

# ESG Performance

Company Name : BETTER WORLD GREEN PUBLIC COMPANY LIMITED      Symbol : BWG

Market : SET      Industry Group : Services      Sector : Professional Services

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

#### Policy on Quality, Environment, Occupational Health & Safety, and Social Responsibility

Comply with laws and regulations related to quality, environment, and safety, as well as customer requirements. Prevent and reduce pollution resulting from transportation operations, industrial waste treatment, and disposal, while maximizing the efficient use of natural resources.

Train and instill awareness among employees regarding workplace safety, operational risks, and environmental responsibility.

Promote and support a safe working environment to eliminate hazards, reduce accidents, risks, injuries, illnesses, and work-related diseases across all organizational units.

Encourage open communication and consultation to enhance participation from employees and all stakeholders.

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

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

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

#### Policy on Quality, Environment, Occupational Health and Safety, and Social Responsibility

The Company is committed to conducting its operations in accordance with the principles of quality management, environmental stewardship, occupational health and safety, and social responsibility. The key practices are as follows:

##### 1. Compliance with Laws and Regulations

The Company strictly complies with all applicable laws, regulations, and requirements relating to quality, environmental management, and occupational health and safety, as well as customer requirements.

## 2. **Pollution Prevention and Efficient Resource Utilization**

The Company places emphasis on preventing and minimizing pollution arising from the transportation, treatment, and disposal of industrial waste, while promoting the efficient and optimal use of natural resources.

## 3. **Employee Awareness and Capability Development**

The Company provides training and fosters awareness among employees regarding occupational safety, operational risks, and environmental responsibility to ensure safe and responsible work practices.

## 4. **Safe and Healthy Workplace**

The Company supports and promotes a safe and healthy working environment by identifying and eliminating hazards, as well as reducing risks of accidents, injuries, illnesses, and occupational diseases across all business operations.

## 5. **Stakeholder Engagement and Participation**

The Company encourages participation by listening to feedback and providing consultation to employees and all groups of stakeholders in order to continuously improve its operational performance.

## **Information on compliance with environmental management principles and standards**

### **Compliance with environmental management principles and standards**

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD)

### **Compliance with energy management principles and standards**

Energy management principles and standards : ISO 50001 Energy management

### **Compliance with water management principles and standards**

Water management principles and standards : 3Rs or 5Rs

### **Compliance with waste management principles and standards**

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

### **Compliance with greenhouse gas or climate change management principles and standards**

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

## **Information on other environmental management**

### **Plans, performance, and outcomes related to other environmental management**

In operating a business related to the management and treatment of waste and unused materials, both hazardous and non-hazardous, there are risks of environmental impacts on surrounding communities. Therefore, the Company has established operational guidelines and environmental control standards in compliance with government regulations to prevent pollution impacts on communities, as well as to effectively control problems and reduce potential risks, as follows:

1. The project site is established in accordance with the requirements of the Pollution Control Department under the Ministry of Natural Resources and Environment, the Department of Industrial Works under the Ministry of Industry, and the Natural Resource Conservation regulations of the United States Environmental Protection Agency (USEPA).
2. Clear policies and operational manuals are defined to guide employees in performing their duties in compliance with environmental impact mitigation measures as specified in the Environmental Impact Assessment (EIA) report.
3. Operations are supervised to ensure compliance with laws and company policies by establishing an Environmental Engineering and Technical Department to continuously monitor and assess environmental impacts. In addition, external agencies are assigned to conduct inspections every six months. The Company has been certified for Quality Management System ISO 9001:2015, Environmental Management System ISO 14001:2015, and Occupational Health and Safety Management System ISO 45001:2018 by SGS (Thailand) Co., Ltd. It has also received certification for General Requirements for the Competence of Testing and Calibration Laboratories ISO/IEC 17025:2005 from the Thai Industrial Standards Institute (TISI).
4. Continuous development of personnel knowledge and competencies is emphasized, such as through training programs and participation in relevant seminars.

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

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

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

## Energy management

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

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Management Approach

The company is committed to maximizing energy efficiency and cost-effectiveness. To achieve this, an Environmental Management Committee has been established to oversee and monitor energy performance. Measures are in place to enhance efficiency at various stages, with a key strategy focused on controlling electricity consumption in the mixed fuel production process and treatment systems.

Additionally, regular maintenance of machinery and equipment is conducted alongside fostering awareness of responsible electricity use. These efforts aim to minimize energy loss, reduce operational costs, and mitigate environmental impacts while enhancing business capabilities and promoting sustainable development.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 60.16 MJ / Metric ton of product	2032 : Reduced by 27% / Metric ton of product

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

#### Electricity Consumption Ayutthaya Facility

In 2025, electricity consumption totaled **17,491,968 MJ**, representing a decrease of **2,284,344 MJ** or **11.55%** compared to 2024. The reduction was primarily attributable to the Company's initiatives to encourage employees to conserve energy, along with improved machinery management to enhance operational efficiency. As a result, machinery could operate more continuously, reducing the frequency of start-up and shutdown cycles and significantly lowering electricity consumption.

Although the Company set a target to limit electricity consumption to **no more than 17,000,000 MJ per year**, the target was not achieved during the reporting year. Nevertheless, the Company remains confident that this target can be achieved by **2032**.

#### Electricity Consumption Ayutthaya Center

In 2025, electricity consumption totaled **18,709,778 MJ**, representing an increase of **2,728,838 MJ** or **16.49%** compared to 2024. This increase was mainly due to 2025 being the first year in which the Company was able to operate its machinery at full production capacity, resulting in higher electricity usage.

The Company intends to use **2025 as the baseline year** for future energy reduction targets (assuming no expansion of production capacity). The Company has implemented policies encouraging employees to reduce energy consumption and improve machinery management efficiency, including minimizing the frequency of machinery start-up and shutdown cycles, which will help significantly reduce electricity consumption.

The Company has set a target to limit electricity consumption to **no more than 18,000,000 MJ per year** and is confident that this target can be achieved by **2032**.

### Information on electricity management

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

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	10,517,840.00	9,955,070.00	10,056,041.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	10,517,840.00	9,955,070.00	9,188,242.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	867,799.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	107,324.90	101,582.35	54,356.98

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

#### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (megajoule / Metric ton of product)	60.16000000	65.20000000	56.68000000

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

	2023	2024	2025
Total electricity expense (Baht)	47,175,035.00	40,691,928.00	37,019,488.00
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	1.95	1.78	1.57
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	1.88	1.54	1.34
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	481,377.91	415,223.76	200,105.34

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

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

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	882,482.00	1,250,307.00	1,236,169.74
Gasoline (Litres)	14,842.00	16,545.78	10,093.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00

	2023	2024	2025
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

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

	2023	2024	2025
Total fuel expense (Baht)	29,810,211.00	35,992,522.00	39,087,900.00
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	1.23	1.57	1.66
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	1.19	1.36	1.42

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

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

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

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	10,517,840.00	9,955,070.00	10,056,041.00

#### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	4.19195238	3.76882393	3.64272137

	2023	2024	2025
Intensity of total energy consumption within the organization (megajoule / Metric ton of product)	60.16000000	65.20000000	56.68000000

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

## Water management

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

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

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### Policy and Practices

The company has a water management policy aimed at maximizing water efficiency and conservation by adhering to the 3Rs principles (Reduce, Reuse, Recycle). This includes reducing water consumption, reusing water, and treating water for reuse in alignment with the Circular Economy concept. Additionally, the company promotes awareness among employees to use water responsibly and efficiently.

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 50.00 Cubic meters	2032 : Reduced by 25.00 Cubic meters

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

#### Summary of Implementation Results

The Company manages water resources through the implementation of the 3Rs strategy (Reduce, Reuse, Recycle) to ensure efficient water utilization from the upstream stage of the production value chain. As a result, the Company's operational performance is as follows:

- Both operating centers recorded an average water consumption of 40.61 cubic meters per day, representing an increase of 0.79 cubic meters (1.98%) compared to 2024.
- The volume of treated wastewater reused increased by 2,727 cubic meters (4.14%) compared to 2024.
- The rate of treated wastewater reuse at the Saraburi facility reached 100%.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	26,801.00	29,066.00	28,429.40
Water withdrawal by third-party water (cubic meters)	26,801.00	29,066.00	26,182.40
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	2,247.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	273.48	296.59	153.67
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01	0.01	0.01

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

### Water discharge by destinations

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

	2023	2024	2025
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	26,801.00	29,066.00	28,429.40

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	63,956.00	65,814.00	68,541.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01068171	0.01100390	0.01029833
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000

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

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	491,837.00	800,315.00	819,934.00
Total water withdrawal expense from third-party water (Baht)	491,837.00	800,315.00	819,934.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.02	0.03	0.03
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.02	0.03	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	5,018.74	8,166.48	4,432.08

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

## Waste management

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

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

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Waste Management Approach

The company manages waste and industrial residues by first modifying work processes to minimize environmental impact. This includes optimizing chemical preparation for sample analysis and implementing a waste sorting and processing system. One key initiative is converting industrial waste into Solid Recovered Fuel (SRF), a fuel derived from industrial waste. This fuel is used for electricity generation by Earth Tech Environment Public Company Limited (ETC), the primary purchaser.

For certain waste materials that cannot be reused or are classified as hazardous industrial waste, proper disposal is conducted through high-tech incineration processes that adhere to scientific and safety standards. This service is provided by Akki Prakarn Public Company Limited (AKP), ensuring environmentally friendly waste management. Additionally, the company promotes waste management within office spaces through its "Reduce & Separate Waste" initiative. This project encourages employees to classify waste for recycling while promoting resource conservation based on the **Mitigation Hierarchy** principles:

**Avoid** Prevent waste generation where possible.

**Minimize** Reduce waste production.

**Re-Use** Repurpose materials whenever feasible.

**Recycling** Reprocess waste into usable materials.

These efforts aim to enhance waste disposal efficiency, minimize landfill contributions, and evaluate significant waste leakages from operations. By doing so, the company ensures improved environmental performance and reduced ecological impact.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2023 : non-hazardous waste 49.00 percent	2032 : Increased by 50%	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Incineration with energy recovery</li> </ul>

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

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

The **Send Waste Back Home Project** collected a total of **702 tons of waste**, which is equivalent to planting **1,508 trees**, and received **broad participation and support from the public and society at large**.

## Information on waste management

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

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	10,755.44	8,445.00	17,855.00
<b>Total non-hazardous waste (kilograms)</b>	3,653.98	4,080.00	3,940.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	3,653.98	4,080.00	3,940.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
<b>Total hazardous waste (kilograms)</b>	7,101.46	4,365.00	13,915.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Hazardous waste - Incineration with energy recovery (Kilograms)	7,101.46	4,365.00	13,915.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.01

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

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

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	10,755.44	8,445.00	17,870.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	3,653.98	4,080.00	13,900.00
Reused non-hazardous waste (Kilograms)	3,653.98	4,080.00	13,900.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	7,101.46	4,365.00	3,970.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
<b>Recycled hazardous waste (Kilograms)</b>	7,101.46	4,365.00	3,970.00
Percentage of total reused/recycled waste to total waste generated (%)	100.00	100.00	100.08
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	352.79
Percentage of reused/recycled hazardous waste to hazardous waste (%)	100.00	100.00	28.53

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

## Greenhouse gas management

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

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Management Approach

The company has implemented measures to reduce greenhouse gas emissions from its operations, starting with the transportation process. **Better Transport Co., Ltd. (BWT)** provides waste collection and transportation services using specially designed vehicles that meet international environmental safety standards. Additionally, the company conducts regular vehicle performance inspections to maintain fuel efficiency, leading to reduced direct greenhouse gas emissions and pollution.

To address physical risks, the company has established a **Business Continuity Plan (BCP)** to ensure preparedness for emergencies, including natural disasters caused by climate change. The company also actively monitors and reports on climate-related situations.

Furthermore, to enhance greenhouse gas management efficiency, the company continuously improves production processes by regularly maintaining and inspecting machinery, conducting frequent pollution assessments, and optimizing fuel consumption to maximize efficiency.

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

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

#### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2018 : Greenhouse gas emissions 200,000.00 tCO <sub>2</sub> e	2032 : Reduced by 5% or 20,257.00 tCO <sub>2</sub> e in comparison to the base year	2037 : Reduced by 15% or 60,774.00 tCO <sub>2</sub> e in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Overall emissions still exceed the set target, but the company remains committed to ongoing improvements and reductions in greenhouse gas emissions to move toward carbon neutrality.

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



## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	217,749.00	300,637.00	405,157.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	84,539.00	104,545.00	111,516.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	2,834.00	2,747.00	4,415.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	130,376.00	193,345.00	289,226.00

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.086785	0.113816	0.146765
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	2,221.93	3,067.72	2,190.04
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.09300000	0.19700000	0.10900000

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

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

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

Verification of the company's greenhouse gas : Yes  
emissions

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

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

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

Company Name : BETTER WORLD GREEN PUBLIC COMPANY LIMITED      Symbol : BWG

Market : SET      Industry Group : Services      Sector : Professional Services

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

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

#### Human Rights Policy and Guidelines

We respect the dignity and rights of every individual, including their freedom, privacy, and lawful entitlements, as well as the interests of stakeholders. We are committed to treating everyone equally, without discrimination based on gender, social class, or race. The company requires all directors, executives, and employees to strictly adhere to human rights principles as an integral part of our operations and to refrain from supporting any business that violates universal human rights.

##### 4.1.1

Uphold fair and equal treatment without discrimination, in alignment with the **United Nations Universal Declaration of Human Rights (UNDHR)**.

##### 4.1.2

Perform duties with diligence to prevent risks of human rights violations in business operations, including those by business partners. Actively monitor human rights compliance and report any violations to supervisors immediately.

##### 4.1.3

Prohibit the use of forced labor, human trafficking, or illegal child labor. Additionally, forbid any form of physical or mental abuse, including coercion, detention, intimidation, harassment, exploitation, or violence that violates human and labor rights.

##### 4.1.4

Respect the rights of business partners and ensure fair treatment by maintaining a transparent procurement process that promotes fair competition. Encourage business partners to comply with human rights principles.

##### 4.1.5

Respect community rights and acknowledge their entitlements. Engage in open dialogue and support community participation in relevant matters.

##### 4.1.6

Implement a **comprehensive Human Rights Due Diligence (HRDD) process** to ensure ongoing compliance with human rights standards.

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

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

- Review of social and human rights policies, : Yes

guidelines, and/or goals over the past year

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

### Review of Social and Human Rights Policy

During the year, the Company reviewed its policies, practices, and/or targets related to social responsibility and human rights to ensure alignment with good governance principles, applicable laws and regulations, and relevant standards.

The review indicated that the Company's existing policies and practices remain appropriate and sufficiently comprehensive, covering all relevant stakeholders, including employees, business partners, customers, communities, and other stakeholders.

Therefore, during the reporting year, there were no changes to the Company's social and human rights policies, practices, or targets. The Company continues to uphold its commitment to conducting business responsibly, respecting human rights, and creating sustainable value for society and all stakeholders.

### Information on compliance with human rights principles and standards

#### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

### Information on Human Rights Due Diligence : HRDD

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

**Proactive communication** is in place to raise awareness of human rights within the organization.

**Human rights assessments** are conducted for business partners, ensuring fair treatment of workers.

**100% of operational areas** have undergone comprehensive human rights due diligence.

**Risk mitigation measures** have been implemented for business partners identified as having human rights violation risks.

**Critical Tier 1 suppliers** have undergone **ESG On-Site Audits**.

**No confirmed human rights violation complaints** have been recorded for consecutive years.

The company has **received no complaints** related to human rights violations. Our assessment confirms that **internal controls and human rights risk management plans are sufficient and appropriate** across all operational areas.

#### HRDD process diagram

กระบวนการตรวจสอบสิทธิมนุษยชนอย่างรอบด้าน



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

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

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

	2023	2024	2025
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

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

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

### Information on employees and labor management plan

#### Employees and labor management plan

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

#### Employee Treatment

The company values all employees as they play a crucial role in driving the organization toward its business goals. Therefore, the company is committed to ensuring employees have a good quality of life, appropriate benefits, opportunities for career advancement, and a safe and hygienic working environment. The company follows these guiding principles:

Strict compliance with all relevant laws and regulations concerning employees.

Providing a safe and conducive work environment that protects employees lives and property.

Treating employees with respect, politeness, and recognition of their individuality and human dignity.

Offering fair compensation based on employees' knowledge, skills, responsibilities, and performance.

Ensuring fairness in appointments, transfers, rewards, and disciplinary actions by considering employees' competence and suitability.

Prioritizing employee development by providing equal and consistent opportunities for growth.

Avoiding any unfair actions that may jeopardize job security, create harassment, or cause psychological distress.

Granting employees the right to file complaints if they experience unfair treatment, following established procedures.

Encouraging employee participation in shaping the company's direction and problem-solving processes.

Listening to feedback and suggestions from employees at all levels equally and fairly.

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

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

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Employee Engagement	Employee Engagement Assessment Results	-	2032: Employee engagement level exceeds 80%

**Information on performance and outcomes for employee and labor management**

**Performance and outcomes for employee and labor management**

Performance and outcomes for employee and labor : No management

From the employee survey conducted in 2025 covering all levels of staff, totaling 185 employees, the results indicated that the level of employee engagement with the organization slightly increased compared to 2024. This improvement was partly attributed to certain organizational restructuring initiatives aimed at enhancing management efficiency and reducing operational redundancies.

