services, and engaging promotional activities; it is also a key tool for responding to inquiries and providing rapid guidance to customers. Furthermore, the Company utilizes this space to promote awareness of sustainable resource management, ensuring that customers can access the organization's commitments anytime, anywhere, and become part of creating an environmentally friendly society together with us.



5. Enhancing Design Potential with BIM Object (Building Information Modelling)

The Company is committed to supporting architects and designers by leveraging digital innovation to enhance operational efficiency. We have developed BIM Object technology as a vital tool to assist in precise material selection and specification, utilizing a Shared Model system to meet the demands of the highly agile digital era. The system is designed to allow designers to download product data into Revit software, enabling an online workflow 24/7. Furthermore, in 2025, the Company expanded its service capabilities by integrating the acoustic panel product line under the 'RT Acoustic' brand into the BIM Object platform. This expansion provides a wider range of options and empowers customers to fulfill their design inspirations without limits.



6. Consumer Behavior Studies and Purchasing Decision Analysis

With a steadfast commitment to developing products and services that keep pace with constant change, the Company has continuously conducted consumer behavior and satisfaction surveys. These initiatives aim to understand the key factors influencing product selection and to identify emerging needs that may currently remain unaddressed.

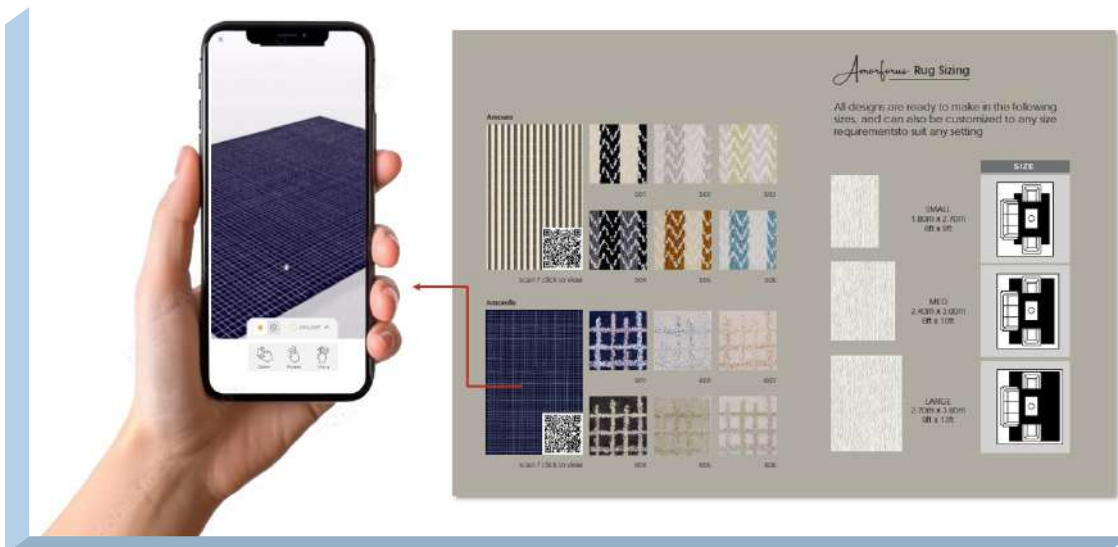
The Company integrates these consumer insights with market trends to serve as a foundation for strategic planning and the modernization of marketing operational plans. This proactive approach enables the Company to deliver value that accurately and effectively meets customer expectations in the digital era with maximum efficiency.



7. Utilizing Virtual Reality (VR) Technology to Enhance Customer Experience and Decision-Making

The Company is committed to elevating service standards to keep pace with technological advancements and meet the digital lifestyles of our customers. Based on feedback and surveys indicating a need for greater convenience and clarity in product selection, the Company has developed a Virtual Reality (VR) system as an innovative tool to boost purchasing confidence.

Through this system, customers can easily access the platform by scanning a QR Code via their mobile devices. This allows them to capture a photo of the actual space they wish to decorate and virtually "place" selected carpet patterns in their desired positions. This immersive system enables customers to adjust perspectives, rotate orientations, or scale the carpet to visualize how the colors and designs harmonize with the room's ambiance accurately. This innovation not only saves time and streamlines the selection process but also ensures maximum satisfaction through a modern service experience that rapidly responds to personalized needs.



8. Academic Collaboration for Learning and Sustainable Innovation

The Company strongly believes in growing alongside society and the academic sector. Sharing our body of knowledge with educational institutions is a fundamental cornerstone in developing human resources to keep pace with modern innovation. Consequently, the Company has established an academic partnership with Thammasat University to support and enhance education within the textile industry. This collaboration focuses on the exchange and transfer of real-world expertise to the classroom, particularly in the areas of design and new product innovation.

Furthermore, this partnership extends to Upcycling initiatives, where waste materials from the carpet production process are transformed into high-value new products. This effectively reduces waste and minimizes environmental impacts in a concrete manner. The Company is proud to play a role in nurturing a new generation of high-potential professionals who will become a vital force in driving the Thai textile industry toward sustainable growth on an international level.



9. Product & Service Responsibility

The Company is committed to building customer trust by consistently delivering high-quality products and services. We prioritize listening to and caring for our customers through a dedicated unit responsible for handling complaints and coordinating systematically across departments. This ensures that customers receive the best possible experience and achieve maximum satisfaction, guided by the following key operational approaches:

9.1 Management of Customer Complaints and Feedback

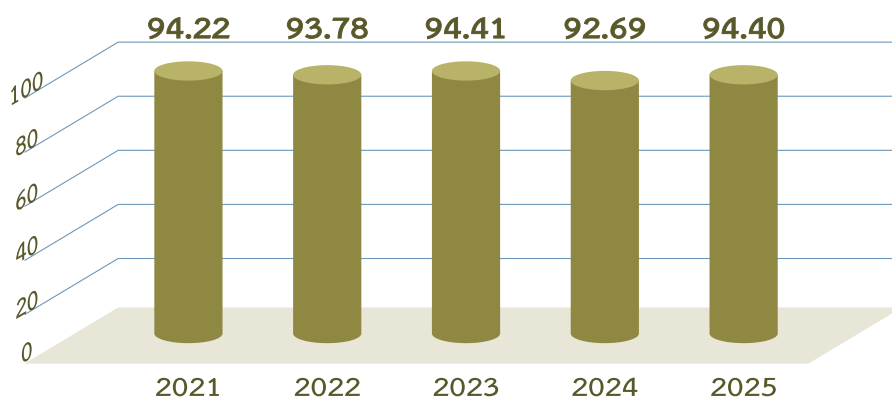
As after-sales service satisfaction is a top priority, the Company focuses on listening to complaints with genuine care. We utilize factual data to determine sustainable solutions and preventive measures. Customers can communicate through various channels, including direct contact with sales representatives, the Customer Call Center at (66) 2-318-7833 (Mon-Fri, 08:00 - 17:00), or digital channels via email at info@carpetsinter.com and LINE: @carpetsinter and @royalthai, ensuring they receive prompt and fair attention.

9.2 Annual Customer Satisfaction Survey

The Company believes that monitoring and listening to customer feedback following service delivery is a vital factor in driving the business toward sustainability. To ensure that customers receive the best products and service experiences, we conduct annual customer satisfaction surveys for both domestic and international markets.

In 2025, the Company set a customer satisfaction target of no less than 90%. Based on our performance results, customers continue to place their trust in us, awarding a high satisfaction score of 94.40%, which exceeds the established goal.

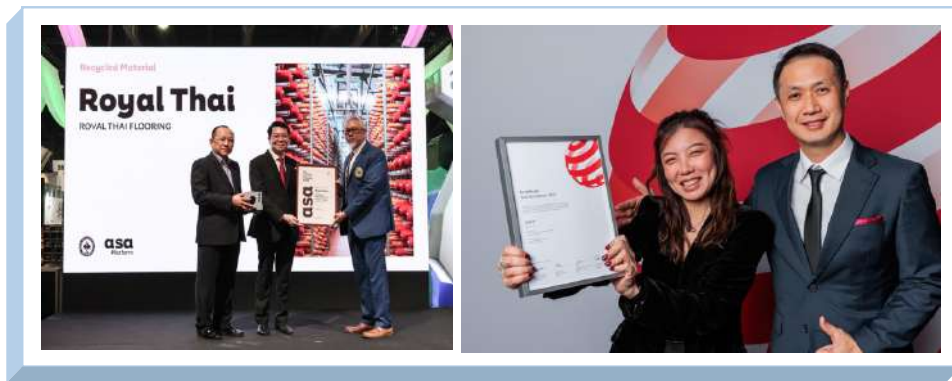
Nevertheless, the Company remains dedicated to relentless development. We have gathered all customer suggestions and feedback as a core element for continuous product improvement and service standard elevation. Furthermore, these insights are used as a roadmap for creating new product models and services to perfectly meet future customers' needs.



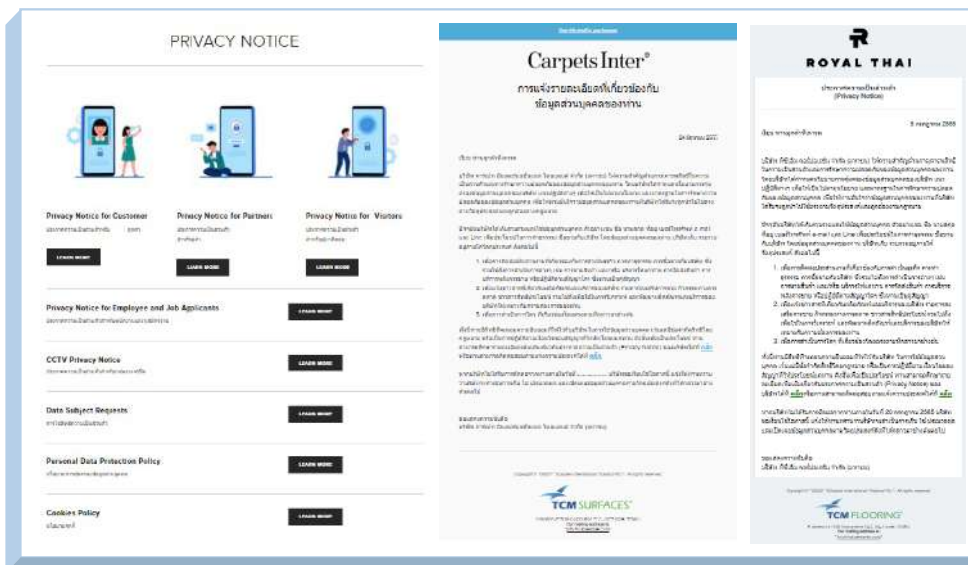
9.3 Marketing Communication and Customer Privacy

The Company is committed to conducting business with responsibility toward all groups of stakeholders. We prioritize the communication of accurate and comprehensive information through various channels, such as our Website, Facebook, and Customer Relations, to foster a mutual understanding and maintain sustainable customer trust. Our key operational guidelines are as follows:

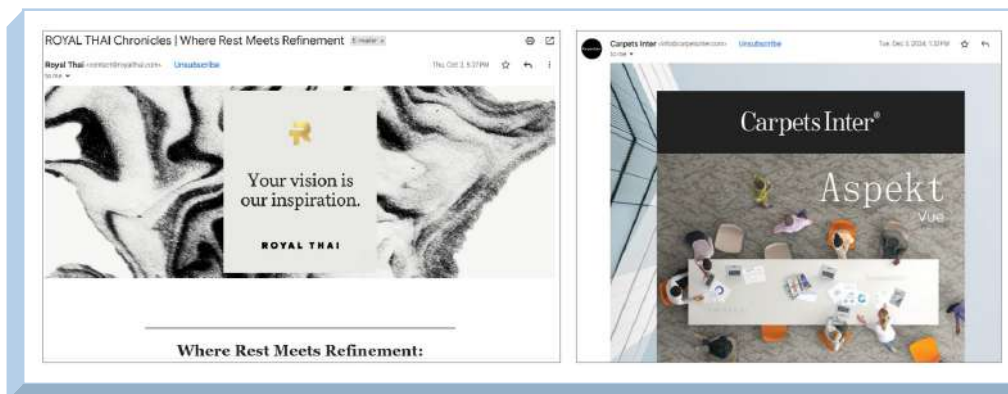
- **Transparent Marketing Communication Policy:** The Company has officially implemented a "Marketing Communication Policy" on its website, ensuring that customers and the general public can access our standardized practices. Further details can be found at: <https://www.tcm-corporation.com/th/sustainability?t=0>
- **Delivery of Accurate and Fair Information:** We focus on providing information that is accurate, sufficient, and timely. This ensures customers are well-informed about products, services, corporate awards, and milestones. We adhere to the principle of factual presentation, strictly avoiding exaggerated claims that could lead to misunderstandings regarding the core essence of our offerings.



- **Respect for Rights and Privacy:** The Company recognizes and places the highest importance on the protection of customer personal data, regarding it as a core business ethic to maintain confidentiality and prevent the unauthorized use of information. Accordingly, the Company has implemented strict security standards as follows:
 - ▶ **Strict Legal Compliance:** The Company ensures that the collection and processing of customer personal data are conducted in strict accordance with the Personal Data Protection Act (PDPA).
 - ▶ **Data Management Transparency:** The Company has established Personal Data Protection Notices to clearly inform customers of the details and purposes of data processing. Furthermore, we have defined a Personal Data Protection Policy and Privacy Notice for customers, which can be accessed for further details at: <https://www.tcm-corporation.com/th/sustainability?t=0> or <https://www.royalthai.com/privacy-policy>
 - ▶ **Performance Reflecting Confidence:** In 2025, there were no reported cases or incidents of complaints regarding the violation of customer personal data. This serves as a testament to the Company's unwavering commitment to maintaining the highest standards of data security.



- ▶ Promoting Knowledge for Maximum Benefit: The Company is committed to providing guidance on the proper and efficient usage and maintenance of our products. This ensures that customers receive the maximum benefit from their purchase and extend the product's lifespan for optimal value.
- ▶ Respecting the Right to Information: The Company understands and respects the diverse interests of our customers. Therefore, we provide a simple and convenient way for customers to opt out of marketing communications if the content does not align with their needs. This practice aims to protect customer privacy and provide them with full autonomy over their choices.



- ▶ Knowledge Sharing and Social Media Engagement: The Company utilizes social media platforms, such as Facebook, as a medium to share useful tips, insights, and news updates. This is conducted alongside relationship-building activities and special giveaways to give back to our community, create lasting impressions, and strengthen the bonds with our customers and followers.

6. Supplier Relationship Management

- Commitment & Goal

The Company is committed to conducting business with our suppliers under the principles of Good Corporate Governance. We recognize that a resilient and sustainable supply chain is the foundation for delivering superior value to our customers. To this end, we prioritize procurement processes that are efficient, transparent, and fair, viewing our suppliers as "Long-term Strategic Partners" who grow alongside us.

We are dedicated to elevating operational standards throughout the supply chain, encompassing quality, technology, and Environmental, Social, and Governance (ESG) responsibilities. This approach allows us to effectively manage risks and ensure that every upstream process leads to downstream results that truly maximize customer satisfaction.

To align our management with international standards and support our corporate sustainability goals, the Company has established the following key targets:

- Ethical Compliance: 100% of Critical Tier 1 Suppliers must sign and strictly adhere to the Supplier Code of Conduct and Guidelines.
- ESG Risk Assessment: Conduct annual ESG risk assessments for all critical suppliers to identify, prevent, and mitigate potential impacts within the supply chain.
- Green Procurement: Increase the proportion of eco-friendly raw materials and packaging procurement, while actively supporting suppliers with certified environmental standards to collectively reduce impacts throughout the product life cycle.

- Management Guideline

To achieve the goal of a sustainable supply chain, the Company has established procurement policies and a Supplier Code of Conduct as the standard for business operations. Further details can be found at <https://www.tcm-corporation.com/th/esg-policy>. The Company has laid out comprehensive management guidelines covering economic, social, and environmental dimensions, with Good Governance as the core principle:

1) Supplier Code of Conduct

All suppliers are required to adhere to the Supplier Code of Conduct in four key areas to ensure responsible and sustainable operations:

- **Business Ethics:** Conduct business with honesty, transparency, and strict legal compliance. Protect trade secrets, respect intellectual property rights, and promote fair competition.
- **Human Rights & Labor:** Respect human dignity and treat all employees equally without discrimination. Strictly prohibit forced or illegal child labor, and ensure compensation and benefits meet legal labor standards.
- **Occupational Health & Safety:** Provide a safe and hygienic working environment, implement accident prevention measures, conduct health check-ups, and provide adequate personal protective equipment (PPE).
- **Environment:** Operate with resource efficiency, implement standardized waste management systems, and establish clear energy-saving measures (electricity and water) to reduce ecological impacts.

2) Transparent and Fair Procurement Process

The Company focuses on efficient and auditable procurement based on:

- **Equality and Non-discrimination:** Provide equal opportunities for all potential suppliers regardless of gender, race, or business size to promote fair competition.
- **Transparency and Anti-corruption:** Adhere to anti-corruption policies and encourage suppliers to join the Collective Action Against Corruption (CAC) network.
- **Clear Payment Systems:** Establish clear billing and payment regulations, facilitated by an e-Withholding Tax system for speed and accuracy.

Furthermore, the Company is committed to building a sustainable supply chain by prioritizing local procurement. We provide equal opportunities for local entrepreneurs with high potential to compete fairly, regardless of their business size. This policy not only reduces transportation lead times and energy consumption but also stimulates local income circulation and fosters tangible economic growth within the community.

3) Promoting Shared Value and Risk Management

Beyond being a buyer, the Company acts as a partner to strengthen suppliers through:

- **Supplier Categorization:** Clearly classify suppliers into Tier 1 Suppliers (direct impact on product quality) and Non-Tier 1 Suppliers for appropriate management planning.
- **ESG Risk Assessment:** Regularly conduct Environmental, Social, and Governance (ESG) assessments to prevent potential business and social impacts.
- **Support for Local Economy and Environment:** Prioritize domestic procurement to distribute income to communities and reduce transportation emissions, while collaborating on Green Product development.
- **Data Privacy Protection:** Strictly protect supplier privacy in accordance with the Personal Data Protection Act (PDPA).

- Performance Result in 2025

In 2025, the Company successfully drove its sustainable supply chain strategy, building strong partnerships and achieving tangible ESG targets as follows:

1) Supplier Structure and Management

To ensure that supply chain management aligns with the sustainability strategy and achieves the established goals for elevating supplier standards, the Company has conducted supplier categorization to define risk management approaches and potential development suitable for the context of each group. At the same time, the Company has carried out communication and oversight to ensure that 'Critical Suppliers' strictly comply with requirements and the Code of Conduct, to ensure transparency and mutual operational standards.

- **Supplier Code of Conduct Acknowledgment:** The Company was able to have 100% of the 6 Critical Tier 1 Suppliers sign to acknowledge and agree to comply with the 'Supplier Code of Conduct and Guidelines' as targeted, to serve as a foundation for transparent and auditable cooperation.

- **Supplier Structure:** Currently, the Company has a supplier structure that has been prioritized for efficient management, consisting of 81 Tier 1 suppliers and 562 Non-Tier 1 suppliers.

2) Sustainability Risk Assessment Results

The Company monitors supplier performance through the QSEL system to manage quality, environmental, and social risks:

- **Capacity Assessment:** Suppliers achieved an excellent average score of 95.24% across five key dimensions (Quality, Safety/Health/Labor, Environment/Energy, Green Procurement, and Service).
- **Raw Material Quality:** Close collaboration resulted in a raw material quality score of 99.80%, significantly reducing production loss.

3) Progress in Green Procurement and Innovation

- **Green Product Expansion:** Successfully added 20 eco-friendly items to the procurement system (Green Procurement) as planned.
- **Collaborative Innovation:** Partnered with 55 new suppliers and entrepreneurs to develop innovative raw materials and products that meet market demands.

4) Enhancing Supplier Capacity

The Company is committed to knowledge sharing to prepare for Net Zero goals:

- **Training and Development:** Organized training on "Greenhouse Gas Data Collection and Carbon Management" for domestic and international suppliers and distributors to ensure a unified approach toward the Company's Net Zero policy.

7. Creditor Relationship Management

- Commitment & Goal

The Company maintains a policy and practice of treating all creditors with equality, transparency, and fairness. We strictly adhere to all contractual terms and conditions, maintain regular communication regarding business status, and are committed to fostering positive relationships with our creditors. This includes making all debt payments strictly on schedule and ensuring zero defaults, in order to maintain the Group's credibility with both trade partners and financial institutions.

- Management Guideline

To align with the aforementioned policy, the Company has established the following clear guidelines:

1. Compliance with Contracts and Conditions: Strictly uphold and comply with all contractual terms, agreements, financial covenants, and guarantee obligations, ensuring full and punctual debt repayment.

2. Financial Liquidity Management: Prioritize the management of capital and financial structures to ensure stability, guaranteeing that the Company maintains sufficient liquidity to pay both principal and interest to all creditors as scheduled.

3. Transparency and Disclosure: Regularly report accurate, complete, and timely financial status and information to creditors, enabling them to realistically assess the Company's performance.

4. Procedures for Potential Disruption: In the event of circumstances that may affect compliance with agreed terms, the Company will immediately notify creditors in advance to transparently and fairly collaborate on finding a resolution for all parties.

- Performance Result in 2025

The Company has fully and punctually complied with all contractual terms and debt repayment obligations to both trade creditors and financial institutions. There were no instances of debt default or breaches of loan covenants in any respect.

8. Business Continuity and Crisis Management

- Commitment & Goal

The Company recognizes that effective risk and crisis management is a vital shield for protecting lives, assets, and stakeholder trust. We are committed to operating under the ISO 45001 international standard, with oversight through regular Management Reviews to ensure the highest safety environment and maintain business stability, enabling us to navigate all uncertainties with resilience.

To achieve concrete results and support corporate sustainability goals, the Company has set the following key targets:

- Emergency Response Readiness: Conduct emergency response drills and crisis simulation exercises covering 100% of major risk plans annually.
- Business Continuity Management: Zero emergency incidents resulting in business operations being interrupted or halted.
- Occupational Health and Safety Standards: Maintain continuous certification of the ISO 45001 international standard.
- Management Guideline

To ensure efficient and comprehensive risk and crisis management, the Company has established practices aligned with occupational health, safety, and working environment standards, categorized into three phases:

1) Pre-incident Phase: Prevention and Preparedness

Focusing on proactive prevention to reduce the likelihood of incidents:

- **Inspection and Maintenance Plan:** Regularly inspect emergency equipment and safety systems to ensure they are functional and ready for immediate use.
- **Awareness Campaigns:** Promote a safety culture through training, warning signage, and various campaigns to keep employees vigilant and prioritized on hazard prevention.

2) Incident Phase: Mitigation and Response

The Company has developed an Emergency Response Plan (ERP) covering key risks identified through risk assessments to ensure rapid and accurate management:

- Fire and Explosion Response Plan
- Chemical Leakage Response Plan
- Gas Leakage Response Plan
- Flood Response Plan
- Pandemic Response Plan
- Earthquake Response Plan
- Natural Disaster Response Plan
- Civil Unrest/Riot Response Plan
- Terrorism and Bomb Threat Response Plan

3) Post-incident Phase: Recovery and Business Continuity

- **Relief and Restoration Plan:** Establish guidelines for remedial actions and psychological support for those affected, including the swift repair and restoration of assets.
- **Building Confidence:** Transparently communicate the situation and recovery plans to the community and stakeholders to ensure that the Company has regained control and resumed normal operations.

- Performance Result in 2025

The Company successfully managed risks and crises according to the targets set, ensuring safe and continuous business operations. Key results include:

1) Business Continuity Management

- **Seamless Operations:** Due to effective preparedness, in 2025, the Company experienced zero emergency incidents or crises that caused business interruptions, property damage, or reputational loss. We maintained smooth delivery of products and services to customers.

2) Emergency Preparedness and Drills

- **100% Drill Completion:** The Company completed emergency response training and drills covering all risk dimensions such as fire, chemical leaks, natural disasters, and earthquakes as planned.
- **Response Efficiency:** Drill results showed that emergency response teams and employees clearly understood their roles and could execute procedures accurately and rapidly, meeting established safety standards.

3) Maintaining Standards and Improving Efficiency

- **International Certification:** The Company successfully maintained its ISO 45001 (Occupational Health and Safety Management Systems) certification, verified by external auditors.

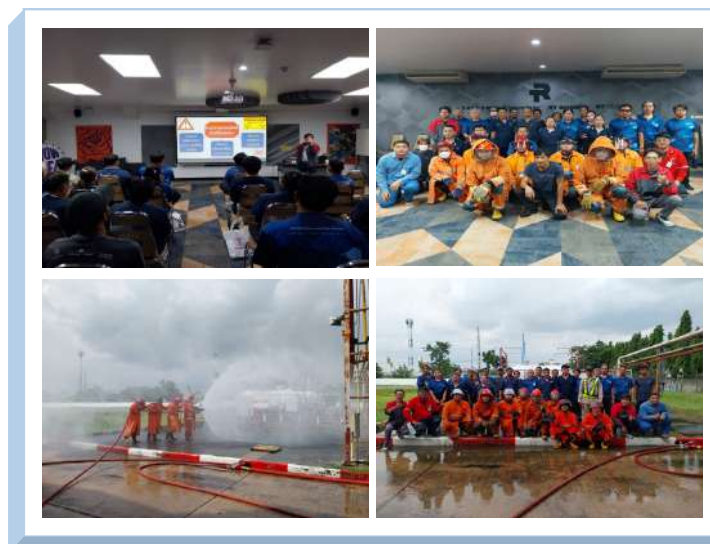
- **Management Review:** Following annual drills, senior management and the working committee convened the Occupational Health, Safety, and Working Environment Committee meeting to analyze results and close gaps in emerging risks, ensuring that emergency plans remain modern and highly effective.
- Chemical Spill Response and Emergency Drill



- Fuel Oil Station & Boiler Malfunction



- Gas Leakage Response and Emergency Drill



- Fire Fighting and Evacuation Drill



- Flood Emergency Response Drill



- Earthquake Drill





ROYAL THAI



Sustainability Management in Social Dimension

The Company firmly believes that true success is not measured by profit alone but must be accompanied by the "quality of life of society." We are committed to manufacturing high-quality products based on responsible business processes throughout the supply chain. By adhering to the principles of ethics, transparency, and Good Governance, we strive to balance economic growth with sustainable social responsibility.

1. Respect for Human Rights

- Commitment & Goal

The Company upholds human rights as a vital gear in driving our business, covering all stakeholder groups throughout the Business Value Chain. We have announced a "Human Rights Policy" to build awareness and establish clear guidelines:

- Treat employees, customers, and communities with equality, without discrimination based on race, nationality, religion, culture, or gender identity, while promoting sustainable mutual development.
- Support and comply with the Universal Declaration of Human Rights (UDHR) and the ILO Declaration on Fundamental Principles and Rights at Work.
- Disclose information regarding human rights risks and management approaches transparently, while encouraging business partners to participate in adhering to the same standards.

To achieve the aforementioned commitments, the Company has established the following policies:

1. Awareness and Equality: The Board of Directors, executives, and employees at all levels must recognize the importance of and respect for the human rights of every individual, as well as society and the community, in accordance with the laws and treaties of each country's obligations. We focus on treating everyone equally, avoiding any actions that violate rights, and actively promoting human rights in all dimensions.

2. Zero Tolerance: The Company maintains a Zero Tolerance policy against any involvement in human rights violations, particularly forced labor, illegal migrant labor, child labor, and human trafficking.

3. Respectful Workplace: Treat all employees with respect, free from violence, sexual harassment, physical or mental coercion, and verbal abuse. We maintain high standards of hygiene and safety to create a positive working environment.

4. Fair Treatment: The Company is committed to upholding fair treatment for all stakeholders, ensuring the protection of consumer rights, and fostering respectful relationships with partners while safeguarding individual privacy.

5. Gender Equality: Support the Women's Empowerment Principles (WEPs) to promote gender equality and embrace diversity and inclusion within the organization.

6. Partnership Engagement: Support and encourage business partners, suppliers, contractors, and joint venture partners throughout the value chain to conduct business ethically, respect human rights, and strictly adhere to these policy guidelines.

7. Employee Engagement: Foster an open-culture environment that values employee voices, actively encouraging everyone to share insights and contribute ideas to the organization's success without limitation.

- Management Approach

1. The board of directors, executives, and employees at all levels shall respect human rights, treat each other with respect and equality without discrimination based on physical or mental differences, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, cultural traditions, or any other matter.

2. Exercise due care in performing duties to prevent the risk of human rights violations in business operations. This includes monitoring and ensuring the prevention of illegal labor, child labor, forced labor, and human trafficking.

3. Support and promote activities aimed at human rights protection.

4. The company has communicated, disseminated knowledge, facilitated understanding, provided guidance and support for business partners in the value chain, suppliers, contractors, and joint ventures, to participate in ethical business practices, respect human rights, and act towards everyone including supplier and customers in accordance with the principles of human rights.

5. The company monitors and addresses issues related to respecting human rights and does not overlook or remain indifferent when witnessing actions that violate human rights. The company shall report such actions to the authorities or officers in charge and cooperate in any investigations. If there are any questions or concerns, individuals can consult with the authorities or officers in charge through the defined 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
Chief Executive Officer: piyaporn@tcm-corporation.com
- 3) Report through the Whistleblower section on the company website,
<https://www.tcm-corporation.com/en/whistleblower>

6. The company shall provide justice and protection for individuals who report human rights violations. The company shall implement protection measures for complainants or those who cooperate in reporting human rights violations.

7. The company has continuously developed and implemented a due diligence process to identify issues and assess the risks and impact of human rights violations. The company has identified groups or individuals affected, planned, and determined preventive and corrective measures to manage and correct problems related to human rights violations and monitor the results. The company also has appropriate processes to mitigate the impact of human rights violations.

8. The Company will comprehensively monitor and evaluate the resolution of issues, and disclose performance results, risk information, and human rights due diligence (HRDD) risk management approaches throughout its business processes. This includes addressing critical human rights matters and providing support and collaboration in remedying or mitigating potential human rights impacts arising from all business activities.

- Performance Result in 2025

Over the past year, the Company has intensified its human rights management through various activities and projects covering internal personnel, the supply chain, and the community. Key performance results are as follows:

1. Policy Improvement & Awareness






- Policy Review and Announcement: Reviewed and enforced the Human Rights Policy, encompassing the prevention of all forms of discrimination, harassment, or abuse. The policy prohibits bias regarding physical or mental conditions, race, religion, identity, or sexual orientation. Furthermore, it supports freedom of association, collective bargaining rights, employment equality, and other fundamental human rights.
- Communication and Training: Communicated policies via email and online channels to the Board of Directors, executives, employees, and all stakeholder groups.
 - ▶ 100% of new employees completed human rights awareness training.
 - ▶ Morning Talk sessions were organized to communicate human rights respect and the Human Rights Due Diligence (HRDD) process to employees at all levels.
 - ▶ PDPA Awareness: Promoted understanding among employees regarding their rights as data subjects and roles as data controllers under Personal Data Protection Act (PDPA) principles.



2. Human Rights Due Diligence (HRDD) Process

- Risk Identification and Mitigation: Defined the scope, identified risk issues, and established clear Mitigation Measures and Remediation Plans. The Company mandates human rights audits across all stages of the value chain to reinforce employee awareness and ensure that no business processes result in human rights violations.
- Supply Chain Integration: Integrated human rights issues into procurement policies and manuals. This includes rigorous screening of suppliers and subcontractors to ensure they operate fairly and do not violate labor rights.
- International Collaboration: Participated in the "Human Rights & Business Ethics Implementation Bootcamp 2025" hosted by the Stock Exchange of Thailand (SET) to adopt and apply international best practices within the organization.

HRDD Operational Framework

Step	Action and Implementation
 Declaration of Intent	<ul style="list-style-type: none"> Clearly announce the Human Rights Policy and disseminate it to all stakeholder groups. Regularly monitor business partner operations through an annual assessment system.
 Risk and Impact Assessment	<ul style="list-style-type: none"> 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. 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.
 Integration and Remediation	<ul style="list-style-type: none"> Systematically apply human rights management guidelines within the corporate sustainability management process, defining appropriate management measures based on risk levels. Provide grievance channels for human rights violations with legal whistleblower protection measures and compliance with the company's Whistleblowing Policy. 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.
 Monitoring and Auditing	<ul style="list-style-type: none"> Establish monitoring and evaluation periods to ensure process effectiveness. Review the HRDD process every 2 years or upon significant business changes.
 Performance Reporting	<ul style="list-style-type: none"> Transparently disclose progress and human rights management results to stakeholders via the Annual Report (One Report), Sustainability Report, or the corporate website.

3. Promoting Engagement and Grievance Channels

- Hold joint Welfare Committee meetings every quarter to listen to suggestions and act as a voice for employees' needs, leading to welfare improvements that benefit the company's employees.
- Add anonymous feedback/complaint channels for the peace of mind of the complainants:
 - ▶ Suggestion boxes in private areas (inspected once a month by executives and the Chairman of the Welfare Committee).
 - ▶ Via the organization's LINE SMILE system / Email.



4. Social and Youth Responsibility

- "3 S. for Youth" Project: Expanding the scope of awareness-building to the community by organizing human rights education activities for Bang Khu Wat School to lay a foundation of understanding regarding fundamental rights for local youth.

In 2025, the company did not receive any complaints about human rights violations, either from the company's activities or business, or throughout the 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

Goal	Performance Result in 2025
Number of human rights complaints	0 case
Percentage of new hires completing Human Rights orientation	100%

2. Gender Equality and Non-Discrimination

- Commitment & 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 Company's 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. Details regarding promotions can be found in section 3.3 Career Advancement.
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

3. Fair labor practices

- Commitment & Goal

The company prioritizes the care of our personnel, who are our most valuable resource, by adhering to good governance principles in labor management. We focus on creating a work environment that promotes engagement to drive and develop the organization creatively. The company commits to treating employees and business partners equally and fairly, in accordance with the law, ethical principles, and company policies. We uphold standards based on fundamental rights as defined by the Department of Labour Protection and Welfare, Ministry of Labour, and are committed to continuously elevating our care to a higher level.

- Management Approach

The company operates its business by adhering to fair labor practices in accordance with the Labour Protection Act and the Labour Relations Act. We focus on employment free from discrimination and uphold the principles of equality. Factors such as political opinions, age, gender, or disability are not used in employment decisions. Furthermore, we manage compensation fairly and promote career growth opportunities based on knowledge and capability to build sustainable competitiveness.

In addition, we support employee rights through the Welfare Committee in the workplace, which is elected every 2 years. The most recent election was held on June 17, 2025, to serve as a voice and protect the best interests of all employees. We also maintain occupational health and safety standards in the workplace in accordance with international standards to create a good working environment and promote sustainable organizational growth.



ROYAL THAI Kompaeng Thongpradua - kompaeng@royalthai.com

งานเสวนาวิชาการทางสัตวศาสตร์ TCM ประจำปี 2568-2570

ณ โรงแรม **ROYAL THAI** **Central Grand** กรุงเทพมหานคร
 โทร. 02-262-8888

วันที่: **วันพุธ**
 วันที่ 20 พฤษภาคม 2568 เวลา 08:00 PM

หัวข้อ: **การประยุกต์ใช้สมุนไพรจีนและสมุนไพรไทยในการดูแลสุขภาพด้วย TCM**
 (เป็นพิธีเปิดในวันที่ 21 พฤษภาคม 2568 - 23 พฤษภาคม 2570) รายละเอียดเพิ่มเติมสามารถดูได้ที่ www.royalthai.com

ROYAL THAI

ปณิธาน
ด้วย ความเป็นมาซึ่งการนำวิถีของแพทย์แผนโบราณไทยไปผสมผสานกับศาสตร์

แพทย์จีนและแพทย์ไทย ซึ่งได้บูรณาการ นำวิถีของแพทย์ไทยและแพทย์จีน มาผสมผสานกัน เพื่อสร้างสรรค์วิถีการดูแลสุขภาพแบบ TCM ที่ครบถ้วน ครอบคลุมทุกมิติ

1. ดูแลสุขภาพ
2. ดูแลความงาม
3. ดูแลโรคภัยไข้เจ็บ
4. ดูแลวิถีชีวิต
5. ดูแลจิตใจ

วิสัยทัศน์ของเรา คือการเป็นผู้นำ

1. เป็นผู้นำในวงการแพทย์แผนโบราณไทย
2. มีผลิตภัณฑ์และบริการที่ครบถ้วนและทันสมัย
3. มีความเชี่ยวชาญและโดดเด่นในสาขา TCM
4. สามารถให้บริการแก่ลูกค้าได้ครบถ้วน
5. สามารถใช้ข้อมูลและนวัตกรรมที่ทันสมัยเพื่อให้บริการแก่ลูกค้าได้อย่างมีประสิทธิภาพ

คำขวัญ มีผลิตภัณฑ์และบริการที่ครบถ้วนและทันสมัย ผสานผสานกัน
 นำวิถีของแพทย์ไทยและแพทย์จีน มาผสมผสานกัน

ติดต่อขอข้อมูลเพิ่มเติมได้ที่ www.royalthai.com

วันที่ 20 พฤษภาคม 2568

นาย **วิฑูรย์**
 (กรรมการผู้จัดการ)
 กรรมการบริหาร

ROYAL THAI | Corporate | RT ACADEMY | RT STUDIO

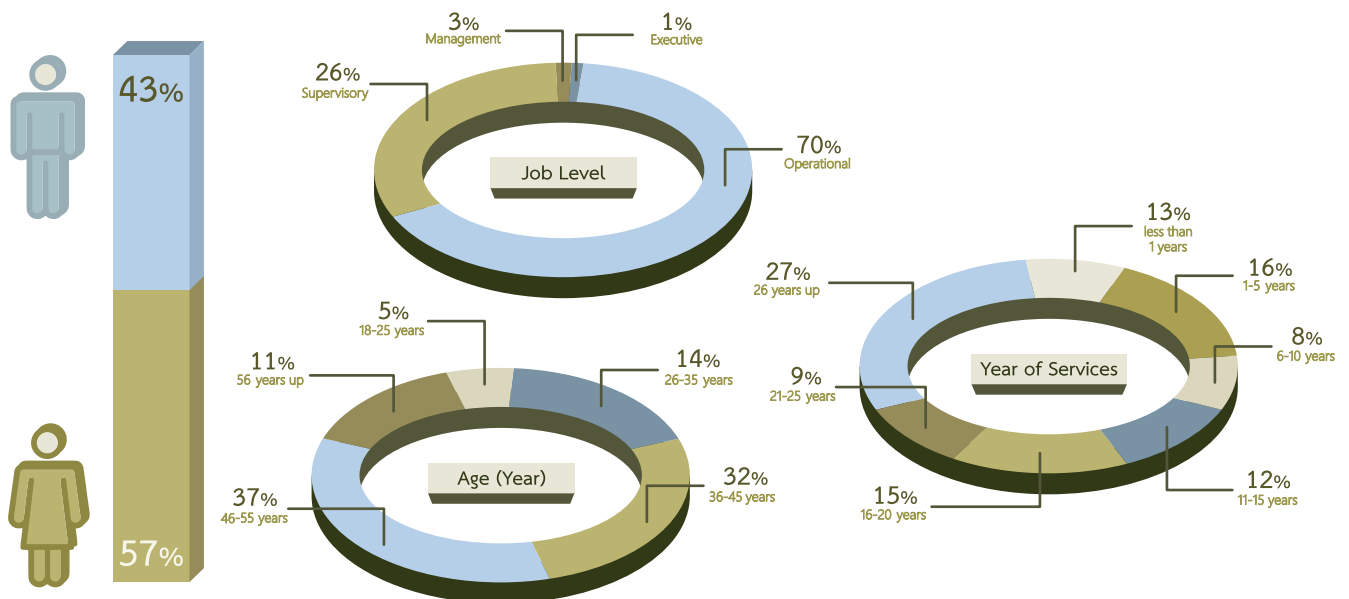
งานเสวนาวิชาการทางสัตวศาสตร์ TCM 2568-2570 ปีที่ 8



• Performance Result in 2025

In 2025, The company had a total of 1,162 employees, separate by gender as follows: -

Operating Results	2023	2024	2025
Total number of employees (Persons)	1,186	1,202	1,162
Number of female employees (Persons)	692	700	670
Number of male employees (Persons)	494	502	492
Proportion of female employees to total employees (%)	58	58	58
Proportion of male employees to total employees (%)	42	42	42
Number of operational level employees (Persons)	833	850	815
Proportion of operational level employees to total employees (%)	70	71	70
Proportion of operational level employees (Female/Male) (%)	59/41	59/41	58/42
Number of operational level employees (Female/Male) (Persons)	495/338	502/348	471/344
Number of supervisory / professional level employees (Persons)	301	297	297
Proportion of supervisory / professional level to total employees (%)	25	25	26
Proportion of supervisory / professional level (Female/Male) (%)	57/43	58/42	59/41
Number of supervisory / professional level (Female/Male) (Persons)	172/129	171/126	174/123
Number of management level employees (Persons)	39	40	39
Proportion of management level employees to total employees (%)	3	3	3
Proportion of management level employees (Female/Male) (%)	46/54	45/55	46/54
Number of management level employees (Female/Male) (Persons)	18/21	18/22	18/21
Number of executive level employees (Persons)	13	15	11
Proportion of executive level employees to total employees (%)	1	1	1
Proportion of executive level employees (Female/Male) (%)	54/46	60/40	64/36
Number of executive level employees (Female/Male) (Persons)	7/6	9/6	7/4



4. Human Resources Management

“Encourage employees to develop their full potential for sustainable business goals”

- Commitment & Goal

The company firmly believes that “Employees” are the most critical mechanism in driving the business to achieve its goals, creating a competitive advantage, and ensuring sustainable growth. We therefore focus on continuously developing employee potential across three key areas: Knowledge Competency, Skill Competency, and Attribute Competency. This ensures that all employees can adapt to the rapid changes in business and technology today.

The company adheres to the principles of Good Governance in caring for our employees by strictly following human rights principles and remaining free from discrimination. We are committed to creating a happy work society to motivate employees to utilize their full potential and grow steadily alongside the organization.

- Management Approach

The company adheres to human resource management guidelines in accordance with the principles of good corporate governance by realizing the importance of employees with a determination to develop the organization’s personnel to possess knowledge and capability and increase the organization’s competitiveness, along with happiness and a good working environment. The company encourages all employees to have career advancement opportunities. There is a performance evaluation system to attract good people with the potential to work together with the company and retain good-quality employees. This opens up new learning opportunities and being able to develop, learn, and improvement in accordance with the organization’s vision, mission, and strategies, starting from manpower planning and recruiting, employee training and development, as well as employee retention.



- Performance Result in 2025

1. Manpower Planning and Employment

- Organizational Structure

The company conducts an annual review of its organizational structure to ensure it remains agile, adaptable, and aligned with business needs. This includes optimizing workforce allocation to match workload demands.

- Workforce Planning

The company recognizes the importance of workforce planning in achieving its organizational goals. To this end, it has developed a Workforce Planning strategy that serves as a blueprint for managing its workforce in both the short and long term. This strategy is designed to be flexible and responsive to changing business conditions and employee turnover rates. The Workforce Planning strategy is aligned with the company's strategic goals and the needs of its business units. It focuses on enabling existing employees to reach their full potential and develop a range of skills (multi-skilling). The strategy also emphasizes streamlining and agility, allowing for rapid adaptation to change. To this end, the company has streamlined and consolidated unnecessary procedures and implemented technology to enhance operational efficiency.

- Recruitment

The Company maintains a transparent and fair recruitment and hiring process, primarily evaluating candidates based on their qualifications, skills, and experience. We strictly adhere to non-discrimination principles, ensuring no bias regarding gender, age, race, religion, or physical disability. Furthermore, we place the utmost importance on the strict protection of candidates' personal data in compliance with the Personal Data Protection Act (PDPA).

In addition, the Company prioritizes local employment as a vital driver for regional economic and social development. This commitment aims to distribute income, reduce inequality, and tangibly improve the quality of life for people in the surrounding communities. To support this goal, we employ proactive recruitment strategies to effectively reach local talent, including the use of social media platforms such as Facebook and Line, as well as promoting the "Friend get Friend" referral program. Simultaneously, the Company manages its workforce efficiency by increasing the proportion of outsourcing to align with production plans. We also provide opportunities for external experts to transfer new knowledge to our employees. Our commitment extends to human capital development through continuous Reskilling and Upskilling programs, alongside Job Rotation initiatives. These efforts are designed to broaden employee experience and ensure they are well-prepared for stable long-term career growth.