Overall, the level of employee engagement was at a **moderate** level. This reflects that the Company's human resource management approach remains effective and that employee care and support are adequately provided across the organization. However, there remains an opportunity for further development through additional collaborative activities to strengthen employee engagement with the organization.

Nevertheless, the Company has established policies and plans to further support and develop its personnel, with the objective of advancing toward sustainable development.

**Information on employment**

**Employment**

	2023	2024	2025
<b>Total Employment (Person)</b>	98	98	185
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	98	98	185

	2023	2024	2025
Male employees (persons)	32	28	96
Percentage of male employees (%)	32.65	28.57	51.89
Female employees (persons)	66	70	89
Percentage of female employees (%)	67.35	71.43	48.11
<b>Total of workers who are not employees ( Person)</b>	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	48	42	94
Percentage of employees under 30 years old (%)	48.98	42.86	50.81
Total number of employees 30-50 years old (Persons)	44	50	86
Percentage of employees 30-50 years old (%)	44.90	51.02	46.49
Total number of employees over 50 years old (Persons)	6	6	5
Percentage of employees over 50 years old (%)	6.12	6.12	2.70

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	14	10	53
Percentage of male employees under 30 years old (%)	43.75	35.71	55.21
Total number of male employees 30-50 years old (Persons)	16	16	41
Percentage of male employees 30-50 years old (%)	50.00	57.14	42.71
Total number of male employees over 50 years old (Persons)	2	2	2
Percentage of male employees over 50 years old (%)	6.25	7.14	2.08

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	34	32	41
Percentage of female employees under 30 years old (%)	51.52	45.71	46.07
Total number of female employees 30-50 years old (Persons)	28	34	45
Percentage of female employees 30-50 years old (%)	42.42	48.57	50.56
Total number of female employees over 50 years old (Persons)	4	4	3
Percentage of female employees over 50 years old (%)	6.06	5.71	3.37

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	76	77	157
Percentage of employees in operational level (%)	77.55	78.57	84.86
Total number of employees in management level (Persons)	18	17	24
Percentage of employees in management level (%)	18.37	17.35	12.97
Total number of employees in executive level (Persons)	4	4	4
Percentage of employees in executive level (%)	4.08	4.08	2.16

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	26	18	84
Percentage of male employees in operational level (%)	81.25	64.29	87.50
Total number of male employees in management level (Persons)	4	8	10
Percentage of male employees in management level (%)	12.50	28.57	10.42
Total number of male employees in executive level (Persons)	2	2	2
Percentage of male employees in executive level (%)	6.25	7.14	2.08

**Number of female employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of female employees in operational level (Persons)	50	59	73
Percentage of female employees in operational level (%)	75.76	84.29	82.02
Total number of female employees in management level (Persons)	14	9	14
Percentage of female employees in management level (%)	21.21	12.86	15.73
Total number of female employees in executive level (Persons)	2	2	2
Percentage of female employees in executive level (%)	3.03	2.86	2.25

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	32	28	96
Bangkok Metropolitan (Person)	0	0	0
Northern (Person)	0	0	0
Central (Person)	32	28	96
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0

	2023	2024	2025
Eastern (Person)	0	0	0

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	66	70	89
Bangkok Metropolitan (Person)	0	0	0
Northern (Person)	0	0	0
Central (Person)	66	70	89
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

#### Number of employees working abroad

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

#### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	39,335,513.10	39,143,074.00	54,107,800.00
Total male employee remuneration (baht)	11,800,654.00	13,892,267.00	28,677,479.00
Percentage of remuneration for male employees (%)	30.00	35.49	53.00
Total female employee remuneration (baht)	27,534,859.10	25,250,807.00	25,430,321.00
Percentage of remuneration for female employees (%)	70.00	64.51	47.00
Average of remuneration of employees (Baht/persons)	401,382.79	399,419.12	292,474.59

	2023	2024	2025
Average of remuneration for male employees (Baht/persons)	368,770.44	496,152.39	298,723.74
Average of remuneration for female employees (Baht/persons)	417,194.83	360,725.81	285,733.94
Rate of average of remuneration between female employees and male employees	1.13	0.73	0.96

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company provides a provident fund for all employees, with a contribution rate ranging from **2% to 5%**, depending on the employee's length of service.

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

The company provides a provident fund for all employees, with a contribution rate ranging from **2% to 5%**, depending on the employee's length of service.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's  
Provident Fund Committee

## Participation in provident fund membership

### Details of provident fund participation

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	98	98	185

	2023	2024	2025
Number of employees joining in PVD (persons)	83	88	102
Number of PVD members / Total employees (%)	84.69	89.80	55.14
Number of PVD members / Total eligible employees (%)	84.69	89.80	55.14

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

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,214,092.00	1,270,531.00	1,311,479.00
Total amount of provident fund contributed by employee (baht)	1,214,092.00	1,270,531.00	1,311,479.00

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
BETTER WORLD GREEN PUBLIC COMPANY LIMITED	Yes	185	185	102	55.14	55.14

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

Policy and guidelines on promoting savings : Facilitating automatic PVD enrollment for new employees through the provident fund for non-participating employees (PVD)

#### **Facilitating automatic PVD enrollment for new employees**

The company provides a provident fund for all employees, with a contribution rate ranging from **2% to 5%**, depending on the employee's length of service.

#### **Information on employee development**

##### **Employee training and development**

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	45.60	40.40	35.60
Total amount spent on employee training and development (Baht)	131,365.44	91,840.00	115,977.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000054	0.000040	0.000049
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000052	0.000035	0.000042

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

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

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	196,666.00	207,858.00	475,128.50
Total number of hours worked by employees (Hours)	196,666.00	207,858.00	475,128.50
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	2

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

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	29	22	16
Total number of male employee turnover leaving the company voluntarily (persons)	13	9	15
Total number of female employee turnover leaving the company voluntarily (persons)	16	13	1
Proportion of voluntary resignations (%)	29.59	22.45	8.65
Percentage of male employee turnover leaving the Company voluntarily (%)	44.83	40.91	93.75

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	55.17	59.09	6.25

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Rights of data owners, Retention and storage duration of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

### Information on customer management plan

#### Customer management plan

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

Quality and Service Policy

The company recognizes the importance of customer satisfaction in achieving business success. Therefore, the company has established the following guidelines:

Adhering to contracts, agreements, and customer terms. If unable to fulfill any commitments, the company must promptly inform the customer in advance to find a solution and prevent potential damage.

Establishing a system for receiving customer complaints regarding service quality, response time, and delivery speed, ensuring prompt resolution and response.

Providing accurate, sufficient, and up-to-date information to customers regarding the company's services.

Committing to customer satisfaction by delivering high-quality services under safe conditions and appropriate technology, while continuously improving service standards.

Prioritizing the confidentiality of customer information and ensuring it is not misused for personal or third-party benefit.

Refraining from soliciting, accepting, or offering any dishonest benefits to or from customers.

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Responsible production and services for customers</li> <li>• Communication of product and service impacts to customers/consumers</li> <li>• Development of customer satisfaction and customer relationship</li> <li>• Protection of customer personal information</li> </ul>	Customer Satisfaction	-	2032: Average customer satisfaction score > 85%

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Operational Guidelines

Conduct **customer relationship activities** to enhance engagement and foster long-term, sustainable relationships with customers.

Analyze **service points** to identify the root causes of issues in each process and improve service delivery through an integrated approach.

Continuously evaluate service performance based on:

**Level of Service (LOS)**

**Service Quality (ASQ)**

**Customer Feedback**

in alignment with international standards.

The company conducts **customer satisfaction surveys** by distributing questionnaires and assessment forms to customers. Additionally, the **marketing team directly engages with customers** to understand their concerns, expectations, and service needs. This approach not only helps address customer issues but also strengthens customer relationships.

**Customer satisfaction score results:** [To be inserted]

**Customer satisfaction**

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

**Channels for receiving complaints from customers/consumers**

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

Telephone : 020127888

Fax : -

Email : -

Company's website : <https://bwg.co.th/>

Address : Head Office

488 Soi Ladprao 130 (Mahadthai 2), Ladprao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240, Thailand

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development, implemented by the company over the past year Education, Religion and culture, Occupational health, safety, health, and quality of life

#### Policy on Community, Social, and Environmental Responsibility

The company conducts its business with a strong commitment to **community, social, and environmental responsibility**, emphasizing compliance with relevant safety, security, health, and environmental standards. We are dedicated to minimizing our impact on **natural resources and the environment** through the following practices:

**Prioritize community and social activities** by promoting social and environmental development, conserving natural resources, supporting youth education, and assisting underprivileged communities to become self-sustaining and resilient.

**Allocate a portion of profits** to initiatives that contribute to social and environmental well-being on a regular basis.

**Foster social and environmental responsibility** among employees at all levels through continuous awareness and engagement.

**Ensure strict compliance** with laws and regulations issued by governing bodies, while cooperating with relevant authorities.

**Uphold democratic principles** and encourage employees to exercise their legal rights under the **Constitution of the Kingdom of Thailand** and other applicable laws.

**Implement a grievance system** to address community concerns, investigate causes, take corrective actions, and provide timely updates to complainants.

**Respond promptly and effectively** to any incidents affecting the community or environment due to company operations, collaborating fully with government agencies and relevant organizations.

**Avoid actions that harm natural resources and the environment** beyond legal limits.

**Refrain from supporting activities that threaten society, morality, or promote vice** in any form.

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social : Yes  
management goals

#### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employment and professional skill development</li> <li>• Education</li> <li>• Religion and culture</li> <li>• Forests and natural resources</li> <li>• Water and sanitation management</li> </ul>	Customer Satisfaction and Complaints	-	2032: Local employee satisfaction exceeds 75%, and there are zero community complaints

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

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

### Summary of Community and Local Responsibility Efforts

The company has actively engaged with local communities through a **stakeholder analysis process**, categorizing stakeholders into **directly affected groups, indirectly affected groups, and beneficiaries of the project**. From the project initiation phase, the company has gathered **feedback, concerns, and issues** from stakeholders to **inform planning and decision-making**. This approach ensures that appropriate standards are established to **minimize potential impacts** for each activity.

The **local employee satisfaction rate** stands at **75%**.

### Benefit from implementing social development project

#### Financial benefits

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

	2023	2024	2025
Scholarships (Baht)	0.00	200,000.00	140,000.00

#### Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	500,000.00	500,000.00	500,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.020633	0.021833	0.021175
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.019928	0.018929	0.018112

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

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

# ESG Performance

Company Name : BETTER WORLD GREEN PUBLIC COMPANY LIMITED      Symbol : BWG

Market : SET      Industry Group : Services      Sector : Professional Services

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The company has established a corporate governance policy. by adhering to the best practices and guidelines for good corporate governance For listed companies in 2017 prepared by the Securities and Exchange Commission as a guideline for organizational management to create confidence in the Company's operations that it operates with fairness, transparency, and takes into account the best interests of shareholders and all stakeholders by the company's corporate governance policy It consists of 8 sections of the Code of Practice.

1. Awareness of the Board of Directors role and responsibility as a corporate leader building sustainable value for the business.
2. Setting of main business objectives and goals for sustainability.
3. Promotion of an efficient Board of Directors.
4. Recruitment and development of high-ranking executives and personnel management.
5. Promotion of innovation and responsible business operation.
6. Assurance of appropriate risk management and internal control systems.
7. Maintenance of financial reliability and disclosure of information.
8. Support of shareholder participation and communication.

And apply that principle in conjunction with Principles of good corporate governance for listed companies in 2012 of the Stock Exchange of Thailand This covers the principles of the OECD which are divided into 5 categories as follows:

Section 1 The Rights of Shareholders

Section 2 The Equitable Treatment of Shareholders

Section 3 The Roles of Stakeholders

Section 4 The Disclosure and Transparency

Section 5 The Responsibilities of Directors

Including providing a code of ethics as a guideline and good practice for directors, executives, and employees to uphold. It is a guideline for performing duties according to the company's mission. with honesty, honesty and fairness in both treatment of the Company all groups of stakeholders public and society including setting up a system to monitor the implementation of such guidelines on a regular basis The company Training has been organized to clarify employees in order to be aware of the compliance with the Code of Conduct on a continuous basis. Directors, executives and employees of the Company. have a duty to strictly adhere to the code of conduct Supervisors at all levels are responsible for monitoring and encouraging subordinates to comply with the prescribed code of conduct. and behave as a role model In order to encourage employees to comply with, has determined to review policies and guidelines annually, the company has published policies and guidelines. To supervise the business and business ethics [www.bwg.co.th](http://www.bwg.co.th)

Reference link for the full version of corporate governance policy and guidelines : <https://www.bwg.co.th/th/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2/#1551810262110-79820cf6-e60e>

## Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

## Nomination of directors

### Nomination Policy

The Company places importance on persons with knowledge, ability, experience, good work history and Leadership, far-reaching vision, morality, ethics, as well as a positive attitude towards the organization, able to dedicate sufficient time, which is beneficial to the company's business operations. It also takes into account the diversity in the structure of the Board of Directors. To consider the necessary skills that are lacking in order to determine the qualifications of the directors to be nominated, as well as the qualifications that are appropriate and consistent with the composition and structure of the directors in accordance with the Company's business strategy. By formal and transparent method of nominating directors, the procedure is as follows:

1. The Company provides an opportunity for minority shareholders to nominate a person to be a director of the Company.

2. Nomination and Remuneration Subcommittee To review the board structure to be appropriate to the company's strategic needs.

3. To determine the knowledge, ability and experience of the directors to be nominated in accordance with the Company's goals and strategies.

4. Nomination and Remuneration Subcommittee Conduct recruitment and recommendation of qualified candidates. In his tenure as a director In lieu of directors who have retired from office by term or additional directors, the nomination of qualified persons shall be determined from the following channels:

- Opening of the opportunity for shareholders to propose a list of qualified persons to be elected as directors in advance of the Annual General Meeting of Shareholders in accordance with the rules and conditions announced through the channels of the Stock Exchange of Thailand and the Company's website.

- Give each director the opportunity to nominate a person to consider as a suitable person.

- Have an external consulting firm (Professional Search Firm) help screen qualified candidates.

- Use director database Director Pool of Thai Institute of Directors Association (IOD)

5. Nomination and Remuneration Subcommittee Consider and select suitable candidates to be directors and propose the Committee approved it.

6. The Board of Directors considers and approves the names of directors to be proposed for approval at the Annual General Meeting of Shareholders.

## Determination of director remuneration

### Board of Directors' Remuneration Policy / Chief Executive Officer and Managing Director / Executive Director

#### Director Recruitment Policy

In setting director remuneration, the company will consider suitability in relation to duties, assigned responsibilities and comparison with listed companies on the Stock Exchange of Thailand in similar industries and business sizes. The aforementioned remuneration for directors is adequate to motivate directors to have quality and ability to successfully perform duties according to business goals and directions specified by the company with transparent processes to build confidence among shareholders.

#### Remuneration of the Chief Executive Officer and Managing Director

The remuneration of Chief Executive Officer and Managing Director will be determined each year according to the principles and the policies that the Nomination Committee and Remuneration Committee designated. For the best interest of the Company, the level of short term remuneration in the forms of salary, bonuses and long term incentives must be conformed to the financial performance and the long term operational strategies, Executives development, and also considering the business expansion and the growth profit of the Company

#### Remuneration of Executives

Remuneration of the Executives are determined annually by the Chief Executive Officer and Managing Director, in accordance with the policy of the Nomination and Remuneration Committee.

The Nomination Committee and Remuneration Committee is scheduled to meet at least 3 times a year by the current committee consists of 5 persons, who must be independent directors, more than half will have a membership of at least one person who has knowledge. Ability or expertise in the field of personnel management. And Chairman of the Nomination Committee and Remuneration Committee must be independent directors.

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

The Chief Executive Officer and Managing Director is the head and leader of the Company's executives. He is responsible to the Board of Directors for managing the Company in accordance with the direction, strategies and budget approved by the Board of Directors to achieve its goals. The scope of authority is under the law, objectives and regulations of the Company, as well as the resolutions of the Board of Directors and the shareholders' meeting.

However, the Board of Directors also has the duty to supervise and review to improve and develop appropriate practices in line with the ever-changing environmental situation to create confidence in the efficient, transparent and auditable management system, as well as responding to shareholders and all stakeholders to achieve sustainable benefits.

#### Director development

##### Development of Directors and Executives

1. The company promotes and facilitates training and education to the board and all employees in order to achieve operational improvements, and encourage directors to develop knowledge in performing their duties as a director on an ongoing basis.

2. The board of directors has established a manual, "Corporate Governance Policy" to understand the workings of the board of directors and subcommittees as well as policies and important other information about the company so that they can perform the role of corporate governance effectively.

3. For the director of a new position, the company has provided orientation in order to have a better understanding of the business of the company and related regulations. Also by meeting other executives, the new director is able to enquire and gain insight about doing business and of the company. It also encourages the new member to attend training courses of the Thai Institute of Directors (IOD) and other relevant institutions.

#### Board performance evaluation

##### Self - Assessment of the Board of Directors

The company has policy for the companys Board of Directors to conduct annual at least once a year performance assessments by viewing board effectiveness as an important factor contributing to the success of the company. The performance assessment has an important objective to help the companys Board of Directors, furthermore, each director and all sub-committees review their own performance over the past year in addition to improving performance of duties by the entire Board of Directors and all sub-committees in a more effective manner.