These initiatives reflect the Company's sincere dedication to creating career opportunities for the local community and neighboring areas, while developing local personnel into a core workforce that drives the organization toward sustainable growth.

Operating Results	2023	2024	2025
New Employee Hires (Persons)	281	237	148
New Hire Rate to Total Employees (%)	23.69	19.71	12.73
Proportion of New Hires (Female/Male) (%)	61/39	62/38	51/49
Number of New Hires (Female/Male) (Persons)	172/109	148/89	75/73
Internal Transfers / Job Rotation (Persons)	34	17	9
Internal Transfer Rate to Total Employees (%)	2.87	1.41	0.77
Proportion of Internal Transfers (Female/Male) (%)	24/76	53/47	89/11
Number of Internal Transfers (Female/Male) (Persons)	8/26	9/8	8/1
Outsourcing Employment (Persons)	35	18	12
Outsourcing Rate to Total Employees (%)	2.95	1.50	1.03
Proportion of Outsourcing (Female/Male) (%)	46/54	44/56	50/50
Number of Outsourcing (Female/Male) (Persons)	16/19	8/10	6/6
Elderly Employment (Persons)	17	21	33
Elderly Employment Rate to Total Employees (%)	1.43	1.75	2.84
Proportion of Elderly Employment (Female/Male) (%)	29/71	38/62	36/64
Number of Elderly Employment (Female/Male) (Persons)	5/12	8/13	12/21
Employment of Persons with Disabilities (Persons)	11	11	11
Disability Employment Rate to Total Employees (%)	0.93	0.92	0.95
Number of Employees with Disabilities (Female/Male) (Persons)	6/5	6/5	3/8
Foreign Employment (Persons)	11	8	8
Foreign Employment Rate to Total Employees (%)	0.93	0.67	0.69
Proportion of Foreign Employment (Female/Male) (%)	36/64	25/75	25/75
Number of Foreign Employment (Female/Male) (Persons)	4/7	2/6	2/6

Empowering and Enhancing the Quality of Life for Underprivileged Groups

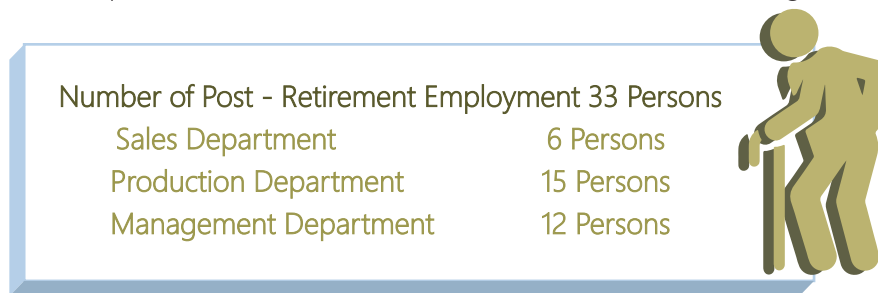
The Company is committed to reducing inequality by providing stable employment opportunities, with policies covering the following target groups:

1.1 Elderly Employment

The company recognizes the value of experience and expertise as significant intellectual capital. Therefore, we have established the "Post-Retirement Employment Policy" to provide opportunities for high-potential and healthy employees between the ages of 61 and 68 to continue driving the organization forward. We focus on allocating job positions suitable for their specific skills and long-accumulated experience, such as:

- Consultants and Specialists: Utilizing in-depth knowledge and capabilities to support operations in key projects.
- Mentors and Instructors: Acting as knowledge transferors (Knowledge Management) and passing down craftsmanship and skills from generation to generation to preserve organizational wisdom and systematically develop the potential of younger employees.

Elderly employment not only helps create income security and a sense of value during retirement but also serves as a key strategy for flexible manpower management. It creates a working atmosphere that blends invaluable experience with new ideas for balanced and sustainable growth.



Success and Performance in 2025: The commitment to creating an inclusive workplace for all ages resulted in the company being awarded a certificate of honor as an "Organization Promoting Employment Opportunities and Income for the Elderly 2025" at the "Good" level on April 25, 2025. This award was presented by the Ministry of Social Development and Human Security, serving as a testament to the company's success in enhancing the quality of life for the elderly.



1.2 Employment of Persons with Disabilities

The company recognizes the importance of enhancing the quality of life for persons with disabilities by adhering to the principles of equal opportunity and non-discrimination, extending to persons with disabilities and other underprivileged groups. We aim to provide opportunities for persons with disabilities to demonstrate their potential, generate income to be self-reliant, reduce the burden on their families and society, and become a vital force in driving the country's economy.

In 2025, the company strictly complied with the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007), through various channels:

- Employment under Section 33: Hiring persons with disabilities to work in various departments of the company according to the suitability of their skills and abilities.
- Promotion under Section 35: Providing concessions for shop spaces to sell products, creating career opportunities, and sustainable income.

A total of 11 individuals were supported, which is consistent with the ratio of regular employees to employees with disabilities at 100:1 as prescribed by law.

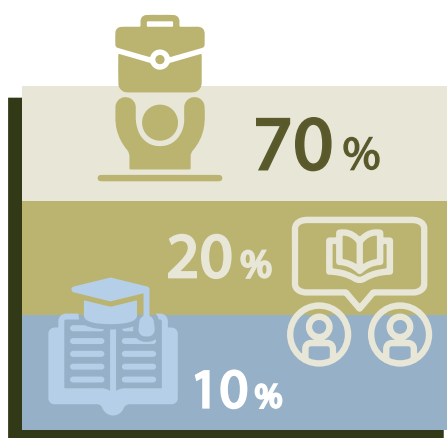


2. Training and Employee Development

Employees are the key mechanism in driving the company's business operations. Therefore, the company is committed to developing employee potential to ensure that they can adapt alongside the organization, handle business competition, and cope with the rapid changes of today's business environment.

The company has established guidelines for Training and Employee Development, including surveying and analyzing the needs of each employee group. We are committed to continuously enhancing the potential and capabilities of our employees to ensure they can work efficiently and achieve established goals. The company prioritizes employee development, where staff at all levels receive systematic development based on Competencies, including Core Competency, Managerial Competency, and Functional Competency. Specifically, we focus on Functional Competency, which consists of core competencies related to work operations, such as product knowledge and sales processes, work instructions, etc.

The company is committed to developing employees as the vital mechanism to drive the business toward readiness for competition and rapid change by applying the 70-20-10 Learning Model to push for systematic and sustainable potential development as follows:

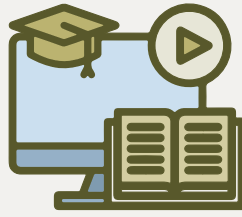


- ▶ **70% Learning from Direct Experience (On-the-Job Experience):** The company emphasizes hands-on practice for employees to develop skills and see clear development results through challenging assignments and various work improvement projects, such as Kaizen, QCC (Quality Control Cycle), and Project Improvement, to strengthen Functional Competency and work process efficiency.
- ▶ **20% Learning through Society (Social Learning):** This focuses on the exchange of learning between individuals by using mechanisms such as Coaching by supervisors, Mentoring, and promoting collaboration through Cross-Functional Teams to facilitate the transfer of knowledge and experience from experts.
- ▶ **10% Learning from Training (Formal Learning):** To strengthen basic and specialized skills, the company provides three flexible formats:



Classroom Learning

Creating interaction and exchanging direct experiences within the classroom to enable practical application in real work operations.



Online Learning

Promoting self-learning anywhere and anytime, as appropriate for each level, to develop knowledge and skills without limits.



Virtual Classroom Learning

Via Zoom/Google Meet programs to connect employees from different locations, ensuring thorough and equal access to development.

Key Indicators	Target	Performance 2025
Employees with increased skills (Upskill / Reskill)	70%	86.92%
Number of employee training hours	Not less than 20 hours / person / year	30.94 hours / person / year

2.1 The program for training and developing employee skills

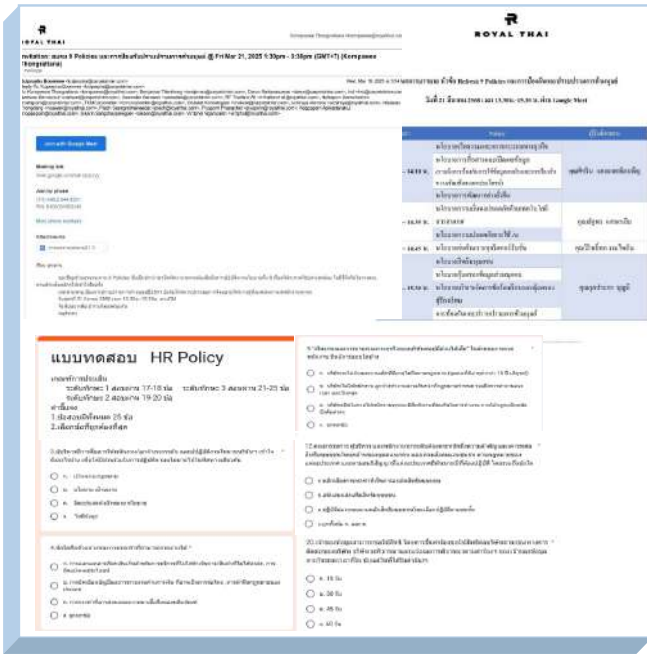
The company has set up a training course, which is divided into 4 main courses as follows: Company Policy Compliance Training, training courses in compliance with mandatory training laws, productivity enhancement training programs, and knowledge development courses based on job positions, health, and well-being.

2.1.1 Company Policy Compliance Training

The company organized training and testing on the topic "Compliance with 9 Company Policies and Anti-Human Trafficking" on Friday, March 21, 2025. This was to strengthen the knowledge and understanding of Directors, Executives, and employees regarding the organization's key policies, which include:

- Business Ethics and Code of Conduct Policy
- Whistleblowing and Whistleblower Protection Policy (2022)
- Human Rights Policy
- Anti-Corruption Policy
- Personal Data Protection Policy (PDPA)
- Information Technology Security and Safety Policy
- AI Usage Safety Policy
- Communication and Disclosure Policy, Prevention of Insider Trading, and Prevention of Conflict of Interest
- Sustainable Development Policy



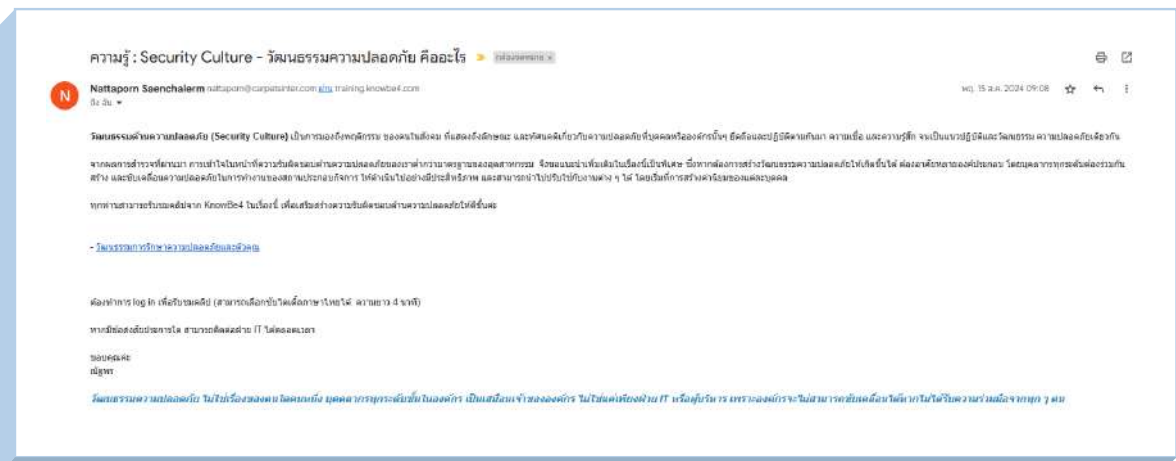
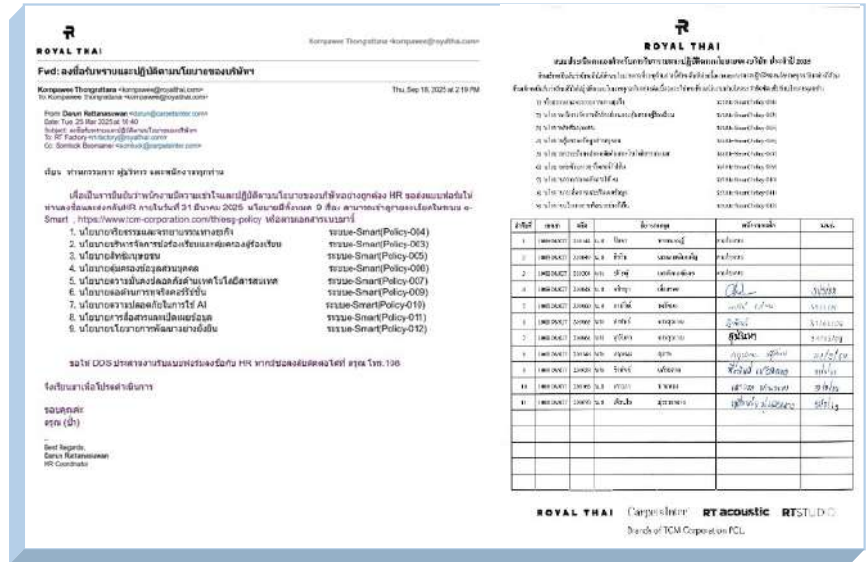


100 percent of the directors, executives, and employees of the Group attended the training and passed the test on the topic "Compliance with 9 Company Policies and Anti-Human Trafficking."

In addition, the company notified employees to sign an acknowledgment and confirm their compliance with the policies to emphasize the importance of maintaining standards and ethics in every work process. As a result, employees will have an understanding of the policies, helping them perform their duties correctly and efficiently, preventing potential errors from a lack of knowledge, and contributing to a positive work atmosphere. This training reflects the company's commitment to developing the organization for sustainable growth, while building confidence for all stakeholders in business operation standards that are truly transparent and socially responsible.

The company also acknowledges the importance of strong information technology security in today's digital landscape. To protect against cyber threats and enhance the security of its information systems, the company has conducted online training under the theme "Cybersecurity Awareness." This initiative aims to equip employees with the knowledge and understanding needed to identify and respond to potential cyber threats in their daily lives and work, fostering a security-conscious culture.

By promoting secure practices, the company seeks to prevent data breaches and mitigate risks to its information systems, thereby minimizing the potential for cyberattacks and the leakage of sensitive information. This commitment to cybersecurity strengthens customers' and business partners' trust in the company's information security management.



2.1.2 Legal Compliance Training Courses

The company focuses on strict legal compliance by organizing training to build knowledge, understanding, and safe operational skills for employees at all levels. This covers essential courses such as: Occupational Safety, Health and Environment Committee, Crane Signalman, Rigger and Operator, and Crane Operation Review, Basic Firefighting, Safety Officer at the Supervisory and Executive levels, Safety in Confined Spaces, Correct and Safe LPG Gas Operations. Emergency Response Drills, such as Boiler Malfunction, Fuel Station Fire Plan, Chemical Spill Emergency Plan, and Flood Emergency Plan, etc.

In 2025, to align with the latest safety standards, the company added important training courses such as: Correct and Safe Forklift Driving and Maintenance, according to the types of forklifts used in operations, Earthquake Response Drills, etc.

Every course is designed to strengthen employees' knowledge, understanding, and safe work practices. Furthermore, they reflect the company's commitment to creating a sustainable safety culture within the organization.



2.1.3 Productivity Improvement Training Courses

Increasing "Productivity" is the heart of all types of operations and a primary factor that helps the organization grow sustainably. Therefore, the company is committed to continuously instilling correct knowledge and methods in our employees to ensure an understanding of applying efficient guidelines to actual work processes.

This commitment reflects the company's vision, which prioritizes the simultaneous development of both personnel and work processes. This ensures the organization can produce high-quality products efficiently and quickly, leading to cost reduction and increased competitive advantage.



2.1.4 Training Courses for the Development of Knowledge, Health, and Well-Being

The company encourages employees and executives to continuously develop their skills through various courses to apply knowledge in management and elevate the organization. This covers both Hard Skills and Soft Skills, such as: Product and Service Knowledge, Trainer & Mentor Refreshment, Refreshment Internal Auditor, Occupational Diseases Awareness, Mental Health Promotion in the Workplace, etc. These developments do not only focus on work skills but also include Health and Well-being to enable employees to live and work with Work-Life Balance and demonstrate their full potential.



In 2025, the Company intensified its commitment to human capital development. Employees completed a total of 35,952 training hours, encompassing both Reskilling and Upskilling initiatives to enhance individual performance. The Company invested a total budget of 1,324,042 Baht in these development programs, aiming to drive the organization toward excellence through comprehensive learning across all levels.

The training initiatives included 41 internal training courses (totaling 73 sessions) and the external placement of employees in 22 external training courses (totaling 22 sessions). These programs covered operational, supervisory, and executive-level staff.

The average training duration was 30.94 hours per person, categorized by level as follows: Operational Level: 32.29 hours per person, Supervisory Level: 27.74 hours per person, Executive Level: 27.92 hours per person

The training programs achieved an average employee satisfaction score of 88%.

Operating Result	2023	2024	2025
Number of Training Hours			
Total Training Hours (Hours)	28,120.06	26,203.60	35,952.28
Average training hours for all employees (per person)	23.71	21.80	30.94
Average training hours for operational level (per person)	17.91	20.19	32.29
Average training hours for superior level (per person)	26.23	24.16	27.74
Average training hours for managerial level (per person)	71	33.72	27.92
Type of Training			
Internal Training (Courses)	31	50	41
External Training (Courses)	37	23	22

2.2 Employee Potential Development Program

In 2025, the company focused on promoting potential development for employees at all levels by organizing training courses and knowledge-sharing activities. These initiatives aimed to foster growth, enable continuous adaptation to change and current situations, and align with organizational policies and core values. The programs are as follows:

2.2.1 Next-Gen Leader Program

The company recognizes the importance of cultivating "Next Gen Leaders" as "Change Drivers" to create a competitive advantage and withstand future business volatility. Continuing from 2024, this project focuses on developing middle management through three core skill areas: Team Management & Innovation, Resilience & Adaptability, and Sustainability Management, to establish a foundation for continuous organizational administration.

2025 Performance: A total of 30 high-potential employees (Talents) participated in the program. The focus was on elevating management and Coaching skills, alongside presenting work improvement projects using Design Thinking concepts to senior executives for actual implementation within the organization.

The results achieved the established Key Performance Indicators (KPIs) as follows:

Key Performance Indicators (KPIs)	Target	Performance
Behavioral change of Next Gen Leaders	>85%	87.54%
Turnover rate of Next Gen Leaders	0%	0%

The company monitored behavioral changes over a 6-month period through 360-degree evaluations. Participants showed positive behavioral improvements in the following areas:

Competency Heading	Behavioral Change Score
Outward Mindset (Result-oriented attitude)	90.13%
Design Thinking	87.12%
Managerial Essentials	86.67%
Coaching Skills	85.06%
Overall Average Change	87.54%



Benefits derived from the Next Gen Leader Program

1. Clear Behavioral Transformation: Employees demonstrated significant improvements in work behavior, particularly in cultivating an Outward Mindset. This served as a key mechanism for reducing conflict and enhancing effective collaboration within teams. These changes directly resulted in improved Key Performance Indicators (KPIs) and created opportunities for higher compensation and benefits based on individual performance.

2. Strategic Talent Pipeline: The company successfully identified and developed an initial group of 30 high-potential employees ready to step into future leadership roles. This initiative effectively reduced the turnover rate in critical positions and aligned with the Succession Plan, ensuring stability and continuity in business management.

3. Innovation and Productivity: The projects and initiatives created through Design Thinking by the Next Gen Leaders were not merely learning exercises; they have been further developed to improve actual work processes. This has concretely increased operational productivity and resulted in tangible cost reductions for the organization.

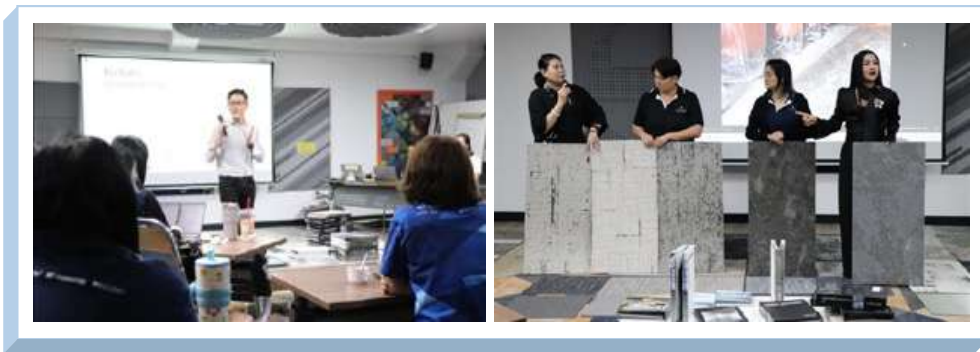
2.2.2 Cross-Product Training

The company is committed to transforming the "DNA" of both domestic and international sales teams to align with our vision of becoming a **"World-class, trusted expert in flooring and acoustic solutions."** By adopting a "Customer Centric" management approach, we aim to gain deep insights into customer needs and enhance our global competitive advantage.

In 2025, the company designed specialized courses to build in-depth expertise and advanced sales techniques. These programs focus on holistic professional development, covering the following key areas:

- Technical Knowledge Updates: Providing in-depth insights into raw materials, products, and equipment to empower employees to act as "Consultants" who provide precise and effective solutions for customers.
- Integrated Product Presentation: Developing skills for comprehensive presentations across all product lines to expand trade opportunities and provide total-solution offerings.
- Sustainability Focus: Emphasizing eco-friendly products and green manufacturing processes to build trust and meet the growing global market demand for sustainability.

Key Performance Indicators (KPIs)	Target	Performance
Percentage of employees who passed the product knowledge training	>85%	90.84%



Benefits derived from the Sales Force Development Program (Cross-Product Training)

1. Evolution from Sales to Consultants: Employees have successfully transitioned from being "Salespersons" to "Flooring and Acoustic Solution Consultants" with enhanced professionalism. Their deep technical and product expertise reduces information errors and increases precision in on-site problem-solving. This significantly bolsters the company's competitive edge in a rapidly changing market environment.

2. Precision-Driven Solutions & Brand Image: By offering solutions that precisely meet customer needs, employees elevate the company's image as a leader in flooring and acoustic materials with high social and environmental responsibility. This is a crucial factor in building trust and fostering long-term relationships with customers and business partners.