There are two types of board of director evaluations as follows:

1) *The board assesses various aspects as a whole, on various aspects as follows:*

1. Structure and Qualifications of the Board of Directors
2. The roles, duties, and responsibilities of the board.
3. Strategy formulation.
4. Business supervision.
5. Committee meetings.

6. The duties of directors.
7. Relationship with Management.
8. Development of directors and executive development.

2) The board assess the performance of individual directors, on various aspects as follows:

1. Availability of directors.
2. Independence.
3. Business supervision.
4. Readiness to become directors and qualifications.
5. Risk management and internal control.
6. Prevention of conflicts of interest.
7. Monitoring of financial reports and operations.
8. Committee meetings.
9. Other.

### Evaluation process and criteria

The Board of Directors arranges an annual performance assessment of sub-committees such as the Audit Committee, the Nomination and Remuneration Sub-Committee, the Risk Management Sub-Committee, and the Corporate Governance and Sustainability Sub-Committee as a framework. Performance review during the past year in order to be able to make corrections and improve work efficiency. The information on the performance evaluation process and criteria is as follows:

1. The Recruitment and the Wage Sub-Committee reviews the performance evaluation form on a regular annual basis as presented by the Company's secretary in order to ensure that the committee-level and personal performance evaluation forms contain accurate information in line with appropriate criteria. The self-assessment form used by the Company is based on the guidelines of the Stock Exchange of Thailand.
2. The Company's secretary will gather all performance evaluation forms for scoring and subsequent submission to the Nomination and Remuneration Sub-Committee.
3. The Nomination and Remuneration Sub-Committee will present all evaluation results to the Board of Directors for consideration and use as guidelines for improving the Board of Directors work management along with the capabilities of individual directors.

In this regard, the results of the performance assessment Both as a group and an individual (self-assessment) for the year 2025, it can be concluded that the Board of Directors, sub-committees and each director has performed their duties completely and effectively in good criteria.

### Corporate governance of subsidiaries and associated companies

In supervising the operations of subsidiaries and associates, BWG, as a shareholder, has sent representatives to participate in taking care of benefits and coordinating joint business between subsidiaries. BWG representatives must be those who have been approved by the Company's management or approved by the Board of Directors to hold positions as directors in the subsidiaries, as the case may be. The directors appointed as representatives include persons from the Board of Directors, the Management, or external persons who have knowledge and understanding of the business and can provide management guidelines that are beneficial to the Company.

### Diversity Policy of the Board of Directors

The Company is well aware of the diversification of the Board of Directors and sees one important factor. To enhance decision-making and the work of the Board of Directors. That diversity. Not limited to This includes age, educational background, professional experience, skills and competencies, and competencies of the Board of Directors (Skill Matrix). Finance / Banking / Capital Markets / Economist Energy / Environment / Industry Mechanical, Chemical Accounting / Auditing / Internal Auditing / Commercial and Commercial Law / Criminal Law / International Law / General Journalism / Politics / Government Information technology should be assembled. The company's business

interests include 3 directors, 1 legal officer and 1 financial accountant, so in the nomination and consideration of the appointment of directors, the company will be based on their ability and use of the selection criteria, which take into account the benefits of diversity.

Therefore, the Company defines the composition of the Board of Directors as follows: Individuals with knowledge, ability, experience, and expertise that are in line with the Company's business strategy, including morality and ethics, have a positive attitude towards the organization. Leadership Far-reaching vision and sufficient dedication of time. Regardless of gender, race, religion, professional skills, and other specialties.

### **Orientation of New Directors**

The new director has been appointed to attend the inauguration of the company before duty. To attend an orientation with the aim to help the new administration can get to know the business and practice of corporate governance of the company. The company secretary and directors of departments. The lecturer explained to acknowledge that the company has given a lecture. And present merged company. The new director has acknowledged the topics below

- Business operation framework (laws, rules and regulations).
- Performance and activity information.
- Main projects.
- Corporate and business development.
- Good corporate governance.
- Corporate social responsibility (CSR).

### **Policy and guidelines related to shareholders and stakeholders**

Policy and guidelines related to shareholders and stakeholders : Yes

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

### **Shareholder**

The company performs duties to shareholders with honesty and fairness and manages business for stable progress and interest of shareholders by disclosing information to shareholders equally, regularly and completely. The company provides opportunities to propose opinions, suggestions, including either additional agenda items or candidates to serve as directors.

### **Employee**

The Board of Directors recognizes that employees are an important resource of the Company. Therefore, it has a policy to promote employee advancement and has a process for personnel development in various fields. It promotes regular training in appropriate work skills to increase work potential, encourages employees to love learning systematically, and places importance on treating employees and stakeholders in accordance with human rights principles at both the local and international levels, including labor laws and regulations related to employees strictly. The Company employs employees under terms and conditions that are consistent with local laws or customs, and sets wages that are not unlawfully discriminatory and free from bias.

### **Customer**

The Company has a quality policy as well as the ISO 9001:2008 quality system dedicated to creating customer satisfaction and allowing customers to trust that they are receiving high quality products and services at reasonable prices. The Company aims to maintain good customer relations and is dedicated to ensuring that any customer

complaints are dealt with fairly and efficiently. The Company will also safeguard any customer data that should not be divulged, unless such customer information must be disclosed to third parties under the Sustainable Development Policy and Code of Conduct on responsibility to customers.

### **Business competitor**

The Company supports and promotes the policy of free and fair competition, non-monopoly and non-contrast with laws and ethics by conducting business under the rules of good competition without damaging the reputation of commercial competitors, including Do not seek competitors' confidential information by dishonest or improper means according to the Company's Code of Conduct with the following guidelines.

- Operate under the rules of good and fair competition. Cooperate with agencies that oversee trade competition.
- Treat competitors equally and fairly and based on fair returns to both parties.
- Behave within the framework of fair competition.
- Do not seek competitors' confidential information through dishonest or improper means.
- Do not damage the reputation of commercial competitors by accusing them of being untruthful.

### **Business partner**

The Company has a fair policy and is responsible to business partners and/or creditors in order to treat all business partners and/or creditors equitably. Selecting partners and/or creditors with justice Under the criteria for evaluating and selecting business partners and/or creditors, the Company adheres to business operations to build trust with trading partners and/or creditors. By taking into account the combined interests, avoiding situations that cause conflicts of interest or bring damage to the Company's reputation. or contrary to any of the following laws as follows:

- The Company will comply with the contract. Terms or conditions including payment of principal, interest and various collateral care under the relevant contract To the business partners and/or creditors fully, if in the event that the conditions cannot be met know in a timely manner to jointly consider solutions using reasonable principles.
- The Company shall provide business partners and/or creditors with adequate data, and shall not provide any false, distorted, or incomplete data which, in turn, can cause business partners and/or creditors to have a misunderstanding and impact decisions.
- The Company shall conduct financial management in a way that business partners and/or creditors shall have confidence in its financial status and ability to pay Company debt.
- The Company shall by no means, ask for, receive, or grant any trade benefits to business partners and/or creditors with dishonesty. If dishonest behavior occurs, the Company shall notify business partners and/or creditors of all details and cooperate with them to correct the problem with speed as well as take measures to prevent recurrence.
- Deals with business partners and/or creditors shall be conducted in a good manner without damage to the Company's reputation or any illegal activity. Conduct should be on a basis of equality, fairness, and mutual benefits.

### **Creditor**

The Company has a fair policy and is responsible to business partners and/or creditors in order to treat all business partners and/or creditors equitably. Selecting partners and/or creditors with justice Under the criteria for evaluating and selecting business partners and/or creditors, the Company adheres to business operations to build trust with trading partners and/or creditors. By taking into account the combined interests, avoiding situations that cause conflicts of interest or bring damage to the Company's reputation. or contrary to any of the following laws as follows:

- The Company will comply with the contract. Terms or conditions including payment of principal, interest and various collateral care under the relevant contract To the business partners and/or creditors fully, if in the event that the conditions cannot be met know in a timely manner to jointly consider solutions using reasonable principles.
- The Company shall provide business partners and/or creditors with adequate data, and shall not provide any false, distorted, or incomplete data which, in turn, can cause business partners and/or creditors to have a misunderstanding and impact decisions.
- The Company shall conduct financial management in a way that business partners and/or creditors shall have confidence in its financial status and ability to pay Company debt.

- The Company shall by no means, ask for, receive, or grant any trade benefits to business partners and/or creditors with dishonesty. If dishonest behavior occurs, the Company shall notify business partners and/or creditors of all details and cooperate with them to correct the problem with speed as well as take measures to prevent recurrence.

- Deals with business partners and/or creditors shall be conducted in a good manner without damage to the Company's reputation or any illegal activity. Conduct should be on a basis of equality, fairness, and mutual benefits.

### **Government agencies**

Comply with laws, regulations, regulations, and regulations of government offices. Regulatory matters relating to the company.

### **Community and society**

The company has a responsibility to communities and society to follow standards related to safety, security, occupational health and environment and address concerns that impacts natural resources and the environment. Moreover, the Company has also implemented Corporate Social Responsibility (CSR) for sustainable community development and society.

## **Information on business code of conduct**

### **Business code of conduct**

Business code of conduct : Yes

The Company has established a code of ethics as a guideline and good practice for directors, executives, and employees to adhere to as a guideline in performing their duties according to the Company's mission with honesty, integrity, and fairness, both in terms of treating the Company, all stakeholders, the public, and society, including establishing a system for regularly monitoring compliance with such guidelines. The Company has organized training to inform employees to be aware of compliance with the business ethics continuously. The Company's directors, executives, and employees have a duty to strictly comply with the code of ethics. Supervisors at all levels have a duty to monitor and encourage subordinates to comply with the prescribed code of ethics and behave as good examples in order to encourage employees to comply. The Company has also determined to review the policies and practices annually. The Company publishes the policies and practices for corporate governance and the business ethics at [www.bwg.co.th](http://www.bwg.co.th).

Reference link for the full version of business code of conduct : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Policy and guidelines related to business code of conduct**

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information

and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### **Prevention of Conflicts of Interest**

The Board of Directors has a policy on preventing conflicts of interest based on the principle that any decision in conducting business activities must be made for the highest benefit of the Company only and should avoid any action that may cause a conflict of interest. It requires that those involved or have a stake in the considered items must inform the Company of their relationship or stake in such items and must not participate in the consideration of the decision and have no authority to approve such transactions.

If there is an item that may cause a conflict of interest that is not a normal business operation or in accordance with general trading conditions, it must be presented to the Board of Directors meeting for consideration and approval, with the Audit Committee carefully considering the appropriateness to present to the Board of Directors meeting and/or the shareholders meeting (as the case may be). The Company must comply with the criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand, and will disclose it in the notes to the financial statements and the annual report (Form 56-1 One Report).

Reference link for Prevention of Conflicts of Interest : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Anti-corruption**

The Board of Directors has established and improved the Companys anti-corruption policy to be more clear, and has established an anti-corruption handbook as a guideline for directors, executives, and employees, focusing on preventing and combating all forms of corruption, both direct and indirect, and not participating in bribery and corruption of government and private sector officials in order to gain or maintain competitive advantages. The Company has also appointed an anti-corruption working group to coordinate with executives and all units in the organization to improve the criteria, requirements, and related practices to be consistent and appropriate for the current situation, and has arranged for the dissemination of the anti-corruption policy and handbook to external parties. The Company has been certified as a member of the Private Sector Collective Action Coalition Against Corruption. The Company has disclosed this policy on its website at [www.bwg.co.th](http://www.bwg.co.th).

Reference link for Anti-corruption : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Whistleblowing and Protection of Whistleblowers**

The Company has set up a Whistle-blowing Policy to provide channels for reporting and to encourage all employees to report any information on misconduct and/or fraud occurring in the Company. This is will prevent misconduct and/or fraud which may occur in the organization and help detect and reduce damage from misconduct and fraud. In addition, this Policy provides protection to employees who provide information, cooperation or assistance to the Company concerning misconduct and fraud from any kind of threat or unfair act.

#### **Complainants**

Employees, relevant officers, or a third party coming across or becoming aware of dubious acts including those affected by the company's business or the conduct of company directors, executives, or employees that violate laws, regulations, the company's corporate governance, code of conduct, policies, and regulations and suspected corrupt practices. The company encourages complainants to identify themselves and provide adequate evidence.

#### Channels for Reporting Complaints and Clues of Wrongdoing and Corruption

The Company has assigned the chairman of the investigation committee to consider the whistleblowing, complaints, actions that may cause suspicion of bribery and corruption that happened to the company either directly or indirectly and/or all forms of complaints. From all groups of stakeholders of the Company, the complainant must specify the details of the matter to be reported, or complaints or evidence or information sufficient to verify. Including the name, address and telephone number that can be contacted through various channels as follows:

1. Submit via The audit committee's e-mail [audit@bwg.co.th](mailto:audit@bwg.co.th)
2. Submit via The Company's online channels [www.bwg.co.th](http://www.bwg.co.th)  
Facebook : BWG Better World Green Line ID : @bwgcenter
3. Report by telephone 02-012 7888 ext. 211 (Human Resources Department).
4. Report by addressed mail or submit letters directly to the following:
  - Chairman of the Audit Committee.
  - Chairman of the Investigative Committee.
  - Chief Executive Officer and Managing Director.
  - Company Secretary.
  - Manager, Internal Audit Department.

At Better World Green Public Company Limited. 488, Soi Ladprao 130 (Mahadthai 2), Khlong Chan, Bang Kapi, Bangkok, 10240.

In cases where informants or complainants have complaints related to the Board of Directors, any sub-committee and high-ranking executives, please send complaints directly to the Chairman of the Audit Committee.

#### Prevention of Misuse of Inside Information

The Company gives importance to the misuse of inside confidential information for personal gain. Thus, it has included in the Company's Policy on Corporate Governance as well as in the Handbook on Business Ethics and Code of Business Conducts that it is prohibited to make use of confidential information that is known to them and that may be for the purpose of gaining personal benefits prior to such confidential information is disclosed to the general public. As such, a policy has been established the Policy on Protecting the Misuse of Inside Confidential Information together with associated operating guidelines on the buying and selling of the shares of the Company for use by Board Directors, Executives and employees. This is aimed to be measures to prevent the misuse of inside confidential information (or insider trading) by any involved parties, such as Board Directors, Executives and employee working in the Business Units that deal with confidential Company information, and includes those share of the Company owned by their spouses as well as children and adopted children who are not yet of legal age, as follows:

1. Whenever there is any trading (acquisition or disposal) of securities of the Company by directors and executives of the Company, they are required to file a report at least one (1) business day prior to the actual trading of such securities are made, through using the Pre-59 Form Advance Notice of Trading of the Securities of the Company, to the Company Secretary who will keep the Pre-59 Form on file and will make a summary report of all the reported planned trading to the Board of Directors on an annual basis. Thereafter, once the actual trading of the securities of the Company is completed, then a report on the changes in securities holding, Form 59, must be submitted electronically to the SEC within 3 business days after the actual trade has been made; whereby the SEC will disclose this information on the changes in securities holding on its website. This will enable investors to monitor such changes in securities holding by the said persons who are in the position or situation that might have access to inside information of the Company and might make use of such information for their own personal benefit prior to the information being disclosed to the general public.

2. Board Directors, Executives and employees, who are able to access to or have in their possession any confidential inside information, are told they are forbidden to trade (acquire/dispose of) shares of the Company for a specific duration immediately prior to the disclosure of such information to the general public; whereby the Company has compiled a list of names of such persons who are able to access to or have in their possession any confidential inside information (Insider List); namely Board Directors, Executives and employee or other people, who may have the opportunity to gain access to such confidential information and then seek to gain personal benefits from such information in an improper manner prior to the information is disclosed to the general public. As such, all these persons are prohibited from trading any shares of the Company during the Blackout period, the period of having access to or possessing inside confidential information or other sensitive information that may affect the share price, as well as for a period of 30 days prior to the disclosure of financial information to the SET and general public and for 1 day after the disclosure.

3. It is prohibited to make improper use of inside confidential information that have nit yet been disclosed to the general public or to the SET for the sake of gaining personal benefit or for the benefit of any other involved parties, which is considered to be a means of taking unfair advantage of other Shareholders

4. Educate directors and executives about their duty to report their securities holdings, their spouses and minor children to the Securities and Exchange Commission and the Stock Exchange of Thailand.

5. The company has established disciplinary actions for violations of use of inside information for self gain. These could include: written warning, wage cut, suspension without pay and termination. Disciplinary actions is taken depending upon willfulness and severity of the violation.

In order to monitor the implementation, the Company has communicated and created understanding among the directors, executives, and employees by assigning the Company Secretary to communicate via email to such persons about the policies and practices for preventing the use of inside information, notification of the suspension of trading during the Silent Period / Blackout Period, communication to follow the Company's securities trading guidelines, and reviewing the procedures for accessing the Company's inside information to be appropriate.

In the past year 2025, no committing offense has been committed by the directors. Executive Director senior management and employees involved in the use of inside information in any way.

Reference link for Prevention of Misuse of Inside Information : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

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

The Company has a policy that determines the giving or receiving of gifts, entertainment and hospitality services must be in accordance with appropriate actions, with appropriate values according to customs and traditions, and must not be an act to induce or refrain from acting, which may lead to corruption problems. Therefore, the following guidelines are set:

#### *Guidelines for giving or receiving gifts, entertainment and hospitality services*

1. Do not demand or request things or other benefits from other persons who have duties or businesses related to the Company, regardless of whether they are for the benefit of oneself or related persons. Such actions are considered by the Company to be an inappropriate exercise of authority and result in damage to the Company's image and reputation.

2. Do not accept or give things or other benefits resulting from performing duties for the Company that conflict with the Company's interests, regardless of whether they are for oneself or related persons. The following considerations should be made:

(a) Receiving or giving things or other benefits can only be done on occasions or festivals that are traditional practices that should be done to each other, considering the appropriate value for the occasion, person and position of the giver and receiver. Such actions must not influence business decisions or result in unfair benefits.

(b) Business entertainment can be done as necessary. And consider spending reasonably, that is, not more than necessary or extravagant or with regular frequency. Procedures for giving or receiving gifts, entertainment and hospitality services In the event that the company intends to give or receive gifts, entertainment and hospitality services to anyone or an outsider, which is in accordance with business traditions or to maintain good relations and does not violate the law, the following steps can be followed:

1. The unit that proposes the matter considers whether it complies with the company's policy or not.
2. If it complies with the company's policy, consider whether the giving or receiving of gifts, entertainment and hospitality services is appropriate in both quantity and amount, through consideration from the manager level and above, with supporting reasons provided.
3. Check the clarity of the purpose of giving or receiving gifts, entertainment and hospitality services.
4. The unit involved in giving or receiving gifts, entertainment and hospitality services presents the matter for approval according to the approval authority regulations.
5. The unit involved in making payments, such as the accounting and finance department, checks the supporting documents for the payment voucher.
6. Follow up on supporting documents for the receipt. In the case of entertainment, the name, address of the recipient and the purpose should be specified.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Compliance with laws, regulations, and rules**

1. The Company shall conduct business in accordance with the law, including having a policy against all forms of corruption.
2. The Company shall encourage directors, executives, and employees to adhere to and comply with the law, including instilling awareness to jointly resist all forms of corruption.
3. The Company shall conduct business without violating the intellectual property or copyright of others.

Reference link for Compliance with laws, regulations, and rules : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Information and assets usage and protection**

Directors, executives and employees are responsible for using the Company's resources and assets to the greatest extent possible. The following guidelines have been established:

1. Use the Company's assets economically and for maximum benefit.
2. Maintain the Company's assets in good condition, prevent damage or loss, for efficient and sustainable use.
3. Do not use the Company's assets for personal gain or to benefit others.

Reference link for Information and assets usage and protection : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Anti-unfair competitiveness**

The Company has a policy to treat competitors based on fair competition rules and not seek confidential information of competitors in dishonest or inappropriate ways. The guidelines are as follows:

1. Act within the framework of good and fair competition rules and cooperate with agencies that oversee trade competition.
2. Treat competitors equally and fairly and based on receiving fair compensation for both parties.
3. Act within the framework of fair competition rules.
4. Do not seek confidential information of competitors in dishonest or inappropriate ways.
5. Do not damage the reputation of competitors by making false accusations without any truth.

Reference link for Anti-unfair competitiveness : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Information and IT system security**

The Company is committed to using the information technology system efficiently and with data security, which must be maintained to prevent unauthorized use or infringement in accordance with the following practices:

1. Use the information technology system, including all data in the system, for the benefit of the Company.
2. Avoid using the system that may infringe on the normal usage rights of others in matters related to work or may affect the efficiency of the system. The system must not be used to access data that is against good morals, gambling, or national security.

Reference link for Information and IT system security : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Environmental management**

The company promotes natural resource and environmental conservation activities by creating awareness of the efficient use of resources such as water, electricity, paper, etc. and providing correct knowledge and understanding to employees about environmental conservation, including exchanging knowledge and experiences with other agencies to be used in considering improvements in operations and environmental management within the organization.

Reference link for Environmental management : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Human rights**

Respect the dignity and dignity of each person, freedom, privacy, legitimate rights according to the law and human rights and the interests of stakeholders Treat everyone equally without discrimination based on gender, class or race.

The Company requires all directors, executives and employees of the Company to strictly comply with human rights principles as part of operations and not support activities that violate international human rights principles.

1. Adhere to treating each other equally, fairly and without discrimination in accordance with the United Nations Universal Declaration of Human Rights (UNDHR).

2. Perform duties with caution to prevent the risk of human rights violations in business operations, including from those involved in business operations. Monitor respect for human rights and immediately report to supervisors to prevent actions that violate human rights.

3. Do not use forced labor, labor from human trafficking or unlawful child labor, including physical or mental torture of employees, whether by means of threats, confinement, detention, intimidation, harassment or violence in any form. Human rights and labor

Reference link for Human rights : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Safety and occupational health at work**

Supporting the health, safety and security of employees To promote good health and a safe working environment By focusing on controlling and taking action to prevent accidents from work Therefore, a safe working environment has been provided according to various standards and good health has been promoted for employees, including arranging appropriate working hours in accordance with relevant safety and occupational health laws and regulations. Which focuses on maintaining good working conditions, reducing the risk of accidents, injuries and health risk factors. Employees will receive protective equipment and relevant training for safety and well-being of employees.

Reference link for Safety and occupational health at work : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### **Promotion of compliance with the business code of conduct**

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

The Board of Directors has established a code of ethics as a guideline and good practice for directors, executives, and employees to adhere to as a guideline in performing their duties according to the Company's mission with honesty, integrity, and fairness, both in terms of treating the Company, all stakeholders, the public, and society, including establishing a system for monitoring compliance with such guidelines regularly. In addition, the Company has organized training to inform employees to continuously be aware of compliance with the Code of Conduct. The Company's directors, executives, and employees are required to strictly comply with the Code of Conduct. Supervisors at all levels are required to monitor and encourage subordinates to comply with the prescribed Code of Conduct and to behave as good examples in order to encourage employees to comply. The Company has published the Code of Conduct on the Company's website [www.bwg.co.th](http://www.bwg.co.th).

In 2022, there were no violations of ethics and code of conduct against the organization.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://bwg.co.th/wp-content/uploads/2022/05/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-BWG-%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A-200565edit.pdf>

### Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status : CAC 2568\_compressed.pdf

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

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

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

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

The Company reviews its policies and practices on an annual basis to ensure alignment with the business environment, applicable laws, and good corporate governance principles. However, during the past year, there were no significant changes or developments in the Company's policies and practices, as the existing policies remain appropriate, sufficient, and effective for the Company's operations.

Nevertheless, the Company continues to monitor and assess the adequacy of its policies on an ongoing basis to ensure timely improvements, should any new factors or regulatory requirements arise that may impact future operations.

### Implementation of the CG Code for listed companies

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

Board of Directors Realize the principles of good corporate governance which is an important factor in business operation of the Company for sustainable growth It is also strongly believed that it is a key factor in adding value and maximizing returns to shareholders. and all related parties in the long term Board of Directors Therefore, it has formulated and approved corporate governance policies to promote transparency. in the management of the Company's business Protect the rights of minority shareholders and stakeholders in all sectors. Encourage shareholders to participate in controlling and supervising the operations of the Company Determine the risk management to ensure the stability of the company's business and formulate the philosophy and code of conduct in business. for the Company's business operations It is transparent, honest, fair and socially responsible. The corporate governance policy has been set up in accordance with the principles of good governance. The Board of Directors has reviewed and approved the corporate governance policy every year. In order to raise the level of corporate governance of the Company to be more standardized and in accordance with the principles of good corporate governance of the Stock Exchange of Thailand Securities and Exchange Commission and the Thai Institute of Directors Association From the management by adhering to the principles of good corporate governance and realizes the importance and responsibility towards the shareholders and stakeholders of the Company Consequently, in 2025, the company has been assessed by regulatory agencies. and from various organizations as follows:

- CSR-DIW Continuous Award 2025, social responsibility standard. from the Federation of Thai Industries of Thailand
  - Corporate Governance Assessment of Thai Listed Companies or Corporate Governance Report (CGR) Year 2025 "Excellent" (Excellent CG Scoring) for the 10 consecutive year
  - Quality Assessment of the Annual General Meeting of Shareholders 2025 (Annual General Meeting AGM) To protect the legitimate rights of investors, the "excellent" level is organized by the Thai Investors Association.
  - Sustainability Disclosure Recognition Sustainability Information Presentation Comprehensive in all dimensions in terms of environment, society and good governance

In 2017, the Securities and Exchange Commission issued Corporate Governance Code (CG Code 2017) as principles for the Board of Directors to adapt to governance in order to ensure good business performance in the long-term, reliability for shareholders and benefit in building sustainable value for the business. The eight main principles for the Board of Directors are as follows:

1. Awareness of the Board of Directors role and responsibility as a corporate leader building sustainable value for the business.
2. Setting of main business objectives and goals for sustainability.
3. Promotion of an efficient Board of Directors.
4. Recruitment and development of high-ranking executives and personnel management.
5. Promotion of innovation and responsible business operation.
6. Assurance of appropriate risk management and internal control systems.
7. Maintenance of financial reliability and disclosure of information.
8. Support of shareholder participation and communication.

The Board of Director reached a resolution to consider implementing the Corporate Governance Code 2017 by considering and having awareness of roles and duties as the Governing Board. All directors have thoroughly considered implementing the aforementioned principles and have understood the benefits and importance of applying the CG Code to build value for the business with sustainability. Nevertheless, regarding unsuitable principles for the Company's business operations, the Board of Directors considered and issued appropriate replacement measures along with recording measures as part of the Board of Directors resolution in order to hold annual reviews. The Company discloses the Company's corporate governance policies on the website for communication outside the organization and dissemination to the organization's employees to acknowledge the Company's corporate governance along with promoting employee participation in complying with the aforementioned policy.

Furthermore, the Company adheres to and places importance on Corporate Governance Code 2017, which covers principles of the Organization for Economic Co-operation and Development in all five categories for use as

guidelines in developing policies with coverage of rights and equitable treatment of shareholders and stakeholders, structures, roles, duties, responsibilities and independence of the Board of Directors, disclosure of information and transparency, risk control and management including business ethics. This is to help the Company's business management and operation to be effective and transparent

## **Other corporate governance performance and outcomes**

### **Awards and Achievements 2025**

1. Achieved an "Excellent" score of 100 in the 2025 Annual General Meeting (AGM) quality assessment, ensuring the protection of investors' rights, from the Thai Investors Association.
2. Received an "Excellent" rating in the Corporate Governance Report (CGR) assessment for Thai listed companies.
3. Received the "CSR-DIW Continuous Award 2025" for promoting socially responsible operations and sustainable coexistence with communities from the Department of Industrial Works.
4. Received the "ECO FACTORY for Waste Processor" award as an ecological industrial factory for waste management operators.
5. Received the "Gold Medal" standard award for industrial waste management plants in the category of landfilling hazardous waste or unused materials from the Department of Industrial Works in 2025.
6. Received the "Gold Medal" standard award for industrial waste management plants in the category of industrial waste fuel production. To be used as fuel for power plants from the Department of Industrial Works, 2025.
7. Received the Green Industry Level 4 (Green Culture) certification from the Department of Industrial Works, Ministry of Industry.
8. Received the Sustainability Disclosure Award for 2025 from the Thai Institute of Development.
9. Passed certification and registration of the Organization's Carbon Footprint (Corporate Carbon Footprint: CCF) from the Thailand Greenhouse Gas Management Organization (Public Organization), which shows information and categorizes the causes of significant greenhouse gas emissions of the organization.
10. Passed the 3<sup>rd</sup> renewal of certification for the Thai Private Sector Collective Against Corruption (CAC) project.

## Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



The group's shareholding structure.

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
<b>Total directors</b>	9		9		9	
	7	2	6	3	6	3
Executive directors	3		3		3	
	2	1	2	1	2	1
Non-executive directors	6		6		6	
	5	1	4	2	4	2
Independent directors	5		5		5	
	4	1	3	2	3	2
Non-executive directors who have no position in independent directors	1		1		1	
	1	0	1	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	77.78	22.22	66.67	33.33	66.67	33.33
Executive directors	33.33		33.33		33.33	
	22.22	11.11	22.22	11.11	22.22	11.11
Non-executive directors	66.67		66.67		66.67	
	55.56	11.11	44.44	22.22	44.44	22.22
Independent directors	55.56		55.56		55.56	
	44.44	11.11	33.33	22.22	33.33	22.22
Non-executive directors who have no position in independent directors	11.11		11.11		11.11	
	11.11	0.00	11.11	0.00	11.11	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		60		61	
	65	43	66	48	67	49

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Dr. Vicharn Vithayasai  Gender: Male  Age : 85 years  Highest level of education : Honorary degree  Study field of the highest level of education : Medicine  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,500,000 Shares</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>18 Feb 2005</p>	<p>Health Care Services, Sustainability, Corporate Social Responsibility, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Dr. Thamnoon Ananthothai  Gender: Male  Age : 68 years  Highest level of education : Doctoral degree  Study field of the highest level of education : International Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,827,644 Shares (0.050000 %)</li> </ul>	<p>Vice-chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>27 Feb 2008</p>	<p>Economics, Finance, Risk Management, Audit, Internal Control</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Akrawit Khankaew  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,250,000 Shares (0.020000 %)</li> </ul>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : -</p> <p>Type of director : Existing director</p>	<p>27 Feb 2008</p>	<p>Professional Services, Corporate Social Responsibility, Negotiation, Project Management, Engineering</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. Jitsiri Thanapatra  Gender: Female  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 18,000,000 Shares (0.310000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	14 Aug 2024	<p>Business Administration, Data Management, Governance/ Compliance, Strategic Management, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Dr. Boonyabaramee Sawangwong  Gender: Male  Age : 64 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Public Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,250,000 Shares</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>18 Feb 2005</p>	<p>Law, Sustainability, Governance/ Compliance, Audit, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. Nartruidee Unthanuwat  Gender: Female  Age : 57 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,250,000 Shares</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	18 Feb 2005	Accounting, Sustainability, Risk Management, Audit, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Suwat Luengviriya  Gender: Male  Age : 64 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Communication Arts  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 183,150,000 Shares (3.160000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	23 Jul 1997	Professional Services, Corporate Management, Governance/ Compliance, Risk Management, Negotiation

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. Suthat Boonya-Udomsart  Gender: Male  Age : 59 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,250,000 Shares (0.020000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	5 Sep 2006	Finance, Data Analysis, Risk Management, Budgeting, Negotiation

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Ms. Nattaphan Luengviriya Gender: Female Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>Direct shareholding : 1,000,000 Shares (0.020000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	11 Aug 2018	Sustainability, Data Analysis, Statistics, Strategic Management, Negotiation

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Dr. Vicharn Vithayasai  Gender: Male  Age : 85 years  Highest level of education : Honorary degree  Study field of the highest level of education : Medicine  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,500,000 Shares</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	30 Apr 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Dr. Boonyabaramee Sawangwong  Gender: Male  Age : 64 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Public Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,250,000 Shares</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	30 Apr 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Ms. Nartruidee Unthanuwat  Gender: Female  Age : 57 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>Direct shareholding : 1,250,000 Shares</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	30 Apr 2025	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

#### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		3	6	5	1	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Dr. Vicharn Vithayasai	Chairman of the board of directors		✓	✓		
2. Dr. Thamnoon Ananthothai	Vice-chairman of the board of directors		✓	✓		
3. Mr. Akrawit Khankaew	Vice-chairman of the board of directors		✓		✓	
4. Ms. Jitsiri Thanapatra	Director		✓	✓		
5. Dr. Boonyabaramee Sawangwong	Director		✓	✓		
6. Ms. Nartruidee Unthanuwat	Director		✓	✓		
7. Mr. Suwat Luengviriya	Director	✓				✓
8. Mr. Suthat Boonya-Udomsart	Director	✓				✓
9. Ms. Nattaphan Luengviriya	Director	✓				✓
<b>Total (persons)</b>		<b>3</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	11.11
2. Health Care Services	1	11.11
3. Professional Services	2	22.22
4. Law	1	11.11
5. Accounting	1	11.11
6. Finance	2	22.22
7. Corporate Social Responsibility	3	33.33
8. Sustainability	4	44.44
9. Data Management	1	11.11
10. Data Analysis	2	22.22
11. Statistics	1	11.11
12. Negotiation	4	44.44
13. Project Management	1	11.11
14. Corporate Management	1	11.11
15. Engineering	1	11.11
16. Strategic Management	2	22.22
17. Risk Management	5	55.56
18. Audit	3	33.33
19. Internal Control	1	11.11
20. Budgeting	2	22.22
21. Governance/ Compliance	4	44.44
22. Business Administration	1	11.11

Information about the other directors <sup>(\*)(\*\*)</sup>

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half

The Company places great importance on maintaining an appropriate balance of power between the Board of Directors and management. A clear governance structure has been established to ensure transparency, accountability, and to mitigate the risk of misuse of authority.

The Board of Directors consists of a total of nine members, five of whom are independent directors, representing more than half of the Board. This reflects a strong level of independence in oversight and policy decision-making. The Audit Committee is composed entirely of independent directors and is responsible for reviewing the accuracy of financial statements, as well as the effectiveness of internal control systems and risk management, independently from management.

In addition, the Company provides opportunities for the Board to meet and discuss matters with external auditors independently, without the presence of management, during quarterly Board meetings. This practice helps ensure that financial reporting is transparent and in compliance with relevant standards.

Such structure and practices promote an appropriate balance of power between the Board and management, contributing to good corporate governance and long-term sustainability.