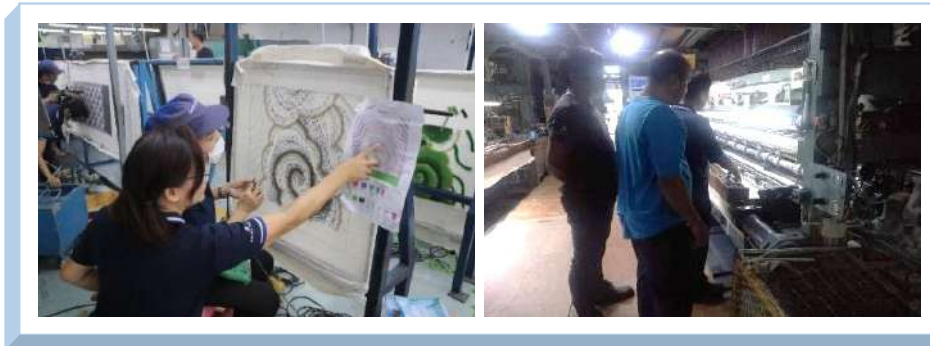
3. Revenue Growth & Sustainable Global Recognition: The program expands sales opportunities by leveraging Sustainability as a core strength to broaden the customer base. This not only secures stable financial returns but also drives sustainable growth and earns widespread international recognition for the business.

2.2.3 Upskilling & Reskilling for the Future

In an era of rapid technological advancement, the company recognizes the urgent need to develop personnel skills to maintain operational excellence. We focus on both Reskilling (revitalizing existing skills) and Upskilling (building new competencies) to ensure our workforce is ready for future challenges and remains the primary driver of the organization's long-term success.

In 2025, the company achieved a concrete digital transformation by integrating Artificial Intelligence (AI) skills across all levels to enhance competitive advantage. This was delivered through "30-minute Sharing Sessions," a modern, concise learning format. These sessions utilized Internal Subject Matter Experts (SMEs) to share practical experiences and techniques. The program offered 8 core modules designed for flexible learning based on employee interest, including topics such as Gemini Tricks & Tips, Canva for Business, and AI Voice-over Tools.

Key Performance Indicators (KPIs)	Target	Performance
Percentage of employees developed through skill enhancement	>70%	87%
Percentage of employee satisfaction with learning content	>85%	90.14%



Benefits of Upskilling and Reskilling

1. Multi-skilled Workforce: Employees possess modern and diverse skills (Multi-skill), enabling them to work efficiently amidst technological shifts. This directly increases overall productivity and serves as a vital driver for the company's continuous growth.
2. Agility and Adaptability: A workforce ready to learn and adapt reduces the risk of skill obsolescence and boosts confidence in handling challenging assignments. This strengthens Organizational Agility, allowing the company to pivot strategies or adopt new technologies rapidly in response to any situation.
3. Career Security and Internal Growth: The program creates career stability and opportunities for promotion to key positions. Simultaneously, the company benefits from a robust talent base, preserving critical Institutional Knowledge and reducing external recruitment costs to ensure sustainable success.

2.2.4 Fostering a Culture of SMILE Values: Transforming our organization

Furthermore, the company recognizes the importance of cultivating its "SMILE" corporate values alongside skill development. We reviewed and refined our core values and expected behaviors to ensure alignment with the company's vision. This promotes a unified organizational culture and empowers employees to drive the company's sustainable growth.

Corporate values "SMILE"



In 2025, the company translated its core values into tangible actions through creative activities focused on both individual behavioral development and cross-functional collaboration, as follows:

- SMILE Passport Activity: Cultivating 16 Core Behaviors into Action

The company designed and implemented the "SMILE Passport" activity to transform abstract values into practical behaviors that employees can perform in their daily lives. Through this concept, employees are given opportunities to learn and demonstrate the organization's 16 Core Behaviors via diverse activities. This fosters deep understanding and aligns work practices with the company's vision in a unified manner.

To drive the success of this project, the company established clear measurement criteria to build motivation. Employees who consistently demonstrate behaviors according to the specified criteria are presented with rewards to inspire and stimulate continuous self-development. The results of this activity not only promote unity and engagement across all levels but also serve as a vital gear in collectively building a strong corporate culture for long-term sustainable growth.



- Cross-Functional Alignment: Integrated Collaboration for Shared Goals

To strategically drive core values into actual work processes, the company launched the "Cross-Functional Alignment" project. This initiative focuses on promoting two key core values: **"M: Mutual Goals and Collaboration"** and **"L: Leading with Customers" (Deep customer understanding)**. The primary objective of this project is to eliminate "Silo Working" and reduce potential conflicts arising from cross-departmental coordination. By providing a platform for all units to participate in identifying pain points and proposing collective solutions, the company aims to enhance operational speed and service satisfaction.

As a result of active cooperation from all sectors, a total of 11 Cross-Functional Alignment projects were successfully initiated. This represents a tangible achievement in breaking down organizational barriers and fostering a result-oriented teamwork culture that truly drives organizational success.



Key Performance Indicators (KPIs)	Target	Performance
Percentage of employee participation in the SMILE Passport activity (%)	>70%	81.41%
Number of Cross-Functional Alignment projects (Projects)	>5	11

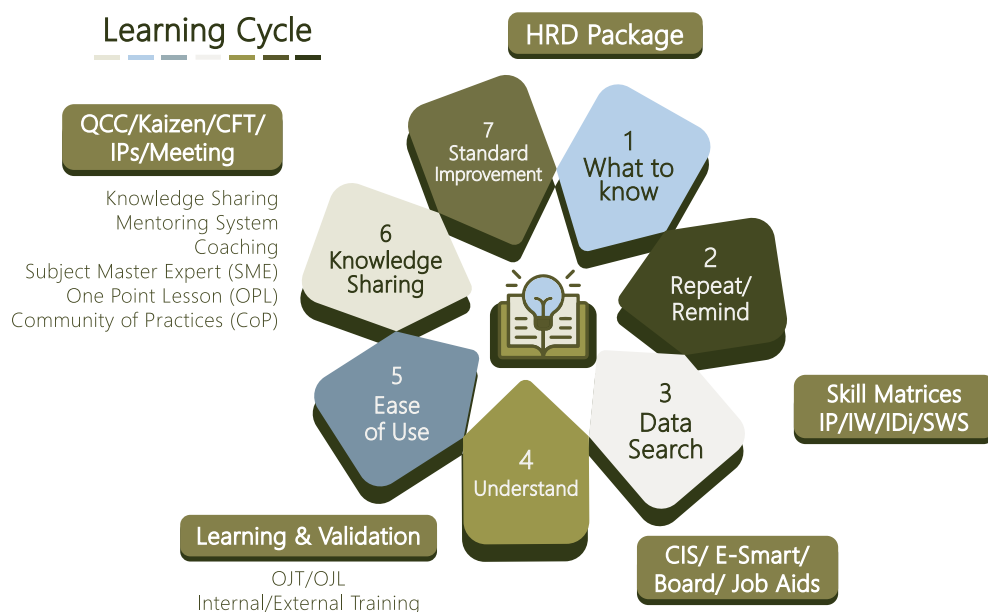
2.3 Organizational Knowledge Management

The company is committed to personnel development and continuously fostering a Learning Organization in accordance with our human resource development policy. To achieve this, we established a Learning Centre to serve as a hub for information, news, and internal training, while implementing systematic development plans to sustainably elevate employee potential.

To facilitate effective Knowledge Transfer and create a productive learning atmosphere, the company utilizes various knowledge management tools across all levels, including:

- Mentoring System: To pass down invaluable skills and experiences from senior professionals to the next generation.
- Job Rotation: To provide opportunities for employees to diversify their skill sets and broaden their operational perspectives.
- Cross-Functional Teams: To integrate expertise from different departments to collaboratively solve critical organizational challenges.
- Community of Practices (CoP): To create a shared space for employees to exchange specialized expertise.

These processes serve as vital mechanisms in driving efficiency and enhancing personnel capabilities, ensuring the workforce is ready for the organization's future growth.



To keep pace with today's rapid changes, the company prioritizes the development of effective learning media, supporting employees in accessing knowledge conveniently under the "Anywhere-Anytime" concept.

In 2025, the company enhanced its knowledge storage and transfer systems by developing diverse Digital Content, including videos, online media, and presentation files. This initiative has increased the efficiency, speed, and ease of accessing critical information and specialized expertise. With a total of 26 digital learning modules currently available, these serve as essential tools in increasing employee agility for self-development. This transition to a digital learning system not only elevates employee competencies but also builds a strong and sustainable learning foundation, ensuring our workforce is prepared for the company's future expansion and stable growth.



3. Employee Retention

The company firmly believes that "Personnel" are the organization's most valuable and vital resource. Our long-term success and sustainability are driven by the capabilities, creativity, and efficient performance of every employee. Consequently, the company prioritizes holistic care and development across all dimensions to create a safe working environment, foster organizational engagement, and elevate potential for future adaptability. Our strategic operations are as follows:

3.1 Management of compensation, welfare, and other benefits

The Company is committed to a systematic and fair remuneration management framework that aligns with international standards. Our compensation structure is primarily based on job requirements, qualifications, professional expertise, individual competencies, and performance. Clear operational guidelines are established as follows:

- **Compliance with Minimum Wage Regulations:** The Company pledges to strictly adhere to labor laws, ensuring that all employees receive wages no lower than the statutory minimum rate required in each respective area. Furthermore, we regularly review our salary structure to remain consistent with government announcements.
- **Provision of a Living Wage:** Beyond legal requirements, the Company aims to provide "appropriate and competitive" compensation to elevate the quality of life for our workforce, with additional benefits including:
 - ▶ **Financial Security and Employee Engagement:** Provision of diligence allowances, overtime pay, performance-based bonuses, and provident fund contributions. This also includes "Long Service Awards" to honor and reward employees for their long-term dedication to the organization.
 - ▶ **Performance Incentives:** For production staff, the Company provides performance-based incentives, offering employees the opportunity to increase their income based on their skills and commitment.
 - ▶ **Cost-of-Living Support and Health Benefits:** Allocation of medical benefits, accident insurance, and financial assistance for various occasions to alleviate essential living expenses.
 - ▶ **Leave Entitlements and Relationship Building:** In addition to standard annual leave and public holidays, the Company fosters a positive workplace through recreational activities, such as annual New Year celebrations. These initiatives aim to strengthen professional relationships and reward employee dedication, ultimately enhancing mental well-being and overall quality of life.

Employee Compensation Data

Description	Unit	2023	2024	2025
Total employee compensation	Million Baht	489.58	523.75	530.78
Total compensation: Female employees	Million Baht	266.70	287.30	289.91
Total compensation: Male employees	Million Baht	222.88	236.45	240.87
Average compensation: All employees	Million Baht	0.55	0.44	0.46
Average compensation: Female employees	Million Baht	0.49	0.47	0.49
Average compensation: Male employees	Million Baht	0.59	0.41	0.43
Salary and remuneration ratio (Female to Male) Excluding Senior Executives	Ratio	1:1	1:1	1:1

In addition to basic compensation and welfare, the company emphasizes financial discipline and long-term security, ensuring employees have a strong safety net for life and future retirement through the following initiatives:

- Provident Fund (PVD): Established as a long-term savings tool with contributions from both employees and the company.
- Savings Cooperative: Provides an efficient savings channel and access to capital with fair interest rates, strengthening financial liquidity and savings discipline among staff.
- Financial Literacy Education: In collaboration with professional fund managers from Bangkok Bank, the company organizes training on proper saving and investment methods.
- Continuous Knowledge Communication: Sharing useful content on financial planning and retirement readiness via digital channels such as "Line Smile," ensuring convenient and regular access to information.

6 ขั้นตอนวางแผนเกษียณ
ให้มีเงินใช้ทั้งชาติ

- กำหนดเป้าหมายและอายุที่ต้องการเกษียณ**
อายุ 80 ปี
อายุเกษียณ 60 ปี
ระยะเวลาคงเป็น 20 ปี
- คำนวณเงินที่ต้องใช้ในวัยเกษียณ**
ใช้เงินปีละ 1.2 แสน
จำนวน 20 ปี
= 2.4 ล้าน
- คำนวณเงินออมที่มีเพื่อวัยเกษียณจากแหล่งต่าง ๆ**
เช่น PVD, ประกันชีวิต, เงินออม
= 1 ล้าน
- คำนวณเงินที่ต้องออมเพิ่มเพื่อวัยเกษียณ**
เงินออมเพิ่ม 1 ล้าน
มีเงินใช้ 3.5 ล้าน
ขาด 2.4 ล้าน
- วางแผนออมและลงทุน**
- ทบทวนแผนการเงินอย่างสม่ำเสมอ**

3 เทคนิคเลือกนโยบาย กองทุนสำรองเลี้ยงชีพให้เหมาะสมลงตัว

ความเสี่ยง

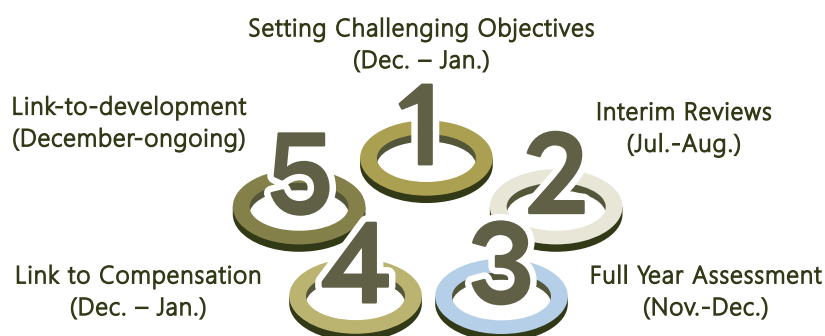
- เลือกตามความเสี่ยงที่ยอมรับได้:
 - ความเสี่ยงสูง: 90%
 - ความเสี่ยงปานกลาง: 70%
 - ความเสี่ยงต่ำ: 50%
- เลือกตามแผนการลงทุน (Target Date Fund):
 - 22 ปี (เริ่มทำงาน): 15%
 - 40 ปี: 15%
 - 60 ปี (เกษียณ): 80%
- เลือกกลยุทธ์ปรับสัดส่วนพอร์ตการลงทุน (Rebalancing):
 - ปรับสัดส่วนให้กลับมาเท่าเดิมตามนโยบายการลงทุนที่คงไว้:
 - เป็นเงินสด: 50%
 - 1 ปีข้างหน้า: 60%
 - ปรับสัดส่วน: 70%
 - ปรับสัดส่วนให้เข้ากับกลยุทธ์การลงทุนที่ต้องการรับความเสี่ยงที่เปลี่ยนไป:
 - เป็นเงินสด: 10%
 - ตลาดหุ้น: 30%
 - ตลาดพันธบัตร: 40%
 - ตลาดอสังหาริมทรัพย์: 20%

www.set.or.th/happymoney | SET | สำนักงาน ก.ล.ต. | สำนักงาน ป.ป.ช.

3.2 Employee Performance Evaluation

The company has implemented a Performance Management system, a structured process with clear objectives, designed to support employees in achieving goals aligned with the organization's strategies. The key components of this system are as follows:

- The planning to determine performance indicators, goals, and criteria used for the assessment must be clear and consistent with the organization's strategic direction. The key performance indicator (KPI) is used as a tool to set goals for employees. There is a mutual agreement between supervisors and employees.
- Performance monitoring and support involves providing guidance, coaching, and feedback to facilitate employee development.
- Performance evaluation is measured by the work's success in comparison with the set goals.
- Link the results obtained from the evaluation to use in determining compensation to incentivize employees to perform well, such as salary increases and annual bonuses.
- This system is linked to employee development plans to maximize employee potential. It includes designing training programs and personalized development initiatives, such as the "Next Gen Leaders Program" to support skill enhancement.
- Employee performance evaluations are analyzed to identify skill development opportunities and inform targeted training and development plans. This process includes conducting training needs assessments at each employee level.



3.3 Promoting Career Advancement

Individual employee potential, when developed accurately, purposefully, and continuously, enables employees to demonstrate their full capabilities, ensuring efficient performance and the achievement of established goals. The benefits of these development initiatives include:

- Self-Awareness of Competencies: Employees gain a clear understanding of their current knowledge and ability levels, identifying both strengths and areas for improvement to guide further development.
- Skill Enhancement and Application: Employees can leverage their knowledge to build upon existing skills, ensuring they are fully prepared to meet assignments and department expectations.
- Career Progression: Continuous development prepares employees for growth opportunities alongside the organization's future expansion.
- Succession Planning: High-performing employees are positioned within the Succession Plan, ensuring a smooth transition when vacancies arise due to resignation or retirement.

In 2025, the company actively promoted career advancement for a total of 39 individuals across the following levels: Junior Executive level, Supervisory level, and Operational level.

Operating Result	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Operational Level (Persons)	11	6	17	3	6	9	11	12	23
Supervisory / Professional Level (Persons)	1	0	1	2	1	3	6	7	13
Management Level (Persons)	1	0	1	0	0	0	3	0	3
Total Employees Promoted	13	6	19	5	7	12	20	19	39

3.4 Employee Engagement Operations

The company prioritizes organizing activities and fostering a positive work environment to strengthen employee engagement and create a strong sense of belonging within the organization. We focus on promoting employee well-being and work-life balance, recognizing that our employees are valuable assets and essential to delivering exceptional customer experience. They also play a crucial role in driving the company's sustainable success.

In 2025, the company has activities or operations to support employees bonding with the company as follows:

- Engagement and Cultural Heritage Activities Based on Sustainability

The company focuses on organizing social gatherings and seasonal festivities to foster closeness and strengthen relationships among personnel at all levels. These include the annual New Year's Party, Valentine's Day activities, the Songkran Water Blessing Ceremony, and the Songkran Float Parade, all of which contribute to a joyful and friendly working atmosphere.

To translate our core values into concrete action, the 2024 cultural and engagement activities integrated the concept of "S: Sustainability Promise" (Eco-consciousness). The company encouraged employees to use their creativity by repurposing production scrap or recycled materials as primary components for these events. For example, parade props for Songkran were crafted from leftover factory materials.

This approach not only strengthens internal engagement through teamwork but also plays a pivotal role in instilling an environmental conscience, promoting the efficient use of resources, and minimizing environmental impact among all employees for a sustainable future.



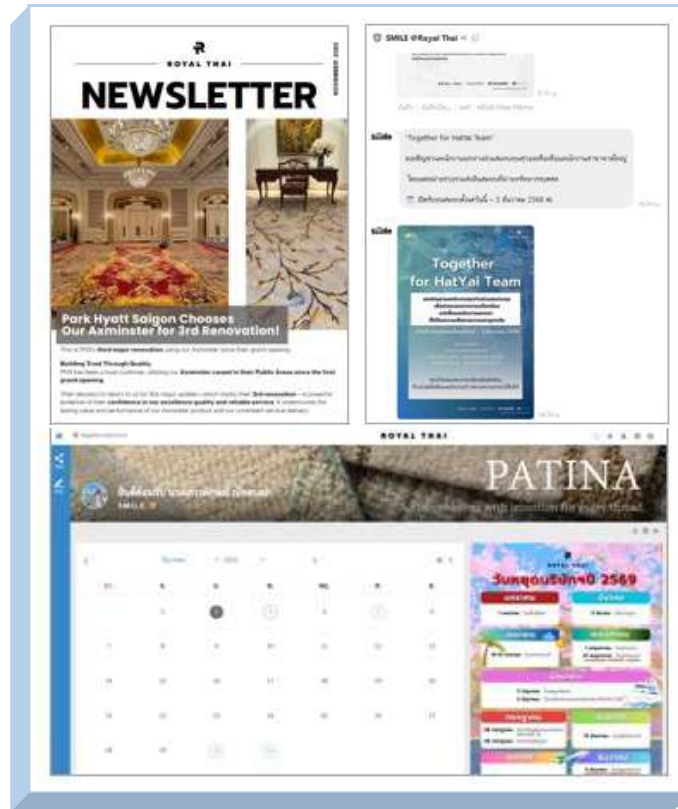
- Promoting Physical and Mental Well-being

The company actively supports activities that enhance employee happiness and spiritual well-being, such as Alms Giving and the 9-Temple Merit-Making Pilgrimage to foster a peaceful mind. Simultaneously, we promote physical health by establishing 5 Sport Clubs, encouraging employees to exercise regularly and engage in health-oriented activities together.



- Enhancing Internal Communication Efficiency

Focusing on the widespread public relations of information through various channels, such as the Intranet, public relations boards in the cafeteria, Line application, HCM program, and corporate journal, to ensure that employees do not miss important company information.



- Elevating Welfare to Meet Employee Needs

The company continuously reviews and improves welfare benefits to align with employees at all levels, such as improving group accident insurance, death benefits, and child scholarships, to create security and peace of mind in the workplace.

- Listening to the Employee Voice

Increasing channels for expressing opinions to develop the organization, such as the LINE SMILE channel, suggestion boxes at the cafeteria, and listening through the Welfare Committee, to ensure that every suggestion will be considered appropriately.



All of the aforementioned operations reflect the company's commitment to creating happiness and satisfaction in the workplace, so that employees develop a strong engagement with the organization. This serves as an important foundation that will help employees grow steadily and sustainably alongside the company.

Sustainable Well-being and Happiness Promotion Project (Employee Well-being & Engagement)

The company believes that employee happiness is the starting point of sustainable success. Therefore, we have initiated and developed various projects focusing on elevating the quality of life, self-reliance, and creating balance in every dimension of life. The key main projects are as follows:

- Pimol Nampha Community Garden Project

Recognizing the importance of enhancing employee quality of life, self-reliance, and fostering a culture of sharing, the company provides ongoing support and resources. We have allocated unused space within our facilities for employees to cultivate personal gardens during their free time. This initiative allows employees to exchange and consume the harvested produce within their households. Surplus produce can be sold to the company's store, reducing living expenses and promoting the principles of the New Theory Agriculture. This program also provides employees with valuable agricultural knowledge and skills, particularly benefiting those approaching retirement. It empowers them with self-sufficiency, resilience, and the ability to share and contribute to their families, colleagues, and the wider community.