## Information on the roles and duties of the board of directors

Board charter : Have

The company has a Nomination and Remuneration Sub-committee to perform duties in the area of Nomination and Remuneration consideration for specific company directors by considering the basic qualifications of the directors according to the criteria specified by associated laws including consideration of factors in other areas such as knowledge, capability, business-related experience and in the business interests of the company, etc, for proposal to the company's board of directors or the meeting of shareholders in order to consider the appointment (depending upon the case) with the following criteria and procedures:

1. The company directors must perform their duties in compliance with the law, objectives and regulations of the company as well as the decisions of the meeting of shareholders.
2. The company's board of directors shall consist of at least five directors wherein no less than half of all of the directors must reside in Thailand and the directors must possess qualifications as specified by related laws.
3. One-third of the directors shall resign from their positions at every annual common meeting of the company. If the number of the resigning directors cannot be divided into three parts, the directors shall resign by the number closest to one-third, but no more than one-third of the number of all directors. The directors to be released from office during the first and second year after the registration of the company are to draw lots to determine who will be released in subsequent years. The director in office longest will leave that office and the directors already released from office may be reelected.
4. The Nomination and Remuneration Sub-committee shall select and recruit individuals with knowledge and capabilities as suitable for the company's businesses including consideration of wages for the directors for proposal to the meeting of shareholders for consideration of approval.
5. The meeting of shareholders shall appoint directors by means of a majority vote according to the following criteria:
  - Each shareholder shall have voting power equal to one vote per share.
  - Each shareholder must use all of the remaining votes to elect one or several individuals to be a director(s)
  - The individual receiving the highest respective amount of votes will be elected as a director according to the appropriate number of directors or the number of directors that should be elected at that time. In the event that the individuals elected in the next rank have equal numbers of votes but exceed the number of director seats up for election at that time, the Chairman of the meeting shall cast the deciding vote.
6. In the event that a director's seat is available due to causes other than release due to expiration of the director's term, the Recruitment & Wage Sub-committee shall choose qualified individuals without forbidden characteristics as specified to replace the director in the next meeting of the board of directors, unless the remainder of the director's term is less than two months and with the votes of no less than three quarters of the remaining directors wherein the individual to replace said director shall remain in office for the length of the term of the director being replaced. The decision of the board of directors must be the result of no less than three-quarters of the remaining directors.
7. Directors must notify the Company without delay. If there is any interest in the contract or activity that the Company has made, directly or indirectly, or holds shares, debentures, increases or decreases in the Company or its affiliates.
8. At every annual general meeting of shareholders the directors shall retire in one-third of all directors. If the number of directors who will leave the position cannot be divided into three parts. The number shall be issued as close as possible to the third of the directors who have been in office for the longest time. Leave the position first. Retired directors may be re-elected.
9. The shareholders' meeting may vote to remove any director from office before the expiration of the term by a vote of not less than three-quarters of the number of shareholders present at the meeting and entitled to vote, and the total number of shares counted together is not less than half of the number of shares held by the shareholders present at the meeting and entitled to vote.

10. The Nomination and Remuneration Committee considers the selection and nomination of qualified persons. Both experience, knowledge and ability are beneficial to the Company and deserve to be nominated as directors. In order to propose to the Board of Directors' meeting and shareholders' meeting for appointment in accordance with the Company's Articles of Association and in the nomination of new directors, the Company will consider the composition of the Board of Directors in accordance with the board Skill Matrix approved by the Board of Directors to consider the necessary qualifications, knowledge, skills and experience of the Directors. To ensure that the composition of the Board of Directors is consistent with the business strategy. Director Pool to consider the nomination of new directors

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls

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

1. Review the Company's financial reports to be accurate and sufficiently disclosed by coordinating with external auditors and executives responsible for preparing quarterly and annual financial reports. The Audit Committee may recommend that the auditor review or examine any items deemed necessary and important during the Company's audit.
2. Review the Company's internal control system in accordance with the Internal Control Framework (COSO 2013) and internal auditing that is appropriate and effective in accordance with generally accepted international methods and standards by reviewing together with the auditors and internal auditors.
3. Consider the independence of the internal audit unit and approve the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal auditing.
4. Review the Company's operations to comply with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, and laws related to the Company's business.
5. Review the summary of fraud investigation results and determine preventive measures within the organization. Including reviewing the Company's internal processes related to whistleblowing and complaints.
6. Reviewing the self-assessment form on anti-corruption measures as reviewed and assessed by the Internal Audit Department to ensure that the Company has various systems to combat corruption as reported in the self-assessment form of the Thai Institute of Directors Association (IOD).
7. Considering the selection and proposing the appointment of the Company's auditors, including proposing the auditors' remuneration, taking into account the independence, reliability, adequacy of resources, the auditing workload of the auditing firm, and the experience of the personnel assigned to audit the Company's accounts, including attending a meeting with the auditors without management at least once a year.
8. Considering the disclosure of the Company's information in the event of a related transaction or a transaction that may lead to a conflict of interest, to ensure that it is accurate, complete, and complies with the law and

regulations of the Stock Exchange of Thailand, including providing opinions on the necessity and reasonableness of such transactions, taking into account the greatest benefit to the Company.

9. Performing any other duties as assigned by the Board of Directors and approved by the Audit Committee.

10. Preparing a report on the activities of the Audit Committee. as disclosed in the Company's annual report (Form 56-1 One Report) signed by the Chairman of the Audit Committee, which contains details as follows:

- Opinion on the accuracy, completeness and reliability of the Company's financial report
- Opinion on the adequacy of the Company's internal control system
- Opinion on compliance with the Securities and Exchange Act, the Stock Exchange's regulations or laws related to the Company's business
- Opinion on the suitability of the auditor
- Opinion on items that may cause conflicts of interest
- Number of Audit Committee meetings and attendance of each Audit Committee member
- Overall opinions or observations received by the Audit Committee from performing its duties in accordance with the charter
- Other items that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors

11. Report the Audit Committee's operations to the Board at least once a year

12. Have the authority to conduct inspections and investigations as necessary in various matters, including expressing independent opinions from other professional advisors when deemed necessary at the Company's expense To ensure the successful performance of duties under its responsibilities

13. Conduct an investigation into suspicious circumstances that the directors, managers or persons responsible for the operations of the Company have committed an offense under the Securities and Exchange Act (No. 4) B.E. 2551 in Section 281/2, paragraph two, Section 305, Section 308, Section 309, Section 310, Section 311, Section 312 or Section 313, which the auditor has found

and reported to the Audit Committee and to report the initial audit results to the Board of Directors, the Office of the Securities and Exchange Commission and the auditor within 30 days from the date of notification from the auditor. The suspicious circumstances that must be reported and the methods to obtain the facts about such circumstances shall be as announced by the Capital Market Supervisory Board.

14. In performing the duties of the Audit Committee, if the Audit Committee finds or suspects that there are any of the following items or actions that may have a significant impact on the Company's financial position and performance, the Audit Committee shall report to the Board of Directors:

To make corrections within the time that the Audit Committee deems appropriate

- Items that cause conflicts of interest
- Fraud or irregularities or significant deficiencies in the internal control system
- Violations of the Securities and Exchange Act, the Stock Exchange's regulations or laws related to the Company's business

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

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### **Risk Management Sub-Committee**

#### **Role**

- Risk management

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

1. Review and propose the risk management policy and acceptable risk to the Board of Directors for consideration and approval.

2. Oversee the development and implementation of the risk management framework throughout the organization.
3. Review the risk management report to monitor significant risks and ensure that the organization has adequate and appropriate risk management.
4. Present the overall risks of the Company, including the adequacy of the internal control system for managing various important risks to the Board of Directors.
5. Provide advice to the Company on risk management and consider revising information related to the development of the risk management system.
6. Have the authority to appoint a working group to assess and monitor the Company's risks.
7. Other matters as assigned by the Board of Directors related to risk management.

**Reference link for the charter**

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**Nomination Remuneration and Corporate Governance Sub-Committee**

**Role**

- Director and executive nomination
- Remuneration
- Corporate governance

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

1. Establish policies, criteria, and procedures for the recruitment, selection, and nomination of company directors and members of sub-committees for approval by the Board of Directors.
2. Develop a Board Skills Matrix appropriate to the company's business, taking into account the diverse aspects of the Board of Directors' composition, to ensure suitability for the business and benefit to the company.
3. Review the structure and composition of the Board of Directors, the term of office of independent directors, and the independence and qualifications of each independent director to ensure that the company's independent directors meet all relevant criteria and/or laws.
4. Consider the criteria for the succession plan for senior management.
5. Consider and propose a compensation structure for directors and senior executives, including salaries, bonuses, benefits, meeting fees, and other financial and non-financial compensation as agreed upon.
6. Review and screen monetary and non-monetary compensation for the Board of Directors and sub-committees of the company.
7. Present the compensation plan for the Board of Directors and sub-committees to the Board of Directors for consideration and submission to shareholders for approval.
8. Define the scope and policies regarding corporate governance and business ethics, and review and recommend policies and practices related to the company's corporate governance. To be appropriate for business operations and consistent with international best practices or principles, for presentation to the Board of Directors for approval.
9. To disclose the policy regarding compensation in various forms, including the amount of compensation for directors, in the company's annual report (Form 56-1 One Report).
10. To evaluate the performance of the Nomination, Compensation, and Corporate Governance Committee and report to the Board of Directors annually.
11. To perform any other duties as assigned by the Board of Directors.

**Reference link for the charter**

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**Sustainable Development Sub-Committee**

## Role

- Sustainability development

### Scope of authorities, role, and duties

1. To assess the suitability and provide advice on developing strategies, goals, policy frameworks, plans, and guidelines for the Group's sustainability development, in alignment with international sustainability practices and standards, as well as adapting to evolving business environments, technologies, and risks. This ensures the Group's efficient operation, responsiveness to stakeholder needs, and social and environmental responsibility for the Group's sustainable growth.
2. To oversee and monitor compliance with relevant sustainability policies and/or regulations, including providing advice and recommendations on economic, social, environmental, and corporate governance aspects for long-term sustainable business operations, and promoting a culture of good corporate governance within the organization.
3. To oversee and monitor compliance with annual plans, including providing advice and recommendations on sustainability initiatives to management, aligning with organizational business strategies and goals, and adapting to changing circumstances. This also includes monitoring management's integration of sustainability issues into annual strategy and plan development.
4. To monitor performance against various indicators and provide advice on reporting sustainability-related data.
5. To support, oversee, and monitor compliance with laws, regulations, and organizational rules governing government agencies and regulatory bodies. including best practices in sustainability both nationally and internationally.
6. Has the authority to appoint and define the roles and responsibilities of sustainability working groups as needed. The subcommittee is responsible for overseeing and monitoring the progress of such working groups.
7. Reviews the company's sustainability reports disclosed to stakeholders and the public, such as the company's annual sustainability report (SD Report) in accordance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission.
8. Provides advice, recommendations, and useful suggestions to the Board of Directors and management in the sustainable development of the Group.
9. Promotes the participation of the Board of Directors, executives, and employees in the company's corporate governance and social and environmental responsibility activities.
10. Provides advice, encouragement, and support to directors, executives, and employees to gain knowledge and understanding of sustainability.
11. Can hire independent consultants or experts in accordance with company regulations to provide opinions or advice at the company's expense.
12. Performs any other duties as assigned by the Board of Directors.

### Reference link for the charter

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### Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Dr. Thamnoon Ananthothai<sup>(*)</sup>  Gender: Male  Age : 68 years  Highest level of education : Doctoral degree  Study field of the highest level of education : International Management  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee  (Non-executive directors, Independent director)    Director type : Existing director</p>	30 Jun 2007	Economics, Finance, Risk Management, Audit, Internal Control
<p>2. Ms. Nartrudee Unthanuwat<sup>(*)</sup>  Gender: Female  Age : 57 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)    Director type : Existing director</p>	18 Feb 2005	Accounting, Sustainability, Risk Management, Audit, Budgeting

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Dr. Boonyabaramee Sawangwong (*) Gender: Male Age : 64 years Highest level of education : Doctoral degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	18 Feb 2005	Law, Sustainability, Governance/ Compliance, Audit, Risk Management

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Dr. Boonyabaramee Sawangwong Gender: Male Age : 64 years Highest level of education : Doctoral degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	30 Apr 2025	-

List of directors	Position	Date of resignation / termination	Replacement committee member
2. Ms. Nartruidee Unthanuwat <sup>(*)</sup> Gender: Female Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)	30 Apr 2025	-

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Suwat Luengviriya Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	17 Mar 2005
2. Ms. Charuwan Phochaeng Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Sep 2006

List of committee members	Position	Appointment date of executive committee member
3. Mrs. Pornpen Paoratchatapiboon Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Sep 2006
4. Ms. Kamala Luengviriya Gender: Female Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Management of Information System Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Sep 2006
5. Mr. Suthat Boonya-Udomsart Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Sep 2006

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Sub-Committee	Dr. Vicharn Vithayasai	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Dr. Thamnoon Ananthothai	Member of the subcommittee (Independent director)
	Dr. Boonyabaramee Sawangwong	Member of the subcommittee (Independent director)
	Mr. Suwat Luengviriya	Member of the subcommittee
	Mr. Suthat Boonya-Udomsart	Member of the subcommittee
Nomination Remuneration and Corporate Governance Sub-Committee	Dr. Thamnoon Ananthothai	The chairman of the subcommittee (Independent director)
	Dr. Boonyabaramee Sawangwong	Member of the subcommittee (Independent director)
	Mr. Akrawit Khankaew	Member of the subcommittee
	Mr. Suthat Boonya-Udomsart	Member of the subcommittee
	Ms. Nartrudee Unthanuwat	Member of the subcommittee (Independent director)
Sustainable Development Sub-Committee	Mr. Akrawit Khankaew	The chairman of the subcommittee
	Dr. Thamnoon Ananthothai	Member of the subcommittee (Independent director)
	Ms. Nartrudee Unthanuwat	Member of the subcommittee (Independent director)
	Dr. Boonyabaramee Sawangwong	Member of the subcommittee (Independent director)
	Mr. Suwat Luengviriya	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Suwat Luengviriyaya  Gender: Male  Age : 64 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Communication Arts  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Chief Executive Officer and Managing Director  (The highest-ranking executive)</p>	<p>23 Jul 1997</p>	<p>Professional Services, Corporate Management, Governance/ Compliance, Risk Management, Negotiation</p>
<p>2. Ms. Kamala Luengviriyaya  Gender: Female  Age : 59 years  Highest level of education : Master's degree  Study field of the highest level of education : Management of Information System  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Deputy Managing Director of Management</p>	<p>5 Sep 2006</p>	<p>Strategic Management, Corporate Management, Negotiation, IT Management, Human Resource Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mrs. Pornpen Paoratchatapiboon  Gender: Female  Age : 49 years  Highest level of education : Master's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Deputy Managing Director of Operations	1 Mar 2023	Corporate Social Responsibility, Data Management, Project Management, Strategic Management, Sustainability
<p>4. Mr. Suthat Boonya-  Udomsart<sup>(*)(**)</sup>  Gender: Male  Age : 59 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : Yes</p>	Deputy Managing Director of Accounting and Finance	5 Sep 2006	Finance, Data Analysis, Risk Management, Budgeting, Negotiation

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Nattaphan Luengviriya Gender: Female Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director of Business Development and corporate communications.	11 Aug 2018	Sustainability, Data Analysis, Statistics, Strategic Management, Negotiation

*Additional Explanation :*

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

*(\*\*) Accounting supervisor*

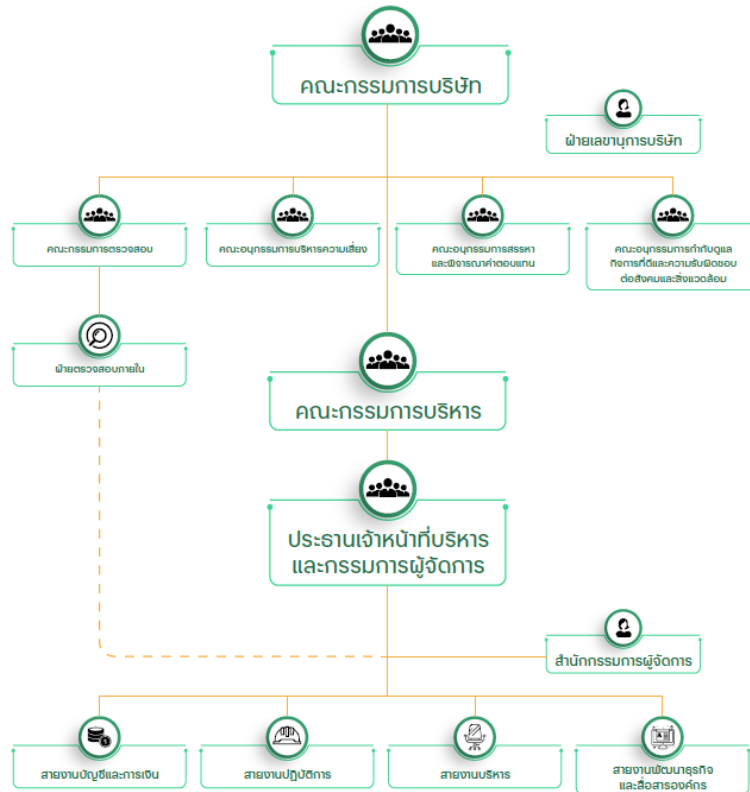
*(\*\*\*) Appointed after the fiscal year end of the reporting year*

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

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

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

## โครงสร้างองค์กร



Executive Structure

### Remuneration policy for executive directors and executives

#### Compensation policy for Chief Executive Officer and Managing Director/Executives.

##### Chief Executive Officer (CEO) Compensation

CEO compensation is determined by clear guidelines and agreed upon in advance. The Nomination, Compensation, and Corporate Governance Subcommittee evaluates the CEO's performance annually and submits the results to the Board of Directors for consideration. The Chairman then communicates the results to the CEO. Thai Oil's CEO compensation policy is based on current (short-term) and future (long-term) strategic performance to lay the foundation for sustainable future growth at a level that is attractive and comparable to companies in the same industry. This is done under clear and transparent guidelines, utilizing the Balanced Scorecard's three perspectives: 1) Business as Usual, 2) Strategic Initiatives, and 3) Strategic Enablers & Sustainability, to determine corporate key performance indicators (KPIs), which are part of the performance evaluation criteria.

##### Executive Compensation

Executive compensation is reviewed annually. By the Chief Executive Officer and Managing Director, in accordance with the principles and policies set by the Nomination, Compensation, and Corporate Governance Subcommittee.

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

The Nomination and Remuneration Sub-Committee has properly considered and specified the short-term and long-term remunerations of the Chief Executive Officer and Managing Director with considerations to the performance

of the previous year as linked to the key performance index in monetary and non-monetary forms as approved by the Board of Directors and comparisons made with the remunerations of other companies in the same Industry in order to ensure that the Company has remuneration structure that is competitive and appropriate for work.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	19,650,000.00	20,515,320.00	28,729,943.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	19,650,000.00	20,515,320.00	28,729,943.00

Compensation for executive directors and management consists of monetary components, including salaries, bonuses, meeting allowances, and other short-term benefits. The Company establishes its remuneration policy in accordance with the principles of Good Corporate Governance, taking into account transparency, fairness, and auditability.

The remuneration structure is linked to the Companys performance in both financial and sustainability dimensions (Environmental, Social and Governance: ESG), reflecting accountability to all stakeholder groups. Variable compensation, such as bonuses, is determined based on the Companys financial performance in conjunction with performance against key indicators covering economic, environmental, and social aspects. Meeting allowances are determined in alignment with the roles, duties, and responsibilities of directors and executives, as well as the frequency of meeting attendance, to appropriately reflect their participation in oversight and strategic decision-making.

In this regard, the Company benchmarks its remuneration against peers within the same industry to ensure competitiveness, enabling the attraction and retention of qualified executives, while maintaining an appropriate balance with shareholders long-term interests.

### Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	982,500.00	1,025,000.00	1,313,803.00
Employee Stock Ownership Plan (ESOP)	No	No	No

	2023	2024	2025
Employee Joint Investment Program (EJIP)	No	No	No

-None-

#### Outstanding remuneration or benefits of executive directors and executives

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

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

#### Other significant information

Other significant information

#### Assigned person

##### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Raweewan Pongpanit	raweewan.p@bwg.co.th	02-0127888 ต่อ 316

##### List of the company secretary

General information	Email	Telephone number
1. Ms. Siriphorn Suasagoon	siriphorn.s@bwg.co.th	02-0127888 ต่อ 533

##### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Siriphorn Suasagoon	siriphorn.s@bwg.co.th	02-0127888 ต่อ 533

##### List of the head of the compliance unit

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Siriphorn Suasagoon	siriphorn.s@bwg.co.th	02-0127888 ต่อ 533

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Natthaphan Luengviriya	ir@bwg.co.th	020127869 -715

#### Company's auditor

##### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2105 4661	1,400,000.00	-	1. Mr. KOMIN LINPHRACHAYA Email: audit@karinaudit.co.th License number: 3675  2. Mr. JADESADA HUNGSAPRUEK Email: audit@karinaudit.co.th License number: 3759  3. Mr. SUPOJ MAHANTACHAISAKUN Email: audit@karinaudit.co.th License number: 12794  4. Ms. KANWARAT SAKSRIBORWORN Email: audit@karinaudit.co.th License number: 13273  5. Ms. KANNIKA WIPANURAT

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			<p>Email: audit@karinaudit.co.th License number: 7305</p> <p>6. Mr. JIROTE SIRIROROTE Email: audit@karinaudit.co.th License number: 5113</p> <p>7. Mr. WORAPOL WIRIYAKULAPONG Email: audit@karinaudit.co.th License number: 11181</p> <p>8. Mr. POJANA ASAWASONTICHAJ Email: audit@karinaudit.co.th License number: 4891</p> <p>9. Mr. WICHIAN PROONGPANISH Email: audit@karinaudit.co.th License number: 5851</p> <p>10. Ms. KOJCHAMON SUNHUAN Email: audit@karinaudit.co.th License number: 11536</p> <p>11. Ms. BONGKOTRAT SUAMSIRI Email: audit@karinaudit.co.th License number: 13512</p> <p>12. Mr. THANATHIT RAKSATHIANRAPHAP Email: audit@karinaudit.co.th</p>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			License number: 13646

**Details of the auditors of the subsidiaries**

Audit fee (Baht)	Other service fees		
1,625,000.00	-		

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

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

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

## Performance Report on Corporate Governance

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

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

The Board of Directors has fully performed its duties and responsibilities, with a focus on ensuring that the Company's operations adhere to good corporate governance principles, maintain transparency, and take into account the best interests of shareholders and all stakeholders.

The Board has collectively considered and determined the Company's direction, strategies, and key policies, while regularly monitoring management's performance to ensure that operations align with established plans and can adapt appropriately to changing economic conditions and competitive environments.

In addition, the Board has placed importance on internal control systems, risk management, and the accuracy of financial reporting, through collaboration with the Audit Committee, to ensure that the Company's operations are conducted prudently and efficiently.

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

#### Information about the selection of the board of directors

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

List of directors	Position	First appointment date of director	Skills and expertise
Dr. Vicharn Vithayasai	Chairman of the board of directors	18 Feb 2005	Health Care Services, Sustainability, Corporate Social Responsibility, Governance/ Compliance
Dr. Boonyabaramee Sawangwong	Director	18 Feb 2005	Law, Sustainability, Governance/ Compliance, Audit, Risk Management
Ms. Nartruidee Unthanuwat	Director	18 Feb 2005	Accounting, Sustainability, Risk Management, Audit, Budgeting

#### List of newly appointed director to replace the ex-director

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

### Selection of independent directors

#### Criteria for selecting independent directors

##### Recruitment of Audit Committee/Independent Directors

The Audit Committee shall consist of at least 3 independent directors, with a term of office of 3 years. The Recruitment and Remuneration Subcommittee has a policy to recruit Audit Committee/Independent Directors in accordance with the Capital Market Supervisory Board Announcement No. TorJor.39/2559 on the Request for Permission and Permission to Offer New Shares, which shall have the following qualifications:

1. Holding shares not exceeding one percent of the total number of voting shares of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, including shares held by related persons of such independent director.
2. Not being or having been a director who participates in the management of the Company, employee, staff, or advisor who receives a regular salary.
3. Not being a person related by blood or by legal registration, such as a father, mother, spouse, sibling, and child, including spouse of a child, of an executive, major shareholder, controlling person, or a person to be nominated as an executive or controlling person of the Company or its subsidiary.
4. Not having or having had a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company in a manner that may obstruct the exercise of independent judgment. Including not being or having been a significant shareholder or a controlling person of a person having a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder or controlling person of the Company, unless such relationship has been terminated for no less than 2 years prior to the date of filing the application with the SEC or prior to the date of appointment as an audit committee member.

The aforementioned business relationship includes normal business transactions for the purpose of conducting business, renting or leasing real estate, transactions related to assets or services, or providing or receiving financial assistance by accepting or lending as collateral, providing assets as collateral for debts, including other similar actions, which result in the Company or the contracting party having a debt to be paid to the other party of at least 3 percent of the Company's net assets or 20 million baht or more, whichever amount is lower. The calculation of such debt shall be in accordance with the method of calculating the value of related party transactions in accordance with the announcement of the Capital Market Supervisory Board on the criteria for related party transactions, by analogy. However, in considering such debt, debts incurred during the period of one year prior to the date of having a business relationship with the same person shall be included.

5. Not being or having been an auditor of the Company, its parent company, subsidiary company, affiliated company, major shareholder or controlling person of the Company. and not being a significant shareholder, a controlling person, or a partner of an audit firm that has auditors of the Company, its parent company, subsidiary company, associated company, major shareholder, or controlling person of the Company, unless he has not been in such a position for at least two years prior to the date of filing the application with the SEC or prior to the date of appointment as an audit committee member.

6. Not being or having been a professional service provider of any kind, including legal or financial advisory services, who receives a service fee of more than 2 million baht per year from the Company, its parent company, subsidiary company, associated company, major shareholder, or controlling person of the Company, and not being a significant shareholder, a controlling person, or a partner of a professional service provider, unless he has not been in such a position for at least two years prior to the date of filing the application with the SEC.

7. Not being a director appointed to represent the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.

8. Not engaging in a business of the same nature and in significant competition with the Company's or subsidiary company's business, or not being a significant partner in a partnership, or being a director who participates in the management, employee, staff, or consultant who receives a regular salary, or holding more than one percent of the total voting shares of another company engaged in a business of the same nature and in significant competition with the Company's business. or subsidiaries

9. Do not have any other characteristics that prevent them from expressing independent opinions on the operations of the Company

10. Not being a director assigned by the Board of Directors to make decisions on the operations of the Company, its parent company, subsidiaries, affiliates, subsidiaries of the same rank, major shareholders, or persons with controlling power of the Company

11. Not being a director of the parent company, subsidiaries, or subsidiaries of the same rank that are listed companies

12. Having sufficient knowledge and experience to be able to perform duties as an audit committee member. In this regard, there must be at least one audit committee member with sufficient knowledge and experience in accounting and/or finance to be able to perform duties in reviewing the reliability of the financial statements

The criteria and methods for appointing audit committee members are in accordance with the criteria and methods for appointing directors of the Company. Audit committee members who have left their positions by rotation may be reappointed to hold the position again. In the event that an audit committee position becomes vacant for any reason other than term expiration, the Board of Directors or the shareholders' meeting shall appoint a person with complete qualifications to be an audit committee member in order to complete the number of audit committee members as determined by the Board of Directors. The person who replaces the audit committee member shall be in the position for only the remaining term of the audit committee member whom they replace, and the Company must immediately notify the Stock Exchange of Thailand when the audit committee member resigns or is dismissed before the expiration of the term.

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

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

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

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

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

## Number of directors from major shareholders

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

## Rights of minority shareholders on director appointment

The Company grants shareholders the right to vote on a one-share-one-vote basis. For convenience in voting and counting votes, the Company has prepared separate ballots for each agenda item for voting, especially the agenda item on appointing directors. The Company grants shareholders the right to vote on appointing directors individually, and has provided shareholders with the opportunity to volunteer to act as witnesses in counting votes. Legal advisors are also provided to monitor the vote counting for transparency in voting and counting votes. The Company discloses the information to the meeting and records it in the meeting minutes.

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

## Setting qualifications for the selection of directors

### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Accounting Finance Human Resource Management (HRM) Sustainability Corporate Social	Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
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List of directors	Participation in training in the past financial year	History of training participation
<p>1. Dr. Vicharn Vithayasai (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2024: Training course Innovating sustainability: the Generative AI revolution 2nd time in 2024 From Thaipat Institute</li> </ul>
<p>2. Dr. Thamnoon Ananthothai (Vice-chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2005: Advanced Audit Committee Program (AACP)</li> <li>• 2005: Director Accreditation Program (DAP)</li> <li>• 2005: Director Certification Program (DCP)</li> <li>• 2005: Role of the Chairman Program (RCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2024: Board Nomination and Compensation Program BNCP 21/2024</li> <li>• 2024: Seminar speaker Show Case: Class Action from the US stock market to the Thai stock market on the process of class action lawsuits from the Stock Exchange of Thailand in collaboration with the Thai Inv</li> </ul>
<p>3. Mr. Akrawit Khankaew (Vice-chairman of the board of directors)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2024: Training course Innovating sustainability: the Generative AI revolution 2nd time in 2024 From Thaipat Institute</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
4. Ms. Jitsiri Thanapatra (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2024: Director Accreditation Program (DAP)
5. Dr. Boonyabaramee Sawangwong (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2005: Director Accreditation Program (DAP)  Other  • 2024: Online seminar on prevention, suppression, and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commissio
6. Ms. Nartruidee Unthanuwat (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2005: Director Accreditation Program (DAP)  Other  • 2024: Online seminar on prevention, suppression, and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commissio
7. Mr. Suwat Luengviriya (Director)	Participating	Thai Institute of Directors (IOD)  • 2005: Director Accreditation Program (DAP)  Other  • 2024: Online seminar on prevention, suppression, and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commissio

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. Suthat Boonya-Udomsart (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2009: Advanced Audit Committee Program (AAP)</li> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2024: IR Sharing 4/2024 on the topic of How to write MD&amp;A to impress from the Thai Listed Companies Association</li> <li>• 2024: Online seminar on the importance of audit committees and confidence in the Thai capital market</li> <li>• 2024: Online seminar on the topic of Governance System for Fraud Detection</li> <li>• 2024: TLCA CFO CPD 4/2024 on Accounting standards related to the issuance of ESG securities from the Thai Listed Companies Association</li> <li>• 2024: Training course TLCA CFO CPD 3/2024 on the topic of Tax Governance from the Thai Listed Companies Association</li> </ul>
9. Ms. Nattaphan Luengviriya (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2019: Director Certification Program (DCP)</li> <li>• 2018: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2024: Thai IOD : Leading with Urgency :Climate Action for Boards 2024</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Board of Directors' Self-Assessment

The Company has a policy to arrange for the Board of Directors to evaluate its performance annually, at least once a year, because it believes that the effectiveness of the Board of Directors (Board Effectiveness) is an important factor for the Company's success. The main objective of the performance evaluation is to help the Board of Directors, each director, and each subcommittee review their own performance in the past year, as well as to help improve the efficiency of the Board of Directors, directors, and subcommittees. The Board's performance evaluation is divided into 2 types as follows:

1) Performance evaluation of the entire Board of Directors, which evaluates the following aspects:

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Strategy determination
4. Supervision
5. Board meetings
6. Director's duties
7. Relationship with management
8. Director's self-development and executive development

2) Performance evaluation of individual Board of Directors By evaluating the following aspects:

1. Readiness of the directors
2. Independence
3. Corporate governance
4. Readiness to be a director and qualifications
5. Risk management and internal control
6. Preventing conflicts of interest
7. Monitoring financial and operational reports
8. Board meetings
9. Others

#### Process and criteria for evaluation

The Board of Directors arranges for an annual performance evaluation of subcommittees, such as the Audit Committee, the Nomination and Remuneration Subcommittee, the Risk Management Subcommittee, and the Corporate Governance and Sustainability Subcommittee, to be used as a framework for reviewing performance during the past year in order to be able to make corrections and improve work efficiency.

The process and criteria for performance evaluation are as follows:

1. The Nomination and Remuneration Subcommittee reviews the performance evaluation form annually through the submission of the Company Secretary to ensure that the performance evaluation form for the entire committee and the individual performance evaluation form are accurate, complete, and in accordance with appropriate criteria. For the self-assessment form, the Company uses the performance evaluation form of the Stock Exchange of Thailand as a guideline for evaluation.

2. Company Secretary will be the one who collects all performance evaluation forms, then summarizes the scores and presents them to the Selection and Remuneration Subcommittee.

3. The Selection and Remuneration Subcommittee will present all evaluation results to the Board of Directors for consideration and use as guidelines for developing the Board's administration, including developing the potential of individual directors.

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

The results of the performance evaluation, both in the form of a group and individual (self-evaluation) for the year 2025, can be summarized that the Board of Directors, subcommittees, and individual directors have performed their duties completely and effectively at a good level.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	100	100
	Self-assessment	100	100
	Cross-assessment (assessment of another director)	None	None

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company has a policy to arrange for the Board of Directors to evaluate its performance annually, at least once a year, because it believes that the effectiveness of the Board of Directors (Board Effectiveness) is an important factor for the Company's success. The main objective of the performance evaluation is to help the Board of Directors, each director, and each subcommittee review their own performance in the past year, as well as to help improve the efficiency of the Board of Directors, directors, and subcommittees. The Board's performance evaluation is divided into 2 types as follows:

1) Performance evaluation of the entire Board of Directors, which evaluates the following aspects:

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Strategy determination
4. Supervision
5. Board meetings
6. Director's duties
7. Relationship with management
8. Director's self-development and executive development

2) Performance evaluation of individual Board of Directors By evaluating the following aspects:

1. Readiness of the directors
2. Independence
3. Corporate governance
4. Readiness to be a director and qualifications
5. Risk management and internal control
6. Preventing conflicts of interest
7. Monitoring financial and operational reports
8. Board meetings
9. Others

#### Process and criteria for evaluation

The Board of Directors arranges for an annual performance evaluation of subcommittees, such as the Audit Committee, the Nomination and Remuneration Subcommittee, the Risk Management Subcommittee, and the Corporate Governance and Sustainability Subcommittee, to be used as a framework for reviewing performance during the past year in order to be able to make corrections and improve work efficiency.

The process and criteria for performance evaluation are as follows:

1. The Nomination and Remuneration Subcommittee reviews the performance evaluation form annually through the submission of the Company Secretary to ensure that the performance evaluation form for the entire committee and the individual performance evaluation form are accurate, complete, and in accordance with appropriate criteria. For the self-assessment form, the Company uses the performance evaluation form of the Stock Exchange of Thailand as a guideline for evaluation.