- Well-Being Program

- ▶ The company is committed to continuously enhancing the well-being of its employees. In 2025, the company expanded its operations based on the results of a well-being survey conducted among a sample group of 356 employees. This was done under academic collaboration with the School of Human Resource Development, National Institute of Development Administration (NIDA) and the Center for Happy Organizations (Section 8), Thai Health Promotion Foundation (ThaiHealth). The goal was to analyze and develop the quality of life for employees across 5 key dimensions: Mental and Emotional, Career, Social and Community, Financial, and Physical. The analysis was categorized into factory employees and headquarters employees to ensure that different needs were addressed accurately.
- ▶ Building on the success of 2024, which focused on pre-retirement income generation, in 2025, the company prioritized fostering "Good Mental and Emotional Health." In collaboration with the Mental Health Center 4, the company organized the "5 Dimensions of Happiness" training course to shift perspectives positively and build effective financial management skills.



- ▶ Furthermore, the company integrated physical and community dimensions through the “Sufficiency Economy Health Market” activity. This was supported by network partners such as the Pathum Thani Provincial Agricultural Office, Pathum Thani Provincial Cooperative Store, and Bang Khu Wat Community Enterprise. The activity aimed to transfer knowledge on preventive health, such as exercise postures to solve Office Syndrome and Trigger Finger, while promoting secondary occupations by providing space for employees to sell their agricultural products, creating a network of learning and self-reliance.
- ▶ The benefits that employees will receive from these operations include preparation of both body and mind for retirement, gaining knowledge in financial planning and entitled benefits, guidelines for creating appropriate supplemental income, and building networks for learning from experts across various sectors.



- ▶ The company is determined to build a stable foundation for personnel of all ages, ensuring they are physically and mentally prepared for a high-quality retirement, coupled with financial discipline and self-reliant income-generating approaches based on the Sufficiency Economy Philosophy. As a result of these operational improvements, the Employee Engagement Score was recorded at 87.40%, with a voluntary Turnover Rate of 12.48%. This confirms the success in creating a workplace system filled with happiness and satisfaction, reflecting the strong bond between employees and the company that will drive both to grow together steadily and sustainably.

Operating Result	2023	2024	2025
Targets for Employee Engagement	-	85	85
Employee Engagement Score (%)	-	93.40	87.40
Employee Turnover Rate Target (%)	<20%	<20%	<20%
Employee Turnover rate (%)	17.51	13.31	12.48

The company remains committed to continuously maintaining the level of employee engagement with the organization by creating a work environment that fosters happiness and balance in both professional and personal life. The goals are to maintain employee engagement, reduce the voluntary turnover rate, and increase the diversity of activities that promote happiness and work-life balance. Furthermore, the company prioritizes internal communication, which plays a vital role in connecting employees and the organization through updates on various activities to ensure employees receive complete and timely information. Channels are provided for employees to express their opinions and suggestions to improve and develop activities to meet their needs.

3.5 Prioritizing Health, Hygiene, and a Safe Working Environment

Employees are like members of the same family, and the workplace is like a second home. The company prioritizes the care of employee health, hygiene, and a safe working environment by implementing the following measures:

- Risk Assessment: Conducting risk assessments for safety, occupational health, and the working environment, while establishing preventive and corrective measures.

- Standard Operating Procedures (SOPs): Creating correct and safe work procedures that cover all production processes.
- Personal Protective Equipment (PPE) & Training: Providing personal protective equipment appropriate for the nature of work and organizing various training courses.
- Environment Monitoring: Assessing the working environment based on risk factors to ensure compliance with legal requirements.
- Health Surveillance: Caring for employee health through annual physical examinations, including both general health checks and health check-ups based on occupational risk factors.
- Safety Committee: Appointing a Safety, Occupational Health, and Working Environment Committee to act as representatives in overseeing work safety for all company employees.
- Health Communication: Providing useful health information and updates continuously through the LINE SMILE application or other corporate communication channels.

3.6 Working Environment Improvement

The company promotes and supports the development and improvement of a safe working environment and practices. This includes providing adequate safety tools and equipment for all tasks, motivating employees to be aware of potential hazards, and enhancing the overall company environment. A dedicated committee for occupational safety, health, and working environment oversees these efforts, such as lighting improvement in the workplace, regular cleaning, and working area improvement to create a co-working space that fosters creativity. The company also emphasizes social distancing measures to reduce overcrowding and has designated areas for exercise and relaxation, along with adequate facilities to meet the needs of employees.

3.7 Internal Communication

Internal communication within the organization is an essential tool for building understanding, love, and unity toward a common goal, especially during times of crisis. Therefore, internal communication channels have been established to enhance efficiency and ensure that all employees at all levels have access to information and keep themselves up to date.

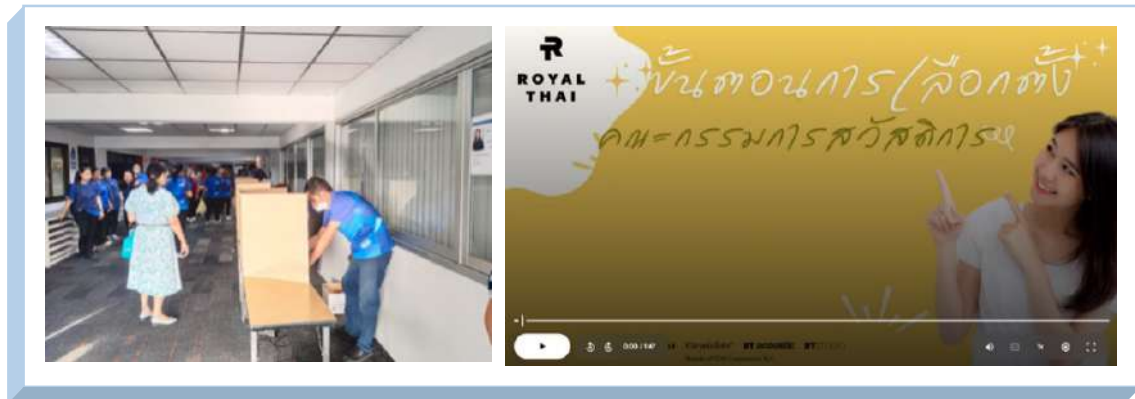
- Build relationships between senior executives, supervisors, employees at all levels, and committees, such as the welfare committee, safety committee, occupational health, and environment committee through monthly or quarterly meetings to receive the directions and organization's goals as well as exchange opinions on operations together.
- Provide channels for receiving feedback and giving information to employees, such as CEO Town Hall, intranet bulletin boards, feedback boxes, phones, emails, letters, and campaigns through various activities, including Facebook and Line groups to promote news and updates of the company's activities and benefits. These channels enable employees to receive information and ask questions more quickly, regardless of whether they work in the office or outside the company in other provinces.
- Monthly newsletter: The company publishes a monthly newsletter to communicate internal news, such as product updates, employee activities, and trade shows.



3.8 Promoting Participation in Management and Teamwork

Teamwork is the key to success and achieving common goals. Therefore, the company promotes teamwork in every activity, such as:

- Establishment of Various Committees: The company has established several committees, comprising both elected members and appointed company representatives, to drive policies, manage operations, and provide suggestions to achieve common organizational goals. These include the Welfare Committee, Personal Data Protection Committee, Anti-Corruption Working Group, 5S Committee, Safety, Occupational Health, and Working Environment Committee, and the Innovation Promotion Committee, among others. In 2025, an election was held for the Welfare Committee, where all members were elected to serve a 2-year term (May 2025 – May 2027). Their role is to organize activities, build relationships, and promote engagement between management and employees.



Communication and Feedback Channels: The company provides multiple channels for communication, public relations, opinion sharing, and inquiries. These include suggestion boxes, email, Shift Talk, and the Line SMILE application. These platforms are used to announce company updates and welfare information, ensuring employees are well-informed and encouraged to participate actively.

Through meticulous management that attends to every detail from welfare and mental health to workplace safety the company has successfully maintained a low turnover rate and built strong internal bonds. This foundation drives the organization toward steady and sustainable growth.

5. Community Relations Management and Social Responsibility

The company is committed to conducting business under the concept of "Growing Together, Sustaining Forever." We are transitioning from traditional Philanthropy toward Creating Shared Value (CSV) to ensure that every activity not only delivers a positive social impact but also strengthens the resilience and sustainability of our business value chain simultaneously.

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	 		 

2025 Community Relations and Social Responsibility Performance

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

The company focuses on transforming waste into valuable resources by establishing a management system that involves both employees and the community. This aims to reduce environmental impact and deliver multi-dimensional benefits back to society.

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.

Operating Result	Unit	2023	2024	2025
Clean Stretchable Plastics	Kg.	158	236	321
Aluminum	Kg.	4.6	2.6	2.4
UHT Milk Cartons	Kg.	5.6	5.3	8.8
Total	Kg.	168.20	243.90	332.20



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

The company is committed to cultivating environmental conservation awareness alongside delivering tangible social benefits through the "Waste Bank" project. Initiated and continuously operated since 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 project focuses on behavioral change among employees and youth in educational institutions, raising awareness about the importance of daily waste segregation and maximizing resource efficiency. In 2025, the company completed 7 handovers 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 in participating schools. This initiative not only helps reduce expenses and promotes better nutrition for youth but also serves as a key mechanism in balancing social development with sustainable environmental care, reflecting the company's long-term commitment to corporate social responsibility.

Operating Result	2023	2024	2025
Number of Handovers (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 activities on May 29, 2025. This initiative focuses on continuous participatory community waste management for the year 2025. The goal is to stimulate various sectors—including the public sector, private sector, and general public—to participate in solid waste management correctly according to academic principles. The project encourages Waste Bank membership applications and the sale of recyclable materials, with all proceeds collected for a children's lunch fund. Furthermore, the project extends its reach to campaigns for reducing greenhouse gas emissions and global warming within the community.



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

The company emphasizes maximizing resource efficiency through the "3rd Page Paper" activity, which has been implemented continuously for over 15 years. We campaign for employees to collect used paper that has been printed on both sides but remains in good condition. This paper is donated to the "Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen" to be repurposed into 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 the previous year. This growth reflects the consistent participation of our employees in reducing corporate waste while simultaneously creating equal educational opportunities and promoting environmental sustainability.

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

Value-Based Benefits and Economic Returns

By integrating these three initiatives, Community Waste Management, the Waste Bank Project, and the 3rd Page Paper Project, the company has successfully transitioned from "Disposal" to "Contribution."

1. Increased Waste Diversion: In 2025, the company collected over 2,472.20 kg of recyclable waste (an increase from 1,995.90 kg in 2024). This achievement helps reduce waste disposal costs for both the municipality and the company.

2. Growth in Efficiency: Compared to 2024, the volume of recyclable waste increased by 23.8%. This reflects the efficiency of waste segregation at the source and the strong participation of personnel at all levels.

3. Cost Reduction: The initiatives reduced general waste disposal expenses by approximately 10-15%, alleviating the waste management burden for the Bang Khu Wat Municipality and lowering internal operational costs.

4. Risk Management & Environment: Collaborating with various sectors reduces the risk of pollution complaints and promotes a clean, livable environment around the factory.

5. Social Value Creation: Revenue of 3,838 THB from the Waste Bank was converted into student meals, and 332.20 kg of clean waste was repurposed as raw materials to generate income for individuals with disabilities.

2. Promoting Education and Enhancing Quality of Life

The Company recognizes that children and youth are the fundamental pillars of our future society. We are, therefore, committed to conducting our business with full respect for and promotion of children's rights in accordance with international standards. Beyond our strict policy against the use or support of child labor in any form, the Company focuses on creating a positive impact on children and youth through the following initiatives:

- **Promoting the Right to Education:** The Company maintains a continuous policy to support the education of children and youth within the community. We provide annual scholarships to reduce educational inequality and create opportunities for students who demonstrate good conduct but face financial hardships.
- **Developing Conducive Learning Environments:** The Company is pledged to improving the quality of life for local children by allocating budgets for the renovation and repair of school buildings. Additionally, we regularly donate essential educational equipment and recreational tools to surrounding schools. These efforts ensure that children can learn in a safe environment that fosters age-appropriate development.

2.1 Carpet Donation Project: Creating Learning Spaces

The Company is dedicated to protecting children's rights to a safe and conducive environment for their development. By leveraging our core strength in carpet and flooring products, we create tangible benefits for the educational sector across Bangkok and other provinces. Our initiatives focus on enhancing key learning spaces, such as libraries, ethics classrooms, Sufficiency Economy learning centers, and various school laboratories, to ensure they are functional, safe, and inspiring for students.

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-Based Benefits and Economic Returns

The operations in 2025 went beyond providing educational resources; they represented efficient asset management through the process of Creating Shared Value (CSV).

1. **Positive Impact on Youth and Schools:** By donating over 4,000 square meters of carpeting for use in key areas such as libraries and Sufficiency Economy learning centers, the company has helped reduce noise pollution, improving students' concentration and learning efficiency. Furthermore, carpeting minimizes dust dispersion compared to hard surfaces and provides a soft touch that reduces the risk of impact injuries in early childhood activity areas.

2. **Inventory Optimization:** Utilizing company products for social benefit helps reduce warehousing costs and mitigates the risk of product depreciation or deterioration in storage.

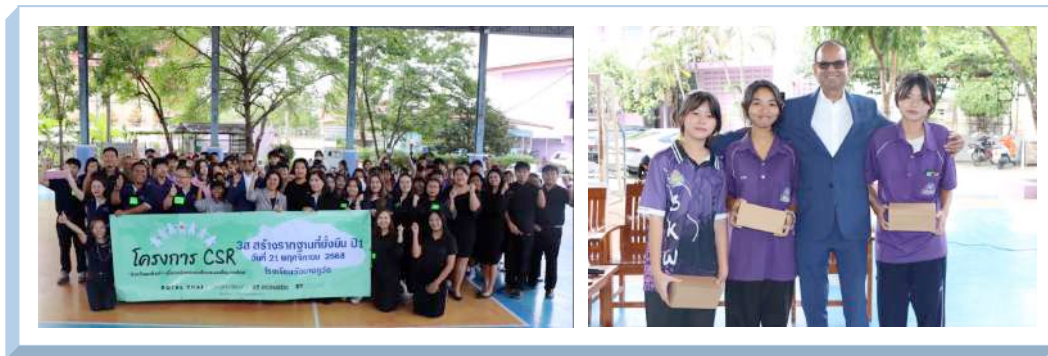
3. Tax Incentives and Financial Management: Executing donations in accordance with official regulations allows the company to benefit from tax deductions as prescribed by law. This serves as an effective cash flow management strategy while simultaneously strengthening the corporate image.

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

On November 21, 2025, the company initiated the "3 S" Integrated Learning Activity at Wat Bang Khu Wat School. This project aims to nurture youth with a balance of ethics, vocational skills, and global responsibility. The key components of the "3 S" framework are as follows:

- **S1- Human Rights:** Building an understanding of equality and respect for diversity. This serves as a vital foundation for reducing conflict and bullying within schools.
- **S2 - Career Paths:** Expanding horizons through career guidance across various fields. This helps youth discover their own potential and establishes a foundation for skilled labor in the future job market.
- **S3 - Environmental Awareness:** Translating knowledge of global warming into practical action, such as waste segregation and resource conservation. The goal is to raise a new generation that grows up with a strong sense of environmental responsibility.

Employee volunteers from various departments actively participated in the field activities at Wat Bang Khu Wat School. They served as guest speakers, sharing their knowledge on key topics including human rights, career development, and environmental management.



Value-Based Benefits and Economic Returns

1. Strengthened Community Relations: The company has built robust relationships with educational institutions and parents in the areas surrounding our factory (Bang Khu Wat). This serves as a vital foundation for sustainable co-existence.

2. Strategic Risk Mitigation: By instilling environmental and human rights awareness in youth, the company helps reduce potential conflicts and environmental issues within the operating community. This acts as a long-term Risk Mitigation strategy for the business.

3. Measurable Impact on Quality Citizenship: Post-project evaluations indicate that over 85% of students gained a better understanding of fundamental rights and waste segregation. This represents the "Cultivation of Quality Citizens" who will become a competent workforce for the Bang Khu Wat area in the future.

4. Local Talent Pipeline: By preparing and inspiring a skilled local workforce, the company effectively reduces long-term recruitment and talent acquisition costs.

3. Job Creation and Knowledge Sharing (Local Economic Growth)

The company focuses on leveraging our potential as a regional leader in the carpet industry to transform knowledge into opportunity and utilize our corporate space as a key engine driving the community economy.

3.1 Knowledge Transfer and Nurturing the Next Generation

The company serves as a "Living Learning Institute," cultivating new designers and skilled artisans by bridging the gap between academic theory and real-world industrial practice.

- Academic Collaboration Projects:

- ▶ Faculty of Fine and Applied Arts, Thammasat University: The company organized a Hand-Tufted Carpet Weaving Workshop, providing students with the opportunity to learn the fundamentals of carpet weaving and practice essential skills for future creative work. We aim to inspire young designers by blending traditional wisdom with modern innovation to promote the development of Thailand's carpet design industry.



- ▶ Srinakharinwirot University (SWU): The company provided in-depth knowledge regarding carpets and acoustic materials to students. The session covered carpet properties, manufacturing processes, and guidelines for selecting the appropriate type of carpet for various functional spaces. The atmosphere was engaging, fostering a lively exchange of ideas and questions between students and experts.



- TCM Campus: Open House Project for Students

As the largest carpet manufacturing base in Asia, we take pride in showcasing our potential throughout every production stage. To share this expertise, the company provides opportunities for educational institutions to visit and observe our manufacturing processes. This initiative serves as a platform for exchanging knowledge and studying the technologies, innovations, and management techniques used in our production. In 2025, a total of 5 educational institutions participated in this program.



Value-Based Benefits and Economic Returns

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-Based 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.

Stakeholder Engagement and Materiality Assessment

The company prioritizes stakeholders based on the "Level of Impact on the Company" and "Alignment of Needs" as follows:

Priority	Stakeholder Group	Key Issues & Expectations	Response & Outcomes
High	Surrounding Communities / Municipality	Environmental Management & Employment	Stakeholder Dialogue (June 24, 2025), Waste Management Projects
High	Employees	Job Security & Social Welfare	OTOP Marketplace, "3 S" Activities
Medium	Educational Institutions	Specialized Knowledge & Skills	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.

6. Occupational Health, Safety, and Environment Management

The company attaches great importance to managing safety, occupational health, and working environment by focusing on occupational health, safety, and working environment, and preventing accidents, injuries, and occupational diseases. It aims to create safety awareness through the cooperation of everyone in the organization under the Occupational Health and Safety Management System (ISO 45001:2018) standard for continuous and sustainable safety.

- Commitment and Goal

Workplace safety is our highest priority. The company is dedicated to **achieving zero accidents and aims to have no incidents that cause work stoppages.**

- Management Approach

The company attaches great importance to managing a safe and proper working environment by providing a risk assessment covering all working processes, establishing the correct working procedures, training to comply with the law, assessing the working environment according to risk factors in accordance with law, employee healthcare with health checks when changing jobs, general health check, and health check according to risk factors. This also includes the establishment of the Occupational Safety, Health, and Environment Committee to represent all employees in the safety dimension of the company thoroughly. The safety of the work area is checked daily to ensure the highest operational safety.

- Performance in 2025

The company recognizes that safety is paramount (Safety First). Therefore, safety management is a crucial policy for building a foundation of sustainability and cultivating a safety culture. This is the responsibility of everyone within the organization, including company employees, subcontractors, and other contractors, who must all operate under the same regulations to ensure safe operations.

The company gives importance to the safety management for occupational accident prevention by using the Injury Frequency Rate (IFR), Injury Severity Rate (ISR), and Population Fatality Rate (PFR) to compare the trends of occupational accidents that occur within the company. This will lead to the solution to minimize the risk of occupational accidents. The company has never had any employees who have died from operations. The company analyzes the causes of accidents, including establishing preventive measures and continually improving work to be safe, as well as providing regular training for employees.

To further enhance safety, the company has implemented additional measures to help prevent workplace accidents. These include: Safety Bonus Program, Near Miss Reporting Campaign: Encouraging proactive hazard identification, Safety Inspections: Conducted by the Occupational Safety, Health, and Environment Committee, Mandatory Training: Ensuring all employees receive safety training before starting work, and Annual Safety Regulation Reviews: Keeping safety protocols up-to-date.

In 2025, the company did not experience any serious incidents causing business interruption.

- Accident in the past three years

- TCM Corporation PLC.

Accident Statistics (Unit: People)	Total	Injured		Property Damage Frequency Rate (PFR)
		No Lost Time Injury (NLTI)	Lost Time Injury (LTI)	
2023	18	6	5	7
2024	19	6	8	5
2025	9	4	4	1

- Contractors or Sub-contractors working on-site

Accident Statistics (Unit: People)	Total	Injured		Property Damage Frequency Rate (PFR)
		No Lost Time Injury (NLTI)	Lost Time Injury (LTI)	
2023	0	0	0	0
2024	0	0	0	0
2025	0	0	0	0

- Statistics of Injury frequency rate in the past three years

- TCM Corporation PLC.