2. Company Secretary will be the one who collects all performance evaluation forms, then summarizes the scores and presents them to the Selection and Remuneration Subcommittee.

3. The Selection and Remuneration Subcommittee will present all evaluation results to the Board of Directors for consideration and use as guidelines for developing the Board's administration, including developing the potential of individual directors.

## Information on meeting attendance and remuneration payment to each board member

### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 8  
 past year (times)  
 Date of AGM meeting : 30 Apr 2025  
 EGM meeting : No

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Dr. Vicharn Vithayasai (Chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
2. Dr. Thamnoon Ananthothai (Vice-chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
3. Mr. Akrawit Khankaew (Vice-chairman of the board of directors)	8	/	8	1	/	1		/	
4. Ms. Jitsiri Thanapatra (Director, Independent director)	8	/	8	1	/	1		/	
5. Dr. Boonyabaramee Sawangwong (Director, Independent director)	8	/	8	1	/	1		/	
6. Ms. Nartruidee Unthanuwat (Director, Independent director)	8	/	8	1	/	1		/	
7. Mr. Suwat Luengviriyaya (Director)	8	/	8	1	/	1		/	
8. Mr. Suthat Boonya-Udomsart (Director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Ms. Nattaphan Luengviriyaya (Director)	8	/	8	1	/	1		/	

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

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Dr. Vicharn Vithayasai (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Dr. Thamnoon Ananthothai (Vice-chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Akrawit Khankaew (Vice-chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Ms. Jitsiri Thanapatra (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Dr. Boonyabaramee Sawangwong (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Ms. Nartrudee Unthanuwat (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. Suwat Luengviriyaya (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
8. Mr. Suthat Boonya-Udomsart (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
9. Ms. Nattaphan Luengviriya (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

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

Directors attended the meetings at a rate of 100%.

### Remuneration of the board of directors

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

The Company has a policy to pay remuneration to directors and executives at an appropriate level, taking into account the Company's performance and consistency with the same business and industry, including the appropriateness with the duties and responsibilities of each director and executive. The Company exercises caution in paying remuneration to the Company's executives at an appropriate level and at a competitive rate in the same business group in order to take care of and retain quality executives. Executives who are assigned additional duties and responsibilities will receive additional remuneration appropriate to their duties and responsibilities, which is in line with the general market conditions (Market Norm). The Company provides clear and transparent remuneration for directors, which has been considered by the Selection and Remuneration Subcommittee before being presented for approval at the shareholders meeting. The remuneration paid to directors and executives must be disclosed in the form specified by the Securities and Exchange Commission.

## Remuneration of the board of directors

### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Dr. Vicharn Vithayasai</b> (Chairman of the board of directors, Independent director)			<b>120,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	120,000.00	0.00	120,000.00	No	
Risk Management Sub-Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>2. Dr. Thamnoon Ananthothai</b> (Vice-chairman of the board of directors, Independent director)			<b>140,000.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	60,000.00	0.00	60,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
Risk Management Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Remuneration and Corporate Governance Sub-Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Sustainable Development Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. Akrawit Khankaew (Vice-chairman of the board of directors)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	60,000.00	0.00	60,000.00	No	
Sustainable Development Sub-Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination Remuneration and Corporate Governance Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Ms. Jitsiri Thanapatra (Director, Independent director)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>5. Dr. Boonyabaramee Sawangwong (Director, Independent director)</b>			<b>100,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
Risk Management Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Remuneration and Corporate Governance Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainable Development Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Ms. Nartruidee Unthanuwat (Director, Independent director)</b>			<b>100,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
Sustainable Development Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Remuneration and Corporate Governance Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>7. Mr. Suwat Luengviriya (Director)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainable Development Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. Suthat Boonya-Udomsart (Director)</b>			<b>60,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Remuneration and Corporate Governance Sub-Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>9. Ms. Nattaphan Luengviriya (Director)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
<b>10. Ms. Charuwan Phochaeng (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>11. Mrs. Pompen Paoratchatapiboon (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>12. Ms. Kamala Luengviriya (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	600,000.00	0.00	600,000.00
2. Audit Committee	160,000.00	0.00	160,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Sub-Committee	0.00	0.00	0.00
5. Nomination Remuneration and Corporate Governance Sub-Committee	0.00	0.00	0.00
6. Sustainable Development Sub-Committee	0.00	0.00	0.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	760,000.00	800,000.00	760,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	760,000.00	800,000.00	760,000.00

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

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

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

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

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

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

#### Governance of Subsidiary Companies

The Company has a policy of investing in businesses that align with the Company's goals, vision, and growth strategies, and support the Company's current business operations, or businesses that are related or similar in nature, or that create mutual benefits with the Company's current business, under the law and principles of good corporate governance, in order to increase competitiveness and lead to efficient long-term performance. The Company may consider investing in additional businesses if they have growth potential or can be leveraged by utilizing the Company's existing strengths.

##### **Mechanism for Governing Subsidiaries and Associated Companies**

##### **The Board of Directors oversees the operations of subsidiaries and associate companies as follows:**

1. Management is responsible for considering investments in the Company to serve as directors or executives of subsidiaries and associate companies in proportion to their shareholding in the Company, to act as representatives in setting policies and conducting business in accordance with the Company's policies and governance guidelines.
2. Representatives who are directors or executives in subsidiaries and associate companies can perform their duties

within the scope of their authority to protect the Company's investment interests, reporting directly to management. Significant transactions must be approved according to the approval procedures established by the Company.

3. Management is responsible for reporting the performance of subsidiaries and associate companies to the Board of Directors company shall periodically acknowledge and report any actions that may significantly impact the company's financial position and performance.

4. The company's internal audit department is responsible for auditing and reporting the effectiveness of internal controls of subsidiaries to the Audit Committee and the Executive Board periodically, according to the established plan.

5. The Board of Directors shall oversee that subsidiaries and associated companies comply with relevant laws and regulations, including the disclosure of financial position and performance, transactions with related parties, acquisition or disposal of assets, and other significant transactions, in a complete and accurate manner, in accordance with the same standards as the company.

### **Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)**

In supervising the operations of subsidiaries and associates, BWG, as a shareholder, has sent representatives to participate in the duty of looking after benefits and coordinating joint business operations between subsidiaries. BWG representatives must be approved by the Company's management or approved by the Board of Directors to hold directorship positions in subsidiaries, as the case may be. The directors appointed as representatives include persons from the Board of Directors, the Management, or external persons who have knowledge and understanding of the business and can provide management guidelines that are beneficial to the Company.

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

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

#### **Prevention of conflicts of interest**

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

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

The Board of Directors has a policy on preventing conflicts of interest based on the principle that any decision in conducting business activities must be made for the highest benefit of the Company only and should avoid any action that may cause a conflict of interest. It requires that those involved or have a stake in the items under consideration must inform the Company of their relationship or stake in such items and must not participate in the decision-making process and have no authority to approve such transactions.

If there is a transaction that may cause a conflict of interest that is not in the normal course of business or in accordance with general trading conditions, it must be presented to the Board of Directors meeting for consideration and approval, with the Audit Committee carefully considering the appropriateness for submission to the Board of Directors meeting and/or the shareholders meeting (as the case may be). The Company must comply with the criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand, and will also disclose it in the notes to the financial statements and the annual report (Form 56-1 One Report).

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

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

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

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

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

The Board of Directors oversees the use of inside information and conflicts of interest in accordance with the law and principles of good corporate governance. The Company has established guidelines for the preservation and prevention of the use of inside information in the Code of Conduct for Directors and Employees to prevent the use of inside information for personal and other benefits in an improper manner, which takes advantage of other shareholders or causes damage to shareholders as a whole. The Company places importance on implementing various actions to create equality and fairness for all groups of shareholders equally. Inside information or news that is material to changes in the price of securities that have not yet been disclosed to the public is considered inside information and is the confidential information of the Company Group. The Company requires that directors, executives, and employees at all levels of the Company Group have the duty to keep inside information confidential and not disclose inside information that they learn from their duties to others or use it to seek profits or benefits from improper securities trading or cause the Company Group to lose benefits, whether directly or indirectly. In 2025, the Company will monitor to ensure compliance with the policy and guidelines on the use and confidentiality of inside information as specified in the Code of Conduct, with the following important principles:

2.1. The Company maintains inside information and has measures to prevent the use of inside information by directors and executives. To seek benefits for oneself or others in an improper way, which is taking advantage of other shareholders, such as trading securities using inside information, disclosing inside information to persons related to directors and executives, which causes damage to shareholders as a whole, etc. The matter of protecting the Company's benefits and confidentiality has been specified in the Company's policy manual and regulations. And the matter of trading in the Company's securities, the use of inside information, and conflicts of interest have been specified in the Code of Conduct. The directors, executives, and employees have been informed of such provisions. The Company stipulates that directors, executives, employees, and related persons are prohibited from trading in the Company's securities before the financial statements or inside information are disclosed to the public, and they should wait at least 24 hours after disclosing the information to the public, including prohibiting the disclosure of such material information to other persons. The Company has prescribed disciplinary punishments for violations of using inside information for personal gain, starting from a written warning, deduction of wages, temporary suspension without pay, or dismissal, which will be considered based on the intent of the action and the severity of the offense.

2.2. The Company Secretary informs the directors and executives of the Company Group by email of the period during which trading in the Company's securities is prohibited. 1 month before the announcement of the financial

statements and 48 hours after the public has been informed of the information, regularly and notify the directors and executives of the Company (as defined by the SEC) and senior executives of the Company and subsidiaries to be aware of their duty to report changes in the Company's securities holdings to the Company Secretary at least 1 day in advance before making a transaction in accordance with the Company's corporate governance principles, including submitting a report to the SEC within 3 business days from the date of purchase, sale, transfer or receipt of such securities in the case of being a director and executive of the Company as defined by the SEC.

2.3. The Human Resources Department and the Compliance Department jointly inform the executives and new employees to study the Group's good corporate governance policy and practices, which are part of the employee regulations published on the website that all personnel can access. All personnel of the Group and 100 percent of new personnel in 2024 have signed an agreement to comply with the good corporate governance policy and practices, including the use and confidentiality of inside information.

2.4. The Company has provided information to the directors and executives about the duty for executives to report their securities holdings in the Company and the penalties under The Securities and Exchange Act B.E. 2535 and the requirements of the Stock Exchange of Thailand, in the event that a director or executive buys or sells securities of the Company, he or she must report the holding of securities of the Company by himself, his or her spouse, and minor children under Section 59 of the Securities and Exchange Act B.E. 2535 within 3 business days to the Office of the Securities and Exchange Commission for further public disclosure.

2.5. The Board of Directors has set guidelines to prevent directors or executives who have a stake or are involved from participating in the decision-making process in considering transactions between the Company and such stakeholder or related persons. Before each meeting of the Board of Directors, the Chairman of the Board of Directors will inform the directors who have a stake in such matters to inform the meeting, and such directors will not have the right to vote on such agenda.

2.6. The Company has a simple shareholding structure, and almost all related transactions are normal transactions.

2.7. The guidelines on the use of inside information for improper benefits are specified in the Business Ethics and Working Practices Manual.

2.8. The Company has measures and procedures for approving related transactions as required by law and in accordance with the standards specified by the Securities and Exchange Commission and the Stock Exchange of Thailand, which have been announced. Rules for Related Party Transactions which are the rules approved by the Board of Directors for related party transactions that require approval.

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

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

#### Anti-corruption action

## Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company is committed to preventing and combating corruption in all forms, whether directly or indirectly, and in order for business operations that may have a risk of corruption to be considered and implemented carefully, the Company has established a written anti-corruption policy, requiring the Company and its subsidiaries to comply with the anti-corruption policy in order to drive and maintain the organizational culture, adhering to the principle that corruption is unacceptable in transactions with both the public and private sectors. The Company has published it on its website [www.bwg.co.th](http://www.bwg.co.th). Guidelines for operating in accordance with the anti-corruption policy

1. The Company has a policy of completely opposing corruption and complies with all laws related to combating bribery and corruption in Thailand.

2. The Company will not participate in bribery and corruption, either directly or indirectly, and is committed to implementing an effective system to combat bribery and corruption.

3. Directors, executives and employees at all levels must comply with the anti-corruption policy and code of conduct by not participating in corruption, giving/receiving bribes to government officials and private sectors, such as personnel of companies that have transactions with the Company. Both directly and indirectly to obtain or maintain business or competitive advantage.

4. Employees shall not neglect or ignore any corruption-related actions. They must notify their supervisor or responsible person and cooperate in the investigation of the facts.

5. Any action in accordance with the anti-corruption policy shall use the practices specified in the Company's Code of Conduct and regulations, including the Company's related operating manuals, as well as any other practices that the Company will further establish. Corruption is an action that violates the Company's code of conduct, which shall be subject to disciplinary action in accordance with the Company's regulations. In addition, legal punishment may be imposed if the action is illegal.

6. The Company shall provide fairness and protection to employees who report or cooperate in reporting corruption related to the Company.

7. The Company realizes the importance of communication and public relations to create knowledge and understanding among the Company's directors, executives, employees, and persons related to the Company. In matters that must be complied with this anti-corruption policy

8. The Company is committed to creating and maintaining an organizational culture that believes that corruption is unacceptable in both government and private sector transactions. Requirements for Operation

In addition, the Company has been certified as a member of the Collective Action Coalition: CAC project of the Thai private sector in combating corruption. In addition, the Company has not found any issues or material defects in the prosecution related to anti-competition, damage to credibility, monopoly, discrimination, corruption, and has not received any fines or non-fines for operations that are not in line with relevant laws or regulations.

And any violation of the Code of Conduct in conducting business.

## Number of cases or issues related to corruption

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

## Whistleblowing

### Operations related to whistleblowing over the past year

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

### Channels for reporting complaints and clues of wrongdoing and corruption

The Company has assigned the Chairman of the Investigation Committee to consider receiving clues, complaints, actions that may raise suspicions of bribery and corruption that have occurred with the Company, whether directly or indirectly, and/or all forms of complaints from all groups of the Company's stakeholders. The complainant must specify details of the matter to be reported, or complaints, or evidence or information sufficient for investigation, including providing the name, address, and telephone number that can be contacted through the following channels:

1. Report via the Audit Committee email [audit@bwg.co.th](mailto:audit@bwg.co.th)
2. Report via the Company's online media [www.bwg.co.th](http://www.bwg.co.th)  
Facebook: BWG - Better World Green  
Line ID: @bwgcenter
3. Report via telephone 02-012 7888 ext. 211 (Human Resources Department)
4. Report by mail, addressed to Or submit directly to
  - Chairman of the Audit Committee
  - Chairman of the Investigation Committee
  - Chief Executive Officer and Managing Director
  - Company Secretary
  - Internal Audit Manager

At Better World Green Public Company Limited, 488 Soi Lat Phrao 130 (Mahad Thai 2), Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240

In the event that the whistleblower or complainant has a complaint related to the Board of Directors, all subcommittees, and senior executives, please send the complaint directly to the Chairman of the Audit Committee.

1. When receiving a whistleblower, the recipient of the complaint will conduct an investigation, collect facts, and initially consider which category the complaint falls under, or assign a trusted person or agency or the investigation committee to investigate the facts.

2. If the investigation of the facts finds that the information or evidence has reasonable grounds to believe that the accused has actually committed bribery and corruption, the Company will grant the accused the right to be informed of the charges and grant the accused the right to prove themselves by finding additional information or evidence that shows See that he/she is not involved in the alleged acts.

3. If the accused has actually committed bribery and corruption, he/she must be considered for disciplinary action according to the regulations set by the company. Also, if such actions are illegal, he/she must be punished by law. The decision of the CEO and Managing Director is final for disciplinary action according to the company's regulations and will be reported to the Audit Committee.

4. The whistleblower or complainant must act honestly. If the company finds that there is a whistleblower or a complaint that is dishonest or has the intention to harm others, damage their reputation, etc., where that person is an employee of the company, he/she must be punished according to the regulations set forth. However, if that person is an outsider and the company has been damaged, the company will consider taking legal action against that person.

In the case that the complaint is an important matter, such as one that affects the company's reputation, image or financial status, conflicts with the company's business policies, or involves senior executives and the company's board of directors, etc., the Audit Committee is responsible for receiving the complaint, finding information and investigating the facts as reported in order to report to the board of directors to jointly consider and determine the punishment as deemed appropriate.

#### Number of cases or issues related to whistleblowing

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

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

##### ● Corporate Governance Report

The Board of Directors recognizes the principles of good corporate governance as a crucial factor in the company's operations and sustainable growth. Furthermore, it firmly believes that this is a key factor in maximizing value and returns for shareholders and all stakeholders in the long term. Therefore, the Board has established and approved a corporate governance policy to promote transparency in the company's management, protect the rights of minority shareholders and all stakeholders, encourage shareholder participation in overseeing the company's operations, establish risk management to ensure the company's stability, and define a philosophy and code of conduct to ensure the company's business operations are transparent, honest, fair, and socially responsible. This corporate governance policy is prepared in accordance with the principles of good governance. The Board of Directors reviews and approves this policy annually to elevate the company's corporate governance standards and align with the principles of good corporate governance of the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Institute of Directors Association.

Through management practices based on good corporate governance principles and a continuous awareness of the importance and responsibility to the company's shareholders and stakeholders, the company will receive an assessment from the regulatory authority in 2025. And from various organizations as follows:

- The CSR-DIW Continuous Award 2025 for social responsibility standards from the Federation of Thai Industries.
- The Corporate Governance Report (CGR) assessment for 2025 at the Excellent level (Excellent CG Scoring) for the 10th consecutive year.
- The assessment of the quality of the Annual General Meeting (AGM) for 2025 to protect the legitimate rights of investors at the Excellent level, organized by the Thai Investors Association.