Statistics of Injury (Index: people/200,000 working hours)	Injury Rate : IR	Lost Time Injury Rate : LTIR	Lost Day Injury Rate : LDIR	Occupational Disease Rate : ODR	Workplace fatalities
Target (2025)	0.92	0.44	11.64	0.28	0
2023	0.83	0.38	12.70	0.30	0
2024	1.12	0.64	11.85	0.48	0
2025	0.66	0.33	9.52	0.24	0

- Contractors or Sub-contractors working on-site

Statistics of Injury (Index: people/200,000 working hours)	Injury Rate : IR	Lost Time Injury Rate : LTIR	Lost Day Injury Rate : LDIR	Occupational Disease Rate : ODR	Workplace fatalities
Target (2025)	0	0	0	0	0
2023	0	0	0	0	0
2024	0	0	0	0	0
2025	0	0	0	0	0

Remark:

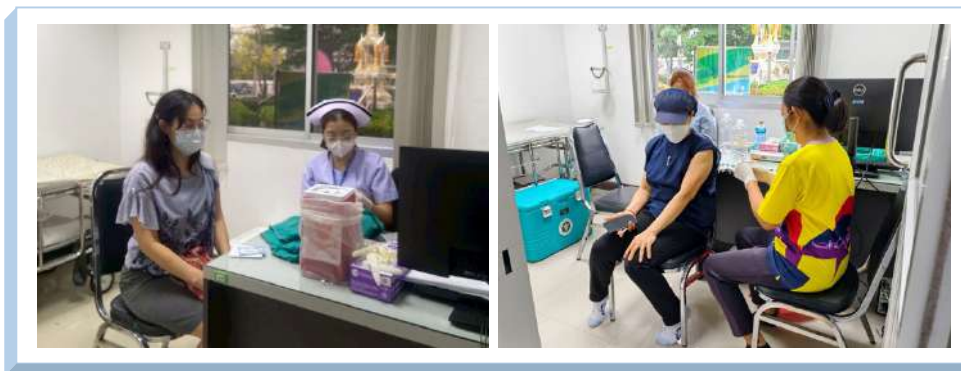
- Injury Rate (IR) = (Number of injuries of all types x 200,000) / Total number of employee working hours
- Lost Time Injury Rate (LTIR) = (Number of lost time injuries x 200,000) / Total number of employee working hours
- Lost Day Injury Rate (LDIR) = (Number of lost workdays due to injury x 200,000) / Total number of employee working hour
- Occupational Disease Rate : ODR) = (Number of employees with occupational diseases x 200,000) / Total number of employee working hours

In addition, the company has carried out activities to promote occupational safety, health, and working environment, as well as continually preparing for emergency response within the organization as follows:

1. Safety Promotion Activities

The company has carried out safety promotion activities (Safety Awareness) to raise safety awareness through various participation activities as follows:

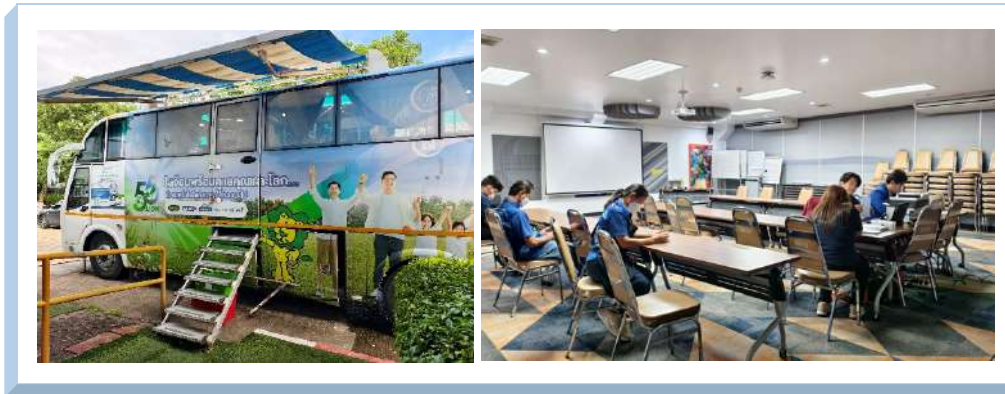
- **"Kiken Yoshi Training (KYT) and Morning Talk" Activities** - >> These activities aim to remind and create self-awareness of danger, including campaigns to promote and tell stories about work safety.
- **"Kaizen" Activity** ->> This activity aims to promote the development of the creative potential of employees. They could share and exchange creative thoughts and ideas for productivity improvement, including cost reduction, environmental conservation, and work safety.
- **"Safety Inspection" Activity** ->> The Committee of Occupational Safety, Health and Work Environment of the Workplace has performed safety inspections in all areas at least once a month in order to find chances for improvement in safety conditions in the organization.
- **"Near Miss Incident Reporting and Observation" Activities** ->> The activities allow employees to give important information about the risk of work hazards by self-reporting and observation, which could reduce the risk of occupational accidents in the future.
- **"Quadrivalent Flu Vaccination" Activity** ->> To promote the health and well-being of our employees and their families by preventing the spread of influenza. Vichavej International Hospital Nongkhaem provided professional medical services at a special rate and Bang Khu Wat Health Promoting Hospital 2 provided free vaccinations, supporting the local public health initiative.



- **"Annual Medical Check-Up" Activity** ->> Annual medical check-ups have been performed once a year in compliance with the law. Furthermore, the company provides additional health screening services by age range to supervise and monitor the employees' health.



- "Mobile Dental Services for Social Security Rights": Partnering with the Smile Xpress Mobile Dental Unit to provide dental scaling, tooth extraction, and fillings for company employees.

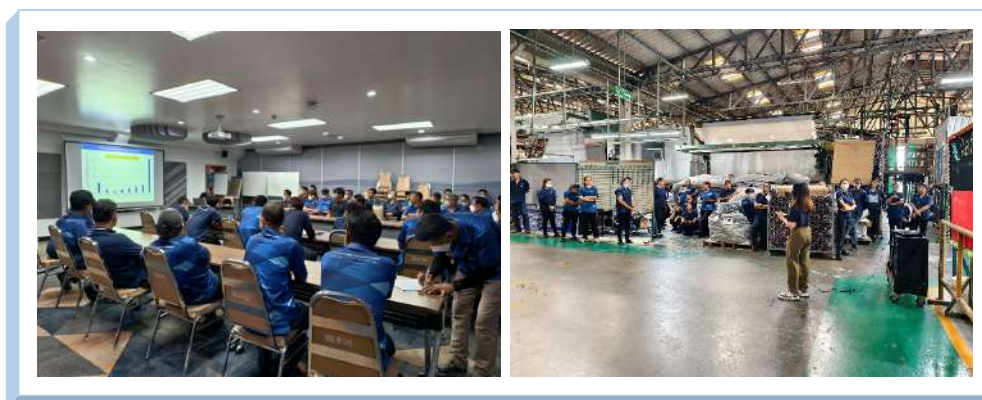


- "Self-screening activity for cervical cancer using the HPV DNA Test method", provided free of charge for women once every 5 years.



2. Safety Knowledge Training

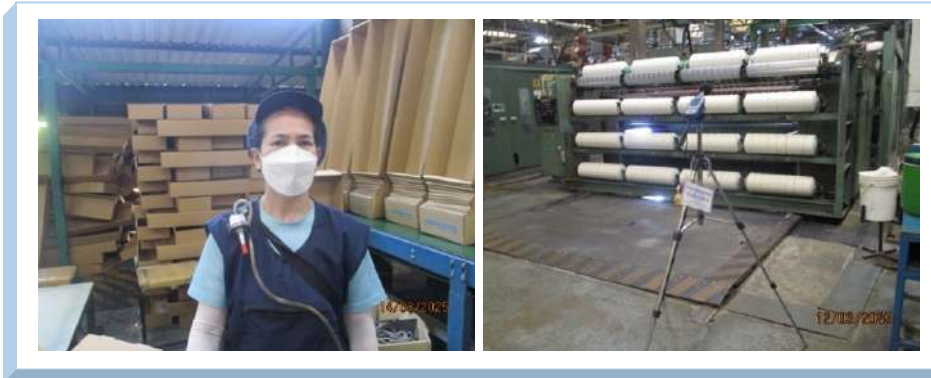
The company is committed to the development of work safety knowledge in order to raise awareness of work safety, leading to a reduction in occupational accidents. Safety training for new employees. All new employees must attend safety training and assessment before starting work. Employees undergo training on occupational diseases and the environment, chemical safety, and various safety regulations. The company emphasizes the shared responsibility for workplace safety, encouraging employees to take proactive ownership of their well-being.



3. Working Environment Inspection and Analysis

The company provides inspection and analysis of the working environment to identify sources of pollution and the quantity of pollutants to control the quality of the environment, ensuring a safe working environment. This information is essential for monitoring and preventing work-related illnesses or diseases caused by work.

In addition, the company has implemented a Hearing Conservation Program, which is an ongoing annual initiative. This includes noise contour mapping to determine appropriate Personal Protective Equipment (PPE) for specific work areas, as well as employee training on safe practices in noisy environments. The company also collaborates with the Occupational Medicine Center at Pathum Thani Hospital to conduct monitoring and provide education to employees at risk of hearing loss due to working in high-noise areas.



4. Safety Equipment Inspection

The company conducts regular inspections of safety equipment and systems to prevent accidents. For instance, monthly inspections are conducted on fire suppression tanks, fire hoses, fire detection and alarm systems, and emergency evacuation and exit routes in buildings to ensure they are always in good working condition.

5. Substance Abuse Prevention Campaigns

The company ensures that the workplaces are free from alcohol, drugs, and other addictive substances that may impair the performance and safety of employees. The company continuously promotes substance abuse prevention campaigns at work and collaborates with the Bang Kho Laem District Office to perform random drug testing for employees annually to prevent substance abuse issues in the workplace.



ROYAL THAI



Sustainability Management in Environmental Dimension

The company is committed to conducting business in accordance with the principles of 3D holistic economic development. Firstly, the Bioeconomy prioritizes the efficient use of biological resources. Second, the Circular Economy aims to eliminate waste and pollution by continually reusing and recycling materials. This is in contrast to the traditional linear economy, which follows a "take-make-dispose" model. Lastly, the Green Economy is demonstrated through initiatives to reduce pollution and foster innovative solutions for energy, water, resource, and waste management, ultimately mitigating the impact on natural resources and promoting environmental sustainability. The company's vision is to achieve balanced growth encompassing business expansion, enhanced quality of life, and a sustainable future for the world

1. Water Resources Management

1.1 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 manages water resources efficiently and systematically across the entire organization. This begins with raising awareness among employees at all levels to use water economically and effectively, covering both domestic consumption within offices and water used in production processes. Notably, the dyeing process accounts for 80% of the Company's total water consumption. We exert significant effort in sourcing new dyeing technologies that reduce the consumption of water, chemicals, and energy. Wastewater generated from the Company's activities is collected and treated to improve its quality until it can be recycled back into the production process and other activities. This reduces reliance on natural water sources and ensures Zero Discharge, creating a comprehensive and concrete environmental impact reduction.

- Performance in 2025

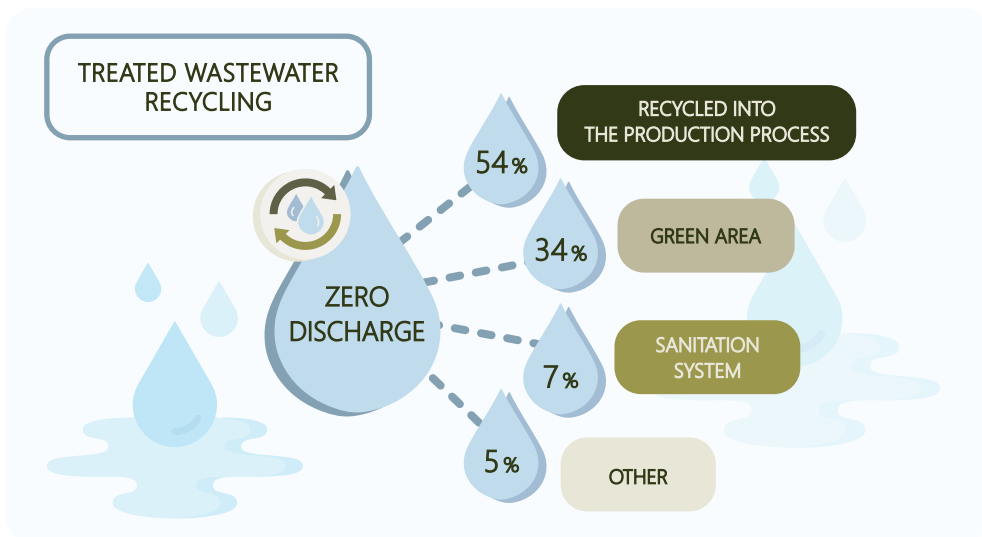
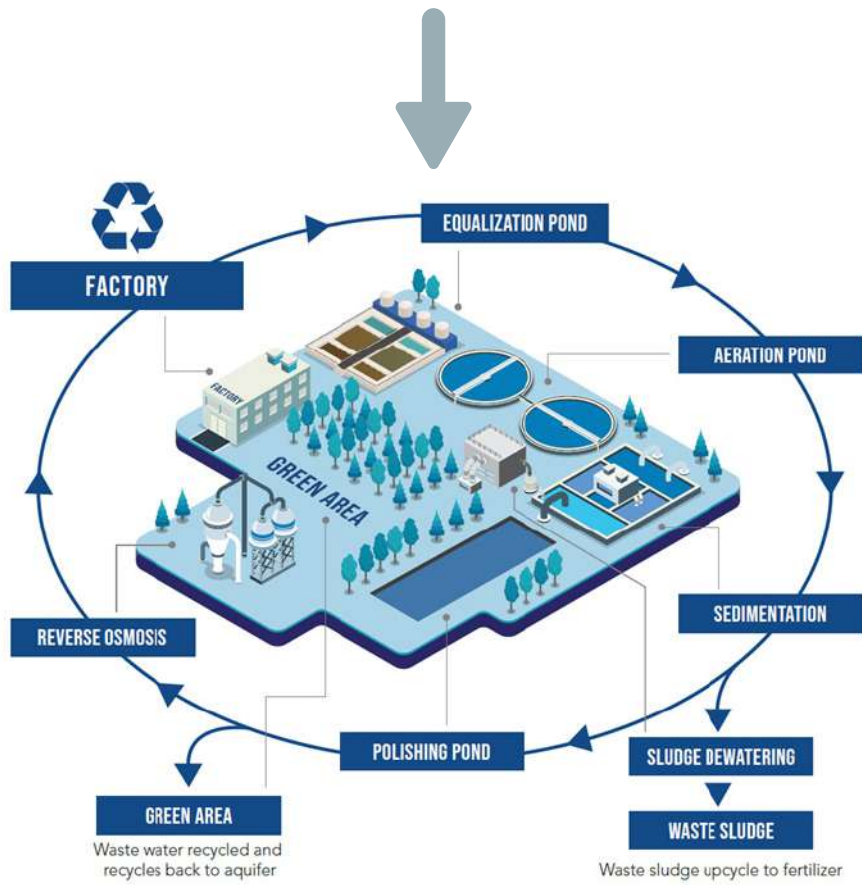
In 2025, the Company increased its investment in dyeing machines utilizing water-saving technology, raising the proportion from 30% in 2024 to 40% in 2025. Furthermore, the continuous implementation of the Lean Productivity program has enhanced production efficiency and reduced waste, **contributing to a 3.5% reduction in the water consumption rate per unit of product compared to 2024.**

Additionally, the project to reclaim Concentrate or Reject Water from the RO (Reverse Osmosis) drinking water system, along with increasing the RO filtration rate for the wastewater treatment system to maximize water recycling for production, **helped reduce natural water consumption by 65,343 cubic meters.**

The Company achieved 100% recycling of treated wastewater, categorized as follows:

- 54% treated through the RO system for reuse in the production process and boilers.
- 34% utilized for green space management within the Company.
- 7% utilized for sanitation systems.
- 5% others, such as natural evaporation.

100% RECYCLED WATER



1.2 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.

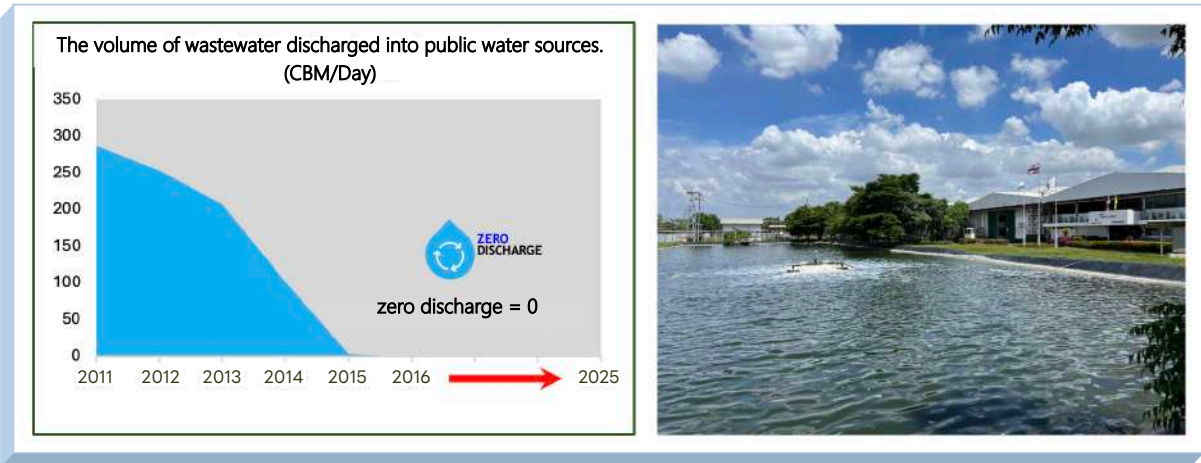
The Company places the highest priority on strict compliance with environmental laws and regulations. We consistently govern and monitor both water quality and water consumption to ensure they remain within specified standards. **In 2025, the Company reported Zero Incidents of non-compliance with standard requirements or regulations.** Furthermore, we remain committed to maintaining these high standards to prevent impacts on public water sources and ensure long-term sustainability.

- 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 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.**



2. Waste Management and Pollution

- Commitment and Goal

Amidst rapid industrial expansion and technological transformation, the Company recognizes its pivotal role in efficient waste management. Consequently, we have established strategic goals to mitigate impacts on the ecosystem encompassing soil, water, and air. Our primary objective is to achieve Zero Waste to Landfill, while simultaneously enhancing resource efficiency through waste reuse and recycling in alignment with Circular Economy principles.

To ensure tangible results, the Company has **set a target for 2025 to reduce the waste intensity per unit of product by 5% compared to 2024**. This target serves as a key mechanism in driving sustainable development and reinforcing our commitment to coexisting harmoniously and supportively with the community.

- Management Approach

The company has established factory waste management guidelines based on the 5Rs (Refuse, Reduce, Reuse, Recycle, and Repurpose) principle. This principle prioritizes minimizing waste generation and reducing resource use. The efficient use of raw materials or production resources is essential. Once waste is generated, it is crucial to find ways to reuse or recycle it whenever possible by considering the potential use of each type of waste and relevant laws to minimize the amount of waste that requires treatment or disposal. Waste disposal should be the last resort for waste management.

- Performance in 2025

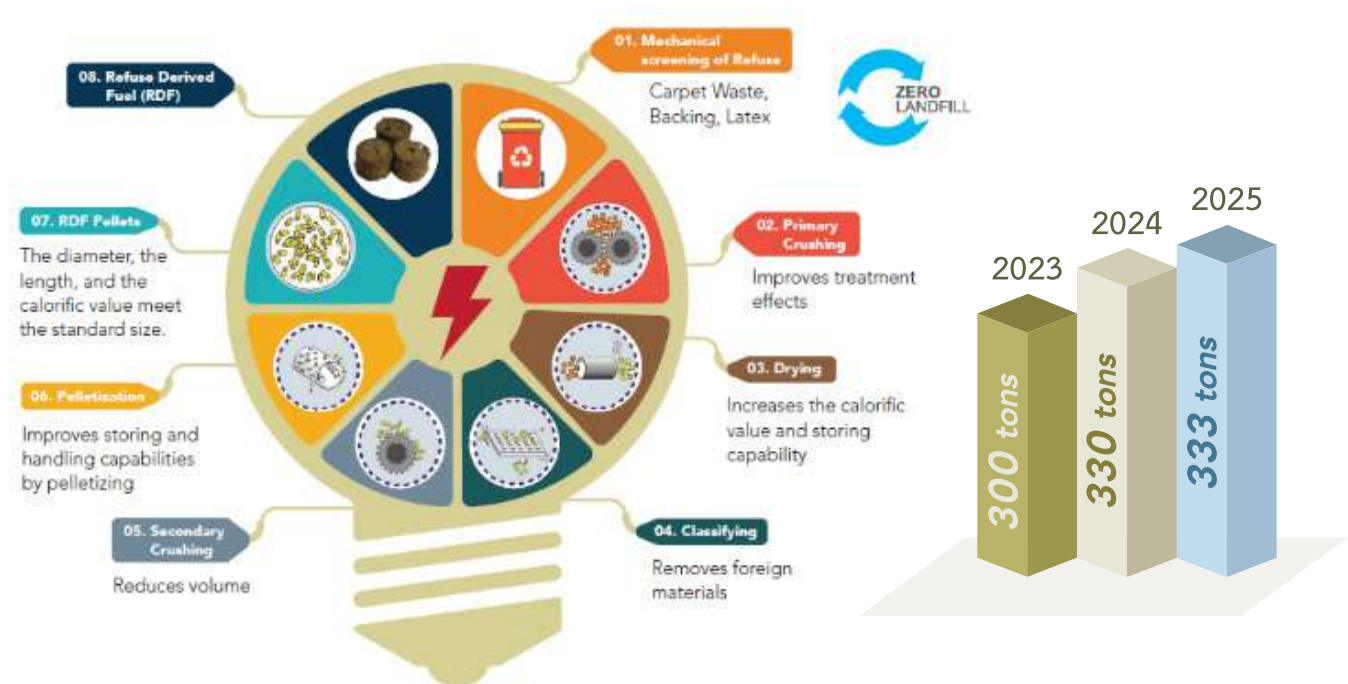
The company has implemented a waste management plan, covering everything from resource utilization to waste disposal in order to achieve the highest efficiency. Through continuous process development and improvement in both production and support, the Lean Company project aims to eliminate waste in processes, which helps reduce resource consumption and waste generation. In 2025, the following results were achieved:

- Reuse materials and packaging by reusing paper tubes, bales, and pallets.

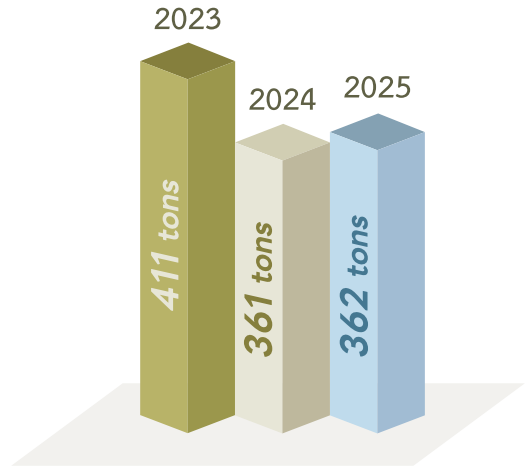
Material	Quantity (Piece)	Value (THB)
Paper Tubes	19,024	339,423
Bales	6,082	499,016
Pallets	231	96,285

- Recycling 5.4 Tons of yarn within the company's production process and 48.64 tons for external production of new products.
- The company has reused waste material according to its potential and benefits rather than simply disposing of it as useless waste. In 2025, 330 tons of waste were utilized as renewable fuel, 362 tons were used as alternative raw material for cement kilns, and 408 tons of biological sludge from wastewater treatment were used to produce organic fertilizer. Reduction of waste requiring disposal (incineration) to a mere 0.3% of total output.
- Through holistic waste management—ranging from resource optimization and waste reduction at the source to recycling, reuse, and waste-to-value initiatives—the Company has successfully achieved its objectives. As a result, the production waste rate has been reduced by 7.8% compared to 2024.
- The company has successfully implemented a zero-landfill policy since 2010 and continues to uphold this commitment.
- In terms of air pollution management, the company measures the environmental quality in the office and surrounding areas at least 3 times a year. In 2025, the air quality, odor, noise, and light met the standards as required by law.

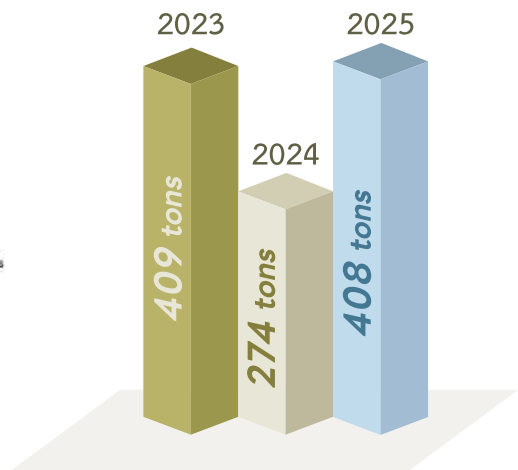
The use of waste as a renewable fuel (Refuse Derived Fuel (RDF)) in the production of electricity (Tons per year)

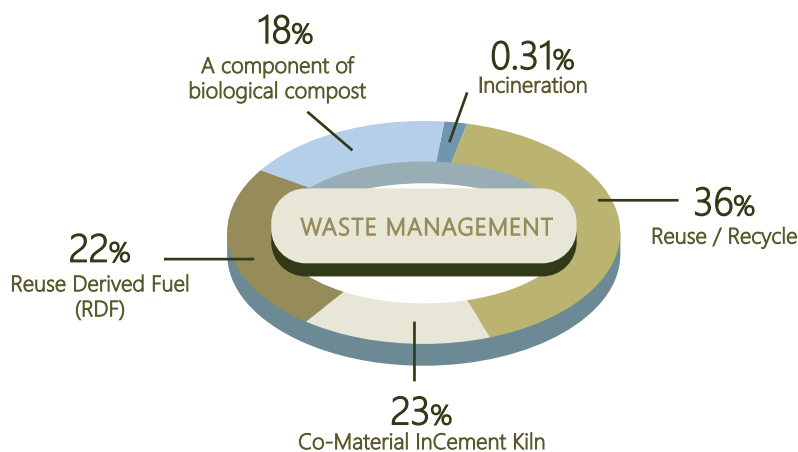


The use of waste as a raw material in cement kilns as a co-material in the production of Cement Kiln (Tons per year)



The use of bio-sludge from a wastewater treatment system as a component of biological compost (Tons per year)





- 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.



3. Climate Management

- 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 the 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 or 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.

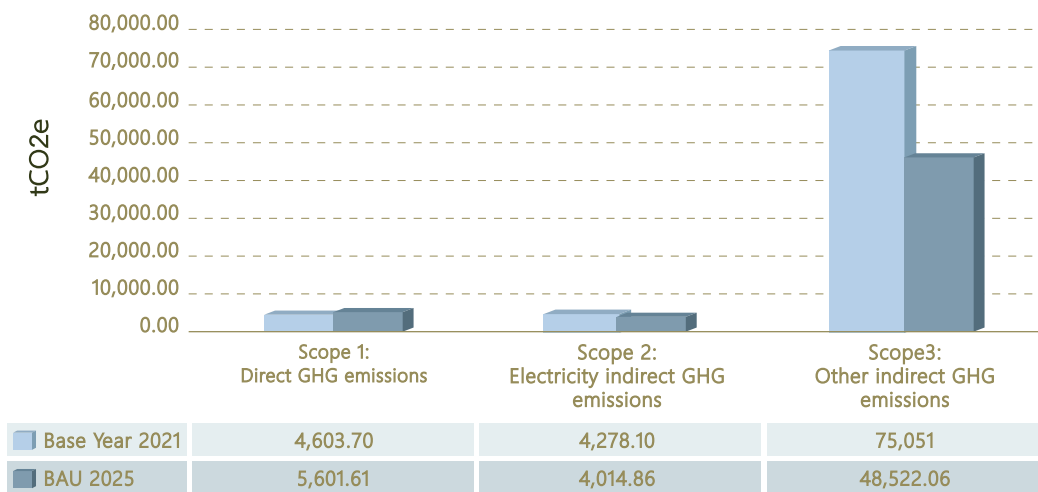
The company has joined the Thailand Carbon Neutral Network (TCNN) as a 'Climate Action Initiator' since July 2024. This membership underscores our firm commitment to elevating greenhouse gas management standards within the organization, aligning with international goals, and serving as a key driver in propelling Thailand toward Carbon Neutrality and Net Zero Emissions.



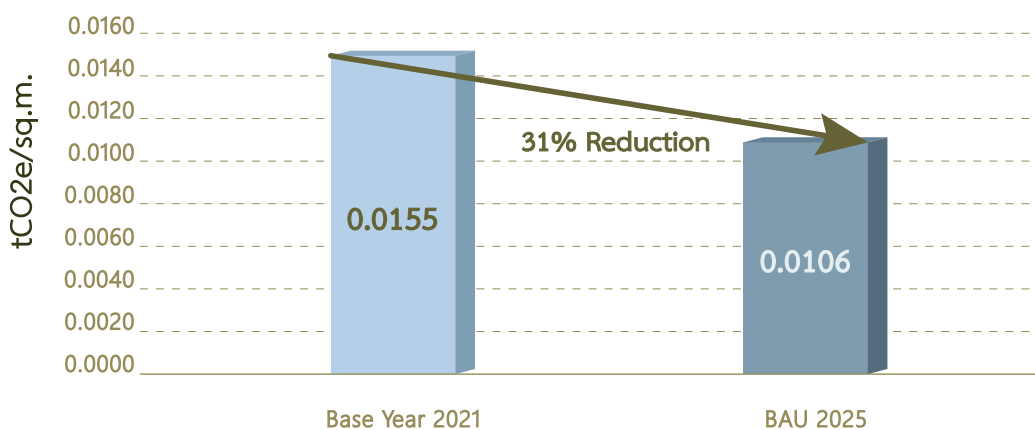
- Performance in 2025

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 tCO₂e, with an emission intensity of 0.01 tCO₂e 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.

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

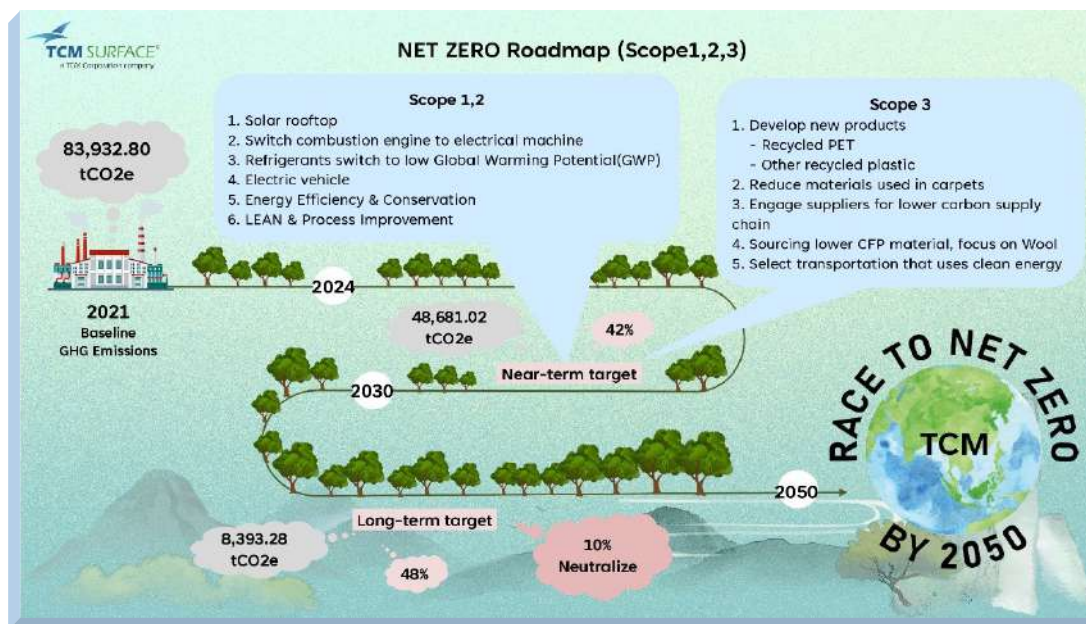


TCM Surface: Greenhouse Gas Emissions Intensity 2021 vs 2025 (tCO₂e/sq.m.)



Note: The organization's greenhouse gas (GHG) emissions inventory has not yet been verified by an external third-party auditor.

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 tCO₂e. Considering the cumulative performance since the project's inception (2022–2025), the Company has achieved a total cumulative reduction of 3,002.61 tCO₂e, 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.

4. Energy Management

- 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 company's energy costs. **The goal in 2025 was to reduce energy consumption by 3% compared to 2024** for the manufacturing segment and maintain electricity consumption of the head office at the same level as last year, which the company defines as an indicator of the organization's energy performance.

- Management Approach

1. Operate under legal requirements and international standards

The Company is committed to operating its carpet manufacturing business with a focus on maximizing energy efficiency and minimizing environmental impact. Beyond full compliance with all relevant laws and regulations, the Company has implemented the ISO 50001 Energy Management System, maintaining continuous certification since 2014. This framework drives energy conservation and sustainable production process development annually. To ensure that the energy conservation policy is implemented effectively, specifically in terms of goal setting, planning, monitoring, and performance analysis, the Company has appointed an Energy Conservation Working Group. Their key roles and responsibilities are as follows:

- Plan and execute the Company's energy management policies and guidelines.
- Promote employee compliance with policies through appropriate activities and training programs.
- Provide support and recommendations to ensure energy management remains efficient and compliant with relevant laws.

- Regularly report energy management performance results to the management team.
- Review and present energy management strategies to the management team at least once a year.

2. Increase energy efficiency and continuous improvement

The company is committed to maintaining energy conservation efforts through the implementation of control measures, promotion, and support to achieve higher energy efficiency. The company places importance on energy conservation projects, whether they require investment or not, and actively explores energy-saving technologies for the benefit of the company.

3. Instill energy conservation awareness among employees in the organization

The company provides annual training for employees, with a training course on "Energy Conservation Awareness for New Employees" being organized in 2023 to promote and develop knowledge and awareness of energy conservation among employees. The objective is to create a positive organizational culture that values energy conservation.

4. Enhance the capabilities of personnel in energy conservation

The company places importance on developing the potential and enhancing the capabilities of employees to have excellent skills and knowledge in specific tasks, enabling them to perform their work with expertise and keep up with the times. This can also be used as guidelines in their work and applied to the company's energy management system.

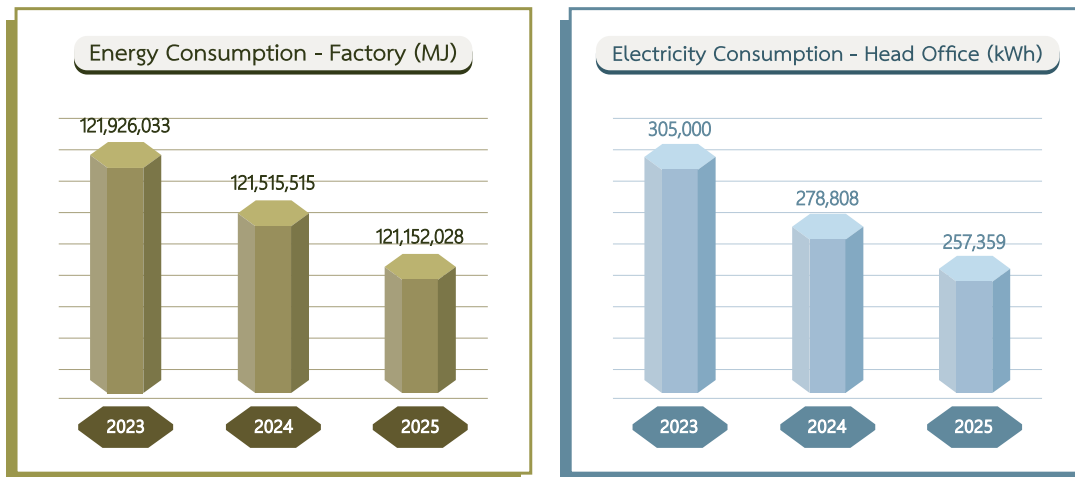
5. Preventive Operations

The company has implemented plans to proactively maintain machinery and equipment, with a particular emphasis on those that consume high levels of energy, such as utility machines. The emphasis is on conducting preventive maintenance to ensure that they are always prepared for use, well-maintained, and safeguarded against damage. Furthermore, the company conducts efficiency control measures and performance assessments of key efficiency parameters for the machinery and equipment, selecting the most efficient machines to be used first. This allows the company to efficiently manage its operations, ensuring safe work practices, reducing energy losses, and minimizing environmental impacts.

- Performance in 2025

The Company utilizes energy for its manufacturing operations, consisting of electricity and fuel-based energy. In 2025, total energy consumption amounted to 121,152,028 Megajoules (MJ). When compared to the total energy consumption in 2024, which was 121,515,515 MJ, this represents a 0.30% decrease. This reduction is attributed to the Company's investment in clean energy (Solar Rooftop), which has stabilized overall energy usage, demonstrating our commitment to the "Race to Net Zero" policy.

For its headquarters, the Company utilizes secondary energy, which is indirect energy purchased from the Metropolitan Electricity Authority (MEA). In 2025, the Company's electricity consumption totaled 257,359 kWh. Compared to the 2024 consumption of 278,808 kWh, this indicates a 7.69% decrease, resulting from the investment in installing power quality improvement devices.



For energy conservation implemented in 2025, there are four main projects to improve energy efficiency, which consist of the following projects:

1. Solar Rooftop Installation Project, Phase 3

This project aims to enhance renewable energy capacity through the installation of a solar rooftop system with a generating capacity of 993.6 kWp. The system is scheduled to commence commercial operation and integrate into the power grid in 2026.



2. Power Quality Improvement System Installation Project, Phase 1

This project involves the installation of power quality improvement devices to enhance energy efficiency. This is achieved by reducing unnecessary excess voltage and balancing electrical loads across all phases. Commencing in Q3/2025, the initiative has successfully improved energy efficiency by 123,407 kWh.

3. Yarn Dyeing Plant Steam Trap Improvement Project - Phase 2

This project focuses on enhancing the efficiency of steam and thermal energy consumption from LPG in steam-based dyeing machines. By upgrading and repairing steam traps to prevent leakage, the project ensures maximum steam utilization and minimizes heat loss. This initiative has successfully reduced LPG thermal energy consumption in the steam generators by 374,347 MJ/year.

4. High-Efficiency Dyeing Machine Project, Phase 4

This project aims to enhance the efficiency of steam and LPG thermal energy consumption by implementing high-efficiency steam-based dyeing machines. By optimizing steam utilization, the project has successfully reduced LPG thermal energy consumption in the steam generators by 96,953 MJ per year.

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



ROYAL THAI



Awards and Recognitions

1. Industry Standard Certifications

The company has received industry-standard certifications from internationally renowned system auditors. It is therefore a guarantee that the corporate production process has carried out with a good management system with six standards certified as follows:

- ISO 9002 : 1994 : Quality Management System in Plant and Head office in 1997 - 2004
- ISO 9001 : 2000 : Quality Management System in Plant and Head office in 2004 - 2008
- ISO 9001 : 2008 : Quality Management System in Plant and Head office in 2008 - 2016
- ISO 9001 : 2015 : Quality Management System in Plant and Head office in 2016 - Now
- OHSAS 18001 : 1999 : Occupational Health and Safety Management System in Plant and Head office in 2007 - 2008
- OHSAS 18001 : 2007 : Occupational Health and Safety Management System in Plant and Head office in 2008 - 2019
- ISO 45001 : 2018 : Occupational Health and Safety Management System in Plant and Head office, Certified by British Standard Institution (BSI) in 2020 – Now
- ISO 14001 : 1996 : Environmental Management System in Plant and Head office in 2004 - 2006
- ISO 14001 : 2004 : Environmental Management System in Plant and Head office in 2006 - 2007
- ISO 14001 : 2015 : Environmental Management System in Plant and Head office, Certified by British Standard Institution (BSI) in 2017 – Now
- ISO 50001 : 2011 : Energy Management System in Plant and Head office, Certified by British Standard Institution (BSI) in 2014 - 2018
- ISO 50001 : 2018 : Energy Management System in Plant and Head office, Certified by British Standard Institution (BSI) in 2019 – Now
- TLS 8001 : 2003 : Thai Labor Management System in Plant in 2006 - 2012
- TLS 8001 : 2010 : Thai Labor Management System in Plant in 2012 - 2022
- AEO (Authorized Economic Operator) Importer/Exporter : in 2014 – Now

2. Other Industry Standard Certifications and Awards

- **In 2006**, The company received a certificate of honor for “Adjusting the Factory Landscape to be Livable and Environmentally Friendly” in honor of His Majesty the King on the occasion of the 60th anniversary celebration from the Ministry of Industry.
- **In 2006**, The company received a plaque of standard award for the management of AIDS and tuberculosis in the workplace at “Gold” level from the Department of Labor Protection and Welfare, Social Security Office, Department of Disease Control, and Thailand Business Coalition on AIDS.
- **In 2007**, The company received a certificate of “Health Promotion for Workers Project at the Provincial Level” Year 2006 from the Social Security Office, Pathum Thani Province.
- **From 2008 to 2017**, The company received the awards and plaques of the “Corporate Social Responsibility Standard (CSR)” from the Department of Industrial Works, Ministry of Industry.
- **In 2009**, The company received the award “CCCF Level A” in the field of safety activities from the auto carpet company “Hayashi Telempu”.
- **In 2009**, The company received the award and plaque of “Social Security Standards” of the year 2009 from the Social Security Office, Pathum Thani Province.
- **In 2009**, The company received a plaque for the standards of AIDS and TB management at the “Platinum” level from the Department of Labor Protection and Welfare, Social Security Office, Department of Disease Control, and Thailand Business Coalition on AIDS.
- **In 2009**, The company received a trophy of “Cooperation and Mutual Success in the Implementation of the Factory Opens the Fence ... to Coordinate Community Project” from the Department of Industrial Promotion and Thai Environment Institute.
- **In 2009**, The company received a trophy of “Outstanding Company in Safety, Occupational Health, and Working Environment at the Provincial Level” from Pathum Thani Provincial Labor Office.
- **In 2011**, The company was honored to join the project to develop the model of occupational health services in order to strengthen risk management and occupational health services for the year 2011.

- **In 2011**, The company received a certificate of honor for being a good role model for labor management which was responsible for society and employees after flooding situations from the Ministry of Labor.
- **In 2011**, The company was certified as a “Green industry” Level 3 (Green System Level 3) from the Department of Industrial Works.
- **In 2012**, The company was honored as an industrial company that operated in accordance with “Environmental Governance Principles” from the Ministry of Industry.
- **In 2014**, The company received a plaque of “Good Cooperation in the Conservation and Restoration of Rivers” from the Ministry of Industry.
- **In 2014**, The company received a trophy for maintaining “Thai Labor Standard System and Corporate Social Responsibility of Thai Business for Five Consecutive Year” from the Department of Labor Protection and Welfare, Ministry of Labor.
- **In 2014**, The company received a plaque of “Knowledge Management Project on Increasing Productivity in an Organization for Sustainable Growth” from the Thailand Productivity Institute.
- **In 2015**, The company was awarded a certificate for the participation in the study of the efficient utilization of groundwater in the industrial sector for groundwater development and conservation: a case study of the dyeing and pulp and paper industry that has achieved its goals, from the Department of Groundwater Resources and the Federation of Thai Industries.
- **In 2016**, The company received a plaque and honor for the role model company for efficient water resources management in accordance with the rules of the Modeling Project and the expansion of the network for effective groundwater resources management in the industrial sector by social hands from the Department of Groundwater Resources and the Federation of Thai Industries.
- **In 2016**, The company was certified as a “Green industry” Level 4 (Green System Level 4) from the Department of Industrial Works to confirm that it is a factory with systematic environmental management, including regular monitoring, evaluation, and development review.
- **In 2017**, The company received the certificate of honor for “Disease-Free Workplace, Safe, and Happy Mind” at the “Excellent” level of the fiscal year 2017 from the Department of Disease Control, Ministry of Public Health.
- **In 2017**, The company received a trophy for maintaining “Thai Labor Standard System and Corporate Social Responsibility of Thai Business for Ten Consecutive Year” from the Department of Labor Protection and Welfare, Ministry of Labor.
- **In 2018**, The company received the “Asia Pacific Entrepreneurship Award 2018” in the category of Corporate Excellence in Manufacturing as an organization that continuously creates business growth with excellence in management and business leadership under the consideration of good corporate governance and responsibility to the environment and society from the Ministry of Commerce.
- **In 2021**, The company received a trophy for maintaining “Thai Labor Standard System and Corporate Social Responsibility of Thai Business for 15th Consecutive Year” from the Department of Labor Protection and Welfare, Ministry of Labor.
- **From 2006 to present**, the company has been honored for “Food Sanitation Standards” at the “Very Good” level from the Department of Health, Pathum Thani Provincial Public Health Office.
- **From 2013 to present**, the company has received the standard honor certificate of “Prevention and Resolution to Drug-Related Problems” in the workplace from Pathum Thani Province.
- **In 2023 - 2024**, The company received the certificate of honor for “Private sector supporting community forests” from the Royal Forest Department.



- In 2023 - 2024, The company received the certificate for "Community Forest Promotion" from the Royal Forest Department, the Ministry of Natural Resources and Environment.
- In 2023, The company received the certificate for "One of the prototype factories BCG Model" of The BCG Economic Stimulus Program utilizing the circular economy system in industrial factories, fiscal year 2023 from Department of Industrial Works
- In 2023, The company received a plaque of "Quality workforce" from Department of Labor Protection and Welfare, The Ministry of Labor.
- In 2023, The company received a plaque of "Outstanding Welfare Committee" from Department of Labor Protection and Welfare, The Ministry of Labor.
- In 2024, The company received a plaque of "SX TSCN Sustainability Award 2024" from Thailand Supply Chain Network



- In 2024, The company received a certificate of participation in the "ESG DNA" program from the Stock Exchange of Thailand.



- In 2025, the Company was selected for the list of sustainable stocks and achieved an 'AA' SET ESG Rating for the year 2025 from the Stock Exchange of Thailand.



3. The Awards for Innovation Capability

- In 2019, Carpets International (Thailand) PCL. has won the Sustainability Awards 2019 in Innovation of Waste Elimination from EcoSoft Carpets tile product, from Architecture and Design, Australia.
- In 2023, The company received the Recycled Materials Product of the Year Award, from the 2023 ASA Platform Selected Materials, organized by the Siam Architect Association under Royal Patronage (ASA).
- In 2025, the DUET® sound-absorbing panels under the RT Acoustic brand were honored with the Red Dot Product Design Award 2025, one of the world's most prestigious product design accolades.





ROYAL THAI



Performance Summary: ESG Metrics – Home & Office Products Sector

Governance and Economic Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
G1 Policy, Structure and Governance System							
Board Composition							
G1.1C	102-18	Goal 5, 16	Profiles of individual directors	Yes/No	Yes	Yes	Yes
G1.2C	102-18	Goal 5, 16	Number of board members	Person	9	9	9
G1.3C	102-18	Goal 5, 16	Number of independent directors	Person	5	4	4
G1.4C	102-18	Goal 5, 16	Number of non-executive directors	Person	0	1	0
G1.5C	102-18	Goal 5, 16	Number of female directors	Person	4	4	4
G1.6C	102-18	Goal 5, 16	Independent chairman of the board	Yes/No	No	No	No
G1.7C	102-18	Goal 5, 16	Separation of the roles of chairman and CEO	Yes/No	Yes	Yes	Yes
G1.8C	102-18	Goal 5, 16	Number of independent directors in each sub-committee	Person	* Details as per the report	* Details as per the report	* Details as per the report
G1.9C	102-18	Goal 5, 16	Independent chairman of each sub-committee	Yes/No	* Details as per the report	* Details as per the report	* Details as per the report
G1.10C	102-18	Goal 5, 16	Number of years of tenure for individual directors	Year	* Details as per the report	* Details as per the report	* Details as per the report
Board Roles and Responsibilities							
G1.11C	102-26	Goal 16	Number of board meetings	Time	5	7	8
G1.12C	102-26	Goal 16	Board performance	Yes/No	Yes	Yes	Yes
G1.13C	102-26	Goal 16	Number of audit committee meetings	Time	4	4	4
G1.14C	102-26	Goal 16	Audit committee performance	Yes/No	Yes	Yes	Yes
G1.15C	102-26	Goal 16	Number of sub-committee meetings	Time	* Details as per the report	* Details as per the report	* Details as per the report
G1.16C	102-26	Goal 16	Performance of each sub-committee	Yes/No	Yes	Yes	Yes
Director Recruitment							
G1.18C	102-24	Goal 16	Policy and criteria for recruiting directors with qualifications that align with organizational strategy	Yes/No	Yes	Yes	Yes

Governance and Economic Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
Director Recruitment							
G1.19C	102-24	Goal 16	Analysis of directors' skills and experience according to business needs (board skill matrix)	Yes/No	Yes	Yes	Yes
G1.20C	102-24	Goal 16	Profiles of newly appointed directors	Yes/No	Yes	Yes	Yes
Director and Senior Executive Remuneration							
G1.21C	102-38	Goal 8	Policy and criteria for director remuneration	Yes/No	Yes	Yes	Yes
G1.22C	102-38	Goal 8	Director remuneration by individual	THB	* Details as per the report	* Details as per the report	* Details as per the report
G1.23C	102-38	Goal 8	Other non-financial compensation for directors	Yes/No	Yes	Yes	Yes
G1.24C	102-38	Goal 8	Policy and criteria for senior executive remuneration	Yes/No	Yes	Yes	Yes
G1.25C	102-38	Goal 8	Total remuneration for senior executives	THB	* Details as per the report	* Details as per the report	* Details as per the report
G1.26R	102-38	Goal 8	Other compensation and long-term benefits for senior executives	Yes/No	Yes	Yes	Yes
Director Development							
G1.27C	102-27	Goal 4	Director development policy	Yes/No	Yes	Yes	Yes
G1.28R	102-27	Goal 4	Results of individual director development	Yes/No	Yes	Yes	Yes
Performance Evaluation of the Board of Directors and Senior Executives							
G1.29C	102-28	Goal 16	Criteria for evaluating board performance	Yes/No	Yes	Yes	Yes
G1.30C	102-28	Goal 16	Board performance results by committee	Yes/No	Yes	Yes	Yes
G1.31C	102-28	Goal 16	Board performance results by each sub-committee	Yes/No	Yes	Yes	Yes
G1.32R	102-28	Goal 16	Individual director performance results	Yes/No	Yes	Yes	Yes
G1.33R	102-28	Goal 16	Performance evaluation criteria for the managing director	Yes/No	Yes	Yes	Yes
Business Code of Conduct							
G1.34C	102-17	Goal 16	Code of Conduct	Yes/No	Yes	Yes	Yes
G1.35C	102-17	Goal 16	Anti-corruption policy and guidelines	Yes/No	Yes	Yes	Yes

Governance and Economic Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
Business Code of Conduct							
G1.36C	102-17	Goal 16	Number of codes of conduct violations or incidents of corruption, and remediation measures	Total Case	0	0	0
G1.37C	102-17	Goal 16	Grievance and whistleblowing policy and guidelines	Yes/No	Yes	Yes	Yes
G1.38R	102-17	Goal 16	Measures to prevent code of conduct	Yes/No	Yes	Yes	Yes
G2 Sustainability Policy and Strategy							
G2.1C	102-55	Goal 12	Sustainability policy and targets at the organization level	Yes/No	Yes	Yes	Yes
G2.2R	102-55	Goal 12	Material sustainability topics	Yes/No	Yes	Yes	Yes
G2.3R	102-55	Goal 12	Sustainability report	Yes/No	Yes	Yes	Yes
G2.4R	102-55	Goal 12	Sustainability performance disclosure standards, e.g., GRI Standards	Yes/No	Yes	Yes	Yes
G3 Sustainability Risk Management							
G3.1C	102-15	Goal 16	Sustainability risk management policy and guidelines	Yes/No	Yes	Yes	Yes
G3.2C	102-15	Goal 16	ESG risks and opportunities	Yes/No	Yes	Yes	Yes
G3.3C	102-15	Goal 16	Emerging risks	Yes/No	Yes	Yes	Yes
G3.4C	102-15	Goal 16	Business continuity plans (BCP)	Yes/No	Yes	Yes	Yes
G4 Sustainable Supply Chain Management							
G4.1C	308, 414	Goal 12, 16	Sustainable supply chain management policy and guidelines	Yes/No	Yes	Yes	Yes
G4.2C	308, 414	Goal 12, 16	Sustainable supply chain management plan	Yes/No	Yes	Yes	Yes
G5 Innovation Development							
G5.1C	-	Goal 9	Innovation development policy and guidelines at the organization level	Yes/No	Yes	Yes	Yes
G5.2C	-	Goal 9	Process to develop and promote an innovation culture	Yes/No	Yes	Yes	Yes
G5.3C	-	Goal 9	Spending on innovation research & development	THB	6,433,938	5,348,542	7,366,784
G5.4R	-	Goal 9	Benefits received from innovation development	Yes/No	Yes	Yes	Yes

Governance and Economic Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
HOF-G1 Cybersecurity and Personal Data Protection							
HOF-G1.1	418-1	Goal 9	Policy and guidelines on cybersecurity and personal data protection	Yes/No	No	No	Yes
HOF-G1.2	418-1	Goal 9	Percentage of technology infrastructures that have been certified with cybersecurity standards, such as ISO 27001 or other relevant standards	%	-	-	-
HOF-G1.3	418-1	Goal 9	Measures and guidelines related to personal data usage	Yes/No	No	Yes	Yes
HOF-G1.4	418-1	Goal 9	Percentage of employees who have been trained in cybersecurity and personal data usage	%	100%	100%	100%
HOF-G1.5	418-1	Goal 9	Number of incidents or cases of cyberattacks against the company, along with mitigation measures	No. of cases	0	0	0
HOF-G1.6	418-1	Goal 9	Number of incidents or cases of personal data breaches, along with mitigation measures	No. of cases	0	0	0
HOF-G2 Product Quality							
HOF-G2.1	416-1	Goal 12	Policy and guidelines for product quality management according to international standards, such as ISO 9001:2015 or other standards	Yes/No	Yes	Yes	Yes
HOF-G2.2	416-2	Goal 12	Number of cases or incidents of product quality, along with remediation and mitigation measures	No. of cases	0	0	0
HOF-G3 Emergency and Crisis Management							
HOF-G3.1	403-7, G4-DMA	Goal 3	Policy and guidelines regarding emergency and crisis management	Yes/No	Yes	Yes	Yes
HOF-G3.2	403-7, G4-DMA	Goal 3	Number of emergency and crisis drills	No. of cases	1	1	1
HOF-G3.3	403-7 G4-DMA	Goal 12	Number of cases or incidents that cause business interruption, along with mitigation measures	No. of cases	0	0	0

Social Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
S1 Human Rights							
S1.1C	412	Goal 8	Human rights policy and guidelines	Yes/No	Yes	Yes	Yes
S1.2R	412	Goal 8	Human rights due diligence (HRDD) and protection measures	Yes/No	No	No	No
S1.3R	412	Goal 8	Number of cases of human rights violations, and explanations of remediation and mitigation measures	No. of cases	0	0	0
S2 Fair Labor Practices							
Employment							
S2.1C	401, 405	Goal 5, 10	Number of employees by gender, age group, level, and location	Yes/No	* Details as per the report	* Details as per the report	* Details as per the report
S2.2C	401, 405	Goal 5, 10	Number of employees with disabilities and/ or elderly employees	Person	11/17	11/21	11/33
Employee Compensation							
S2.3C	405	Goal 5	Total employee compensation	THB	71,010,000	73,030,000	67,140,000
S2.4C	405	Goal 5	Percentage of employees enrolled in provident funds	%	56.57	52.88	73.61
S2.5R	405	Goal 5	Gender pays gap	Female: Male	-	-	-
Employee Development							
S2.6C	404	Goal 4	Employee development plans or activities	Yes/No	Yes	Yes	Yes
S2.7C	404	Goal 4	Average hours of employee training	Hr./ Person/ Year	23.71	21.80	30.94
S2.8R	404	Goal 4	Employee development plans are part of annual employee performance evaluations	Yes/No	Yes	Yes	Yes
S2.9R	404	Goal 4	Employee development target	Yes/No	Yes	Yes	Yes
S2.10R	404	Goal 4	Employee development spending	THB	1,268,204	1,205,931	1,324,042
S2.11R	404	Goal 4	Benefits of employee development to employees and/ or the organization	Yes/No	Yes	Yes	Yes

Social Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
Occupational Safety, Health, and Environment							
S2.12C	403	Goal 3, 8	Occupational safety, health and environment improvement plans or activities	Yes/No	Yes	Yes	Yes
S2.13C	403	Goal 3, 8	Number of incidents or injuries leading to lost work time	Time	5	8	4
S2.14R	403	Goal 3, 8	Occupational safety, health, and environment improvement target	Yes/No	Yes	Yes	Yes
S2.15R	403	Goal 3, 8	Lost Time Injury Frequency Rate: LTIFR	Time/200,000 Hours	0.38	0.64	0.33
Promoting Employee Relations and Employee Engagement							
S2.16C	402, 407	Goal 8	Employee engagement and retention plan	Yes/No	Yes	Yes	Yes
S2.17C	402, 407	Goal 8	Percentage of voluntary employee turnover	%	17.51	13.31	12.48
S2.18C	402, 407	Goal 8	Number of significant labor disputes, and remediation measures	No. of cases	0	0	0
S2.19R	402, 407	Goal 8	Employee engagement and retention targets	Yes/No	-	85	85
S2.20R	402, 407	Goal 8	Employee engagement survey results	Yes/No	-	93.40	87.40
S2.21R	402, 407	Goal 8	Employees' collective bargaining with the company on benefits and compensation	Yes/No	Yes	Yes	Yes
S3 Responsibility to Customers/Consumers							
Consumer Rights							
S3.1C	102-43, 418	Goal 16	Consumer data protection policy and guidelines	Yes/No	Yes	Yes	Yes
S3.2C	102-43, 418	Goal 16	Number of incidents of consumer data breaches, and remediation measures	No. of cases	0	0	0
S3.3C	102-43, 418	Goal 16	Number of incidents or complaints relating to consumer rights violations, and remediation measures	No. of cases	0	0	0
S3.4R	102-43, 418	Goal 16	Grievance channels for customers/consumers	Yes/No	Yes	Yes	Yes
S3.5R	102-43, 418	Goal 16	Customer satisfaction improvement plan	Yes/No	Yes	Yes	Yes
S3.6R	102-43, 418	Goal 16	Customer satisfaction improvement target	Yes/No	90	90	90
S3.7R	102-43, 418	Goal 16	Customer satisfaction survey results	Yes/No	94.41	92.69	94.40

Social Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
Responsible Sales and Marketing							
S3.8R	417	Goal 16	Responsible sales and marketing guidelines	Yes/No	Yes	Yes	Yes
S3.9R	417	Goal 16	Guidelines on communicating the impacts of products and services to customers/consumers	Yes/No	Yes	Yes	Yes
S4 Responsibility to Communities/Societies							
S4.1C	413	Goal 8	Policy on developing and engaging with communities/societies affected by the business	Yes/No	Yes	Yes	Yes
S4.2C	413	Goal 8	Plans to support the development and engagement of communities/societies affected by the business	Yes/No	Yes	Yes	Yes
S4.3C	413	Goal 8	Number of conflicts with communities/societies, and remediation measures	No. of cases	0	0	0
S4.4R	413	Goal 8	Target for developing and engaging with communities/societies affected by the business	Yes/No	Yes	Yes	Yes
S4.5R	413	Goal 8	Benefits of development projects or activities to communities/societies	Yes/No	Yes	Yes	Yes
HOF-S1 Respecting Diversity and Equality							
HOF-S1.1	405-1	Goal 8	Policy and guidelines regarding respecting diversity and equality within the organization and the supply chain, without discrimination based on gender, age, nationality, disability, religion, or other factors	Yes/No	Yes	Yes	Yes
HOF-S1.2	405-1	Goal 8	Employee statistics categorized by gender and nationality		Female/Male	Female/Male	Female/Male
			Total employees in the company	People	1,186	1,202	1,162
			- Thai	People	687/488	697/496	668/486
			- Burmese	People	2/3	2/3	2/3
			- Cambodian	People	1/0	1/0	-
			- Laotian	People	-	-	-
			- Others	People	2/3	0/3	0/3

Social Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
HOF-S1 Respecting Diversity and Equality							
HOF-S1.3	406-1	Goal 8	Number of incidents or complaints related to violations of rights, equality, and unfair treatment of labor, along with remediation and mitigation measures	No. of cases	0	0	0
HOF-S2.1	405-1	Goal 5 and 8	Policy and guidelines related to promoting gender equality in the workplace	Yes/No	Yes	Yes	Yes
HOF-S2.2	405-1	Goal 5 and 8	Number of female employees categorized by employment level		Female/ Male	Female/ Male	Female/ Male
			Total employees in the company	People	692/494	700/502	670/492
			- Executive level	People	7/6	9/6	7/4
			- Senior management level	People	18/21	18/22	18/21
			- Management level	People	172/129	171/126	174/123
- Staff level	People	495/338	502/348	471/344			

Environmental Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
E1 Environmental Policy and Compliance Standards							
E1.1C	103	-	Environmental management policy and guidelines	Yes/No	Yes	Yes	Yes
E1.2C	103	-	Number of cases or incidents of legal violations or negative environmental impacts, with explanations of mitigation measures	No. of cases	0	0	0
E1.3R	103	-	Value of damages or fines received from legal violations or negative environmental impacts	THB	0	0	0
E1.4R	103	-	Compliance with international energy management principles and standards	Yes/No	Yes	Yes	Yes
E1.5R	103	-	Compliance with international water management principles and standards	Yes/No	Yes	Yes	Yes
E1.6R	103	-	Compliance with international waste management principles and standards	Yes/No	Yes	Yes	Yes
E1.6R	103	-	Compliance with international greenhouse gas management or climate change principles and standards	Yes/No	Yes	Yes	Yes
E2 Energy Management							
E2.1C	302	Goal 7	Energy management plan	Yes/No	Yes	Yes	Yes
E2.2C	302	Goal 7	Energy consumption (electricity/fuel)	kWh	* Details as per the report	* Details as per the report	* Details as per the report
E2.3C	302	Goal 7	Renewable energy consumption	kWh	* Details as per the report	* Details as per the report	* Details as per the report
E2.4R	302	Goal 7	Energy management target	kWh	* Details as per the report	* Details as per the report	* Details as per the report
E2.5R	302	Goal 7	Energy Intensity	kWh/Unit	5.44	6.67	6.47
E3 Water Management							
E3.1C	303	Goal 6	Water management plan	Yes/No	Yes	Yes	Yes
E3.2C	303	Goal 6	Volume of water consumption	Cubic Meters	* Details as per the report	* Details as per the report	* Details as per the report
E3.3R	303	Goal 6	Water use target	Cubic Meters	* Details as per the report	* Details as per the report	* Details as per the report
E3.4R	303	Goal 6	Water Intensity	Cubic Meters/Unit	0.03	0.04	0.04

Environmental Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
E3 Water Management							
E3.5R	303	Goal 6	Percentage of wastewater treated before	%	100%	100%	100%
E4 Waste Management							
E4.1C	306	Goal 12	Waste management plan	Yes/No	Yes	Yes	Yes
E4.2C	306	Goal 12	Volume of waste generated	Kilo-grams	* Details as per the report	* Details as per the report	* Details as per the report
E4.3R	306	Goal 12	Waste management target	Kilo-grams	* Details as per the report	* Details as per the report	* Details as per the report
E4.4R	306	Goal 12	Volume of waste that is reused and/or recycled	Kilo-grams	* Details as per the report	* Details as per the report	* Details as per the report
E5 Greenhouse Gas Management							
E5.1C	305	Goal 13	Greenhouse gas management plan	Yes/No	Yes	Yes	Yes
E5.2C	305	Goal 13	Scope 1 and 2 greenhouse gas emissions	tCO2e	* Details as per the report	* Details as per the report	* Details as per the report
E5.3C	305	Goal 13	External verification of greenhouse gas emissions data	Yes/No	No	No	No
E5.4R	305	Goal 13	Greenhouse gas reduction target	tCO2e	* Details as per the report	* Details as per the report	* Details as per the report
E5.5R	305	Goal 13	Total greenhouse gas emissions (Scopes 1, 2 and 3)	tCO2e	* Details as per the report	* Details as per the report	* Details as per the report
E5.6R	305	Goal 13	Carbon Intensity	tCO2e/Unit	0.013	0.016	0.011
HOF-E1 Environmentally Friendly Products							
HOF-E1.1	416-1	Goal 12	Policy and guidelines for preventing contamination or leakage from production processes	Yes/No	Yes	Yes	Yes
HOF-E1.2	416-1	Goal 12	The life cycle impact assessment of products	Yes/No	Yes	Yes	Yes
HOF-E1.3	416-1	Goal 12	Percentage of sales for environmentally friendly products (eco products) compared to total product sales	%	17.76	41.82	25.10

Environmental Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
HOF-E2 Environmentally Friendly Packaging							
HOF-E2.1	G4-EN1	Goal 12	Total weight of reusable packaging	Kilo-grams	5,932.93	129,241	97,178.71
			Weight of reusable packaging categorized by type				
			- Glass	Kilograms	-	-	-
			- Wood	Kilograms	-	103,341.00	77,783
			- Paper	Kilograms	172.38	21,050.00	16,145.71
			- Metal	Kilograms	-	-	-
			- Plastic	Kilograms	5,760.55	4,850.00	3,250.00
			- Other reusable packaging	Kilograms	-	-	-
			Total weight of recyclable packaging	Kilograms	968,544.66	295,824.79	250,357.82
			Weight of recyclable packaging categorized by type				
			- Glass	Kilograms	-	-	-
			- Wood	Kilograms	316,429.52	2,876.95	2,235.24
			- Paper	Kilograms	606,787.11	248,670.11	203,039.11
			- Metal	Kilograms	-	-	-
			- Plastic	Kilograms	45,328.03	44,277.73	45,083.47
			- Other reusable packaging	Kilograms	-	-	-
			Total weight of single-use packaging	Kilograms	74,681.36	5,943.79	6,534.39
			Weight of single-use packaging categorized by type				
			- Glass	Kilograms	-	-	-
			- Wood	Kilograms	-	-	-
- Paper	Kilograms	-	-	-			
- Metal	Kilograms	-	-	-			
- Plastic	Kilograms	74,681.36	5,943.79	6,534.39			
- Other reusable packaging	Kilograms	-	-	-			
HOF-E2.2	G4-EN2	Goal 12	Percentage of packaging with recycled materials	%	93	93	93
HOF-E2.3	-	Goal 12	Percentage of biodegradable packaging	%	88	87	88

Environmental Dimension							
Code	GRI Standards	SDGs	ESG Indicators	Unit	2023	2024	2025
HOF-E3 Environmentally Friendly Materials							
HOF-E3.1	301-1	Goal 12	Total weight of all materials	Kilograms	8,548,017.28	13,367,247.19	13,429,243.99
			Total weight of materials classified by type				
			- Non-renewable materials	Kilograms	1,019,650.80	12,353,909.54	12,052,982.57
			- Renewable materials	Kilograms	7,528,366.48	1,002,987.71	1,376,261.42
HOF-E3.2	301-2	Goal 12	Percentage of recycled input materials used in product development	%	21.27	46.79	48.45
HOF-E3.3	301-3	Goal 12	Percentage of expired or deteriorated materials (reclaimed) that are reused in product development	%	2.33	1.22	1.52
HOF- E5 Climate Change Risks							
HOF-E5.1	201-2	Goal 13	Climate change risk assessment with explanation of potential impacts on business operations	Yes/No	Yes	Yes	Yes
HOF-E5.2	201-2	Goal 13	Goals, plans, and measures to mitigate climate change risks	Yes/No	Yes	Yes	Yes

2025

TCM Corporation Public Company Limited

2054 New Petchburi Road, Bangkok,
Huaykwang Bangkok 10310

E-mail: info@tcm-corporation.com
www.tcm-corporation.com