- The Sustainability Disclosure Recognition award for presenting sustainability information in all dimensions, including environment, society, and governance.

In 2017, the Securities and Exchange Commission issued the Corporate Governance Code (CG Code 2017) for listed companies to use as a guideline for company boards to apply in governing the business to achieve good long-term performance. To ensure credibility for shareholders and to contribute to the sustainable value creation of the business, the Board of Directors has eight key principles:

1. Recognizing the role and responsibilities of the Board as an organizational leader who creates sustainable value for the business.
2. Defining core business objectives and goals that are geared towards sustainability.
3. Strengthening an effective Board.
4. Recruiting and developing senior management and human resource management.
5. Promoting innovation and responsible business practices.
6. Ensuring appropriate risk management and internal control systems.
7. Maintaining financial credibility and transparency.
8. Supporting shareholder participation and communication.

The Board of Directors has resolved to adopt the Corporate Governance Code (CG Code) for listed companies of 2017. Having considered and recognized their roles and responsibilities as organizational leaders, the Board of Directors and all directors have reviewed and considered these principles, which cover the benefits and importance of implementing the CG Code to create sustainable value for the business. However, for practices that are not suitable for the company's business operations, the Board of Directors has considered and implemented appropriate alternative measures, which have been recorded as part of the Board's resolution for annual review. The company has disclosed its corporate governance policy. The information is posted on the website for external communication and disseminated to internal employees to inform them of the company's corporate governance practices and encourage employee participation in complying with these policies.

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

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. Thamnoon Ananthothai (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Ms. Nartrudee Unthanuwat (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Dr. Boonyabaramee Sawangwong (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The audit committee has the scope of duties and responsibilities in accordance with the charter approved by the board of directors. Whose primary duty is to review the accuracy of financial reports Review the adequacy and effectiveness of the system. Internal Control and Risk Management Review the compliance with laws and regulations related to the Company's business. As well as supervising the operations of the Internal Audit and Selection Department propose an opinion on the appointment of an auditor.

In 2025, the Audit Committee held a total of four meetings, with all members attending every meeting. Significant activities are summarized as follows:

1. The Audit Committee reviewed the quarterly and annual financial statements for 2025, including disclosures in the notes to the financial statements which have been reviewed and audited by the auditors. The Committee also consulted with management and the auditors to consider significant accounting policies, estimates, and judgments used in preparing the financial statements. The Audit Committee held one meeting with the auditors without the participation of company management to allow the auditors to report on events and information about the company independently and to fully exchange opinions. During the review and audit process, the auditors did not report any fraud or violations of the law to the Audit Committee.
2. The company reviews the assessment of its internal control system using the Securities and Exchange Commission's (SEC) Internal Control Integrated Framework and the COSO framework, as well as the audit results from the internal audit department and external auditors. This ensures that the company's operations are efficient, effective, and provide sustainable returns to all stakeholders. Furthermore, management discloses the company's code of conduct on the website, accessible at [www.bwg.co.th](http://www.bwg.co.th), with the aim of encouraging its business partners to adopt this code of conduct as a best practice in their business operations, similar to the company's.
3. Review the risk management, including various measures to address key risks. The company has disclosed these significant risks under the sections of risk management and risk factors in the Annual Report/Annual Report 2025.
4. Review the independence of the internal audit, provide opinions on the review of the internal audit statutes and annual audit plans, and monitor the performance according to the audit plan every quarter, as well as consider the results of the internal audit quality assessment assessed by the internal audit, with a focus on monitoring the effectiveness of the performance as an important preventive control point. In addition to the audit on the prevention

of corruption, the audit report provides guidance on the development and improvement of audit practices. The Company has been conducting business with transparency, adhering to the principles of good corporate governance and supporting the fight against corruption in all forms. The Company has been accredited as a member of the Collective Action Coalition Against Corruption (CAC) to demonstrate its commitment to fighting corruption in all its forms. Therefore, the Company has a policy that the Board of Directors and employees of the Company strictly comply with the law and are committed to fighting corruption.

5. The Company's performance was reviewed in accordance with the principles of the laws and practices of the Securities and Exchange Commission (SEC) as well as the laws related to the Company's business in order to build confidence for shareholders and investors. In 2018, there were no reports from the auditor that suspicious behavior was found. Directors, managers or persons responsible for the operation of the Company have committed an offence in accordance with Article 89/25 of the Securities and Exchange Act.

6. Review the reasonableness and best interests of the Company in related party transactions or transactions that may involve conflicts of interest, including the disclosure of information regarding related party transactions or transactions that may involve conflicts of interest during the year 2025, to ensure that it is appropriate and complies with the criteria announced by the Capital Market Supervisory Board.

7. Consider selecting Karin Audit Co., Ltd. as the company's auditor for 2026, based on the auditor's qualifications and independence, in accordance with the SEC's (Securities and Exchange Commission) guidelines, and the quality of the audit work in the past year. The Board of Directors will also consider an appropriate audit fee for presentation to the shareholders' meeting.

8. Review of Corporate Governance to ensure that the company has appropriate and effective corporate governance processes. The company continuously develops its corporate governance to enhance operational efficiency and build trust among all stakeholders. The company has a Sub-Committee for Sustainable Development to support and provide recommendations for improving the company's corporate governance policy to align with best practices. Furthermore, the company has established a complaints system to provide a channel for employees, customers, and stakeholders to report information or leads regarding fraud, misconduct, or violations of business ethics. A responsible unit handles such complaints appropriately and transparently.

9. Comments on the Performance of Duties in accordance with the Audit Committee Charter: Based on the Audit Committee's self-assessment of its performance in 2025, the Audit Committee has fulfilled its duties and responsibilities as stipulated in the Audit Committee Charter, utilizing its knowledge, abilities, prudence, and independence. Furthermore, it has provided opinions and suggestions that benefited all stakeholders equally. The overall assessment concludes that the Committee has fully performed its duties in accordance with the Charter.

The Audit Committee finds that the Company has prepared accurate financial reports in accordance with generally accepted accounting standards, adequately disclosed related party transactions or transactions that may give rise to conflicts of interest, adequately managed risks, has appropriate and effective internal control and audit systems, fully complied with all applicable laws and regulations, the Stock Exchange regulations and related legislation, and is continuously developing to support the Company's sustainable corporate governance.

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

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

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

Meeting Executive Committee (times) : 8

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Suwat Luengviriya (The chairman of the executive committee)	8	/	8	8/8 (100.00%)
2 Ms. Charuwan Phochaeng (Member of the executive committee)	8	/	8	8/8 (100.00%)
3 Mrs. Pornpen Paoratchatapiboon (Member of the executive committee)	8	/	8	8/8 (100.00%)
4 Ms. Kamala Luengviriya (Member of the executive committee)	8	/	8	8/8 (100.00%)
5 Mr. Suthat Boonya-Udomsart (Member of the executive committee)	8	/	8	8/8 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Executive Committee

1. Supervise and provide advice on the Company's daily operations and management.
2. Operate or perform duties in accordance with the policies, operational plans and budgets as approved by the Board of Directors.
3. Have the authority to conduct any business in accordance with the objectives, policies, regulations, agreements, orders, and resolutions of the Board of Directors' meetings and/or the resolutions of the Company's shareholders' meetings.
4. Have the authority to issue orders, regulations, announcements, and memoranda to ensure that operations are in accordance with the Company's policies and benefits and to maintain internal organizational discipline.
5. Monitor and evaluate the Company's daily operations in order to prepare for and prevent risks that may arise from both external and internal factors.
6. Have the authority to approve legal transactions related to the Company's normal transactions, such as trading, procurement of raw materials for production, expenses for normal transactions, investment, procurement or disposal of tools, assets and services for the benefit of the Company, including sub-authorization to perform the above-mentioned actions to create flexibility in the Company's operations.
7. Have the authority to act and represent the Company to external parties in necessary and normal commercial transactions. For the benefit of the Company
8. Conduct the Company's various businesses in accordance with the principles of good corporate governance as set out by the Board of Directors as guidelines.
9. Must not engage in or participate in any business of the same nature and in competition with the Company's business, whether for personal benefit or for the benefit of others, unless notified to the supervisor and approved to engage in such business.
10. Perform any other duties as assigned by the Board of Directors from time to time. The authority to perform any legal acts that may cause a conflict of interest between the Chief Executive Officer and Managing Director or persons with an interest in the Company or its subsidiaries, as prescribed by the law and announcement of the

Securities and Exchange Commission or the Stock Exchange of Thailand, is not considered to be under the authority of the Chief Executive Officer and Managing Director to consider and vote on such legal acts, whether at their own discretion or by assigning another person to act on their behalf. In such cases, such legal acts must be submitted for approval through the Audit Committee to be presented to the Board of Directors and/or the shareholders' meeting (as the case may be) as prescribed by the Company's regulations and the law.

### Meeting attendance of Risk Management Sub-Committee

Meeting Risk Management Sub-Committee : 2  
(times)

List of Directors	Meeting attendance of Risk Management Sub-Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. Vicharn Vithayasai (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Dr. Thamnoon Ananthothai (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Dr. Boonyabaramee Sawangwong (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mr. Suwat Luengviriya (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. Suthat Boonya-Udomsart (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Risk Management Sub-Committee

In 2025, the Risk Management Sub-Committee performed its duties in accordance with the Risk Management Sub-Committee Charter as assigned by the Board of Directors, in compliance with the regulations of the Stock Exchange of Thailand. During the year, the Risk Management Sub-Committee held a total of two meetings, with a quorum present at every meeting. (The meeting attendance of each member of the Risk Management Sub-Committee is disclosed in the section on the meeting attendance of directors.) The key performance results can be summarized as follows:

1. Reviewed the Corporate Risk Management Policy and the Charter of the Risk Management Sub-Committee to ensure that governance, development, and operations are carried out efficiently, remain up-to-date, and are aligned with current business conditions.

2. Established and reviewed the Enterprise Risk Management (ERM) Framework to ensure its appropriateness and alignment with the Company's strategic plans and operations, particularly risks related to ESG (Environmental, Social, and Governance), which form a key foundation for driving the organization toward sustainable achievement of its objectives.

3. Promoted the development of risk management practices and fostered a strong risk management culture throughout the organization to ensure that risk management covers all significant issues and remains within an acceptable level. Support was also provided to responsible personnel and risk owners at all levels to assess risks and opportunities in order to formulate consistent strategies and risk management plans on a regular basis.

4. Considered, analyzed, and assessed significant risks to ensure alignment with the Company's business direction, strategic plans, and organizational goals, while providing useful recommendations and monitoring the implementation of risk mitigation measures. The overall results of enterprise-wide risk management were also reported to the Board of Directors for acknowledgement.

In this regard, the Risk Management Committee places great importance on the performance of its duties, which is an essential part of ensuring that the organization can achieve its strategies and objectives, while creating sustainable value for the organization, shareholders, and all stakeholders.

#### Meeting attendance of Nomination Remuneration and Corporate Governance Sub-Committee

Meeting Nomination Remuneration and Corporate Governance Sub-Committee (times) : 2

List of Directors	Meeting attendance of Nomination Remuneration and Corporate Governance Sub-Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. Thamnoon Ananthothai (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Dr. Boonyabaramee Sawangwong (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination Remuneration and Corporate Governance Sub-Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. Akrawit Khankaew (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. Suthat Boonya-Udomsart (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Ms. Nartruidee Unthanuwat (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination Remuneration and Corporate Governance Sub-Committee

In 2025, The Nomination, Remuneration and Corporate Governance Sub-Committee held a total of two meetings, with a quorum present at every meeting. (The attendance of each member of the Nomination, Remuneration and Corporate Governance Sub-Committee is disclosed in the section on the meeting attendance of directors.)

The Sub-Committee considered various matters and regularly reported the meeting results together with its opinions to the Board of Directors for consideration. The key duties performed during the year can be summarized as follows:

1. Reviewed the structure and composition of the Board of Directors to ensure appropriateness and diversity in order to promote good corporate governance and enhance efficient management, in compliance with the requirements of the Stock Exchange of Thailand and relevant regulatory authorities.
2. Considered the nomination and selection of qualified persons to serve as directors in place of those retiring by rotation. The candidates were carefully reviewed to ensure that they possess qualifications in accordance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand and do not have any prohibited characteristics as prescribed by law.
3. Determined the remuneration of the Board of Directors and the Audit Committee for the year 2025. In considering such remuneration, the Sub-Committee took into account its appropriateness in relation to the performance and responsibilities of directors, the linkage with the Company's overall performance, as well as the overall economic conditions, business environment, and the size of the business. Comparisons were also made with remuneration levels of companies within the same industry.
4. Reviewed the succession plans for the Chairman of the Executive Committee, the Managing Director, and key executives of the Company to ensure continuity of operations, smooth transitions, and effective management while mitigating the risk of the absence of suitable successors.
5. Reported the results of the directors self-assessment (Self-Assessment), both on a collective basis and individually, to the Board of Directors for consideration and as guidance for further improvement of the Board's performance as well as the development of individual directors.

6. Reviewed the Company's corporate governance policies, business ethics, and related practices to ensure their appropriateness for the Company's business operations and alignment with internationally recognized corporate governance principles.

7. Reviewed the Charter of the Nomination, Remuneration and Corporate Governance Sub-Committee to ensure that it remains up-to-date and consistent with the Company's good corporate governance policy.

The Nomination, Remuneration and Corporate Governance Sub-Committee has performed its duties with due care, transparency, and independence in accordance with the principles of good corporate governance and has regularly reported its performance to the Board of Directors. In addition, the Company places great importance on the continuous development of good corporate governance practices by adopting the corporate governance principles of the Stock Exchange of Thailand in its operations. In 2025, the Company received an Excellent CGR rating from the Thai Institute of Directors Association (IOD) under the Corporate Governance Report of Thai Listed Companies (CGR), reflecting the Company's commitment to conducting its business with transparency, fairness, and due consideration for all stakeholders in a balanced and sustainable manner.

### Meeting attendance of Sustainable Development Sub-Committee

Meeting Sustainable Development Sub-Committee : 2  
Committee (times)

List of Directors	Meeting attendance of Sustainable Development Sub-Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Akrawit Khankaew (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Dr. Thamnoon Ananthothai (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Ms. Nartruidee Unthanuwat (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Dr. Boonyabaramee Sawangwong (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Sub-Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
5 Mr. Suwat Luengviriya (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Sustainable Development Sub-Committee

In 2025, the Sustainability Development Sub-Committee held a total of 2 meetings, whereby the Sustainability Development Sub-Committee attended with a quorum present at every meeting. (The attendance of each member of the Sustainability Development Sub-Committee is disclosed in the section on the meeting attendance of directors.) The Sub-Committee performed its duties and responsibilities in accordance with the charter assigned by the Board of Directors and in compliance with the regulations of the Stock Exchange of Thailand. The key operating results can be summarized as follows:

1. The Sub-Committee considered, reviewed, and provided recommendations on the Company's sustainability policies, strategies, targets, and action plans to ensure alignment with international standards and best practices, as well as the business environment, risk factors, and stakeholders' expectations in order to support the sustainable growth of the organization.
2. The Sub-Committee supervised and monitored the Company's sustainability operations to ensure compliance with the established policies, plans, and relevant requirements, while providing advice to the management and promoting the integration of ESG (Environmental, Social, and Governance) considerations into business processes and corporate culture.
3. The Sub-Committee monitored and evaluated sustainability performance against established indicators, reviewed sustainability disclosures and reporting, and supported the Company's operations to comply continuously with applicable laws, regulations, and recognized best practices at both national and international levels.

With the Company's commitment to conducting business under the ESG framework, with emphasis on reducing waste disposal through landfill, improving resource efficiency, and minimizing impacts on communities and the environment, the Company received the CSR-DIW Continuous Award for 2025 from the Department of Industrial Works, Ministry of Industry. This achievement reflects the Company's continued commitment to transparent and fair operations as well as responsibility toward society and the environment. The Company also places importance on managing climate change impacts by systematically measuring, monitoring, and managing greenhouse gas emissions (Carbon Footprint), together with implementing measures to reduce emissions and enhance resource efficiency in order to support environmentally responsible business operations and sustainable growth.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

Good corporate governance, including transparent operations, is an important foundation for business operations and sustainable growth. The Company therefore adheres to the principles of good corporate governance and business ethics to ensure transparency, fairness, and confidence among all stakeholders. The Board of Directors is aware of the principles of good corporate governance, which are important factors in the Company's operations in line with the policy of sustainable growth, as well as to build confidence among all stakeholders. The Board of Directors has therefore determined the business structure, management system, and good corporate governance system to be in line with the principles of good corporate governance of the Stock Exchange of Thailand and various international standards. The Board of Directors has prepared and announced a code of conduct for the corporate governance manual and a transparent corporate governance policy that can be verified in the Company's management to protect the rights of all stakeholders and to encourage shareholders to participate in the supervision of the Company's operations. It has also determined the management of risks, including emerging risks, to ensure that the Company's business is strong and can operate stably.

The Board of Directors reviews, considers, improves, and approves the corporate governance policy annually, establishing it as a code of conduct to guide the Company's operations to be transparent, honest, fair, and responsible to society.

#### Policy and Strategy

The Company has a policy on comprehensive industrial waste management under the corporate governance guidelines for sustainability and management that is the same standard throughout the organization, including awareness of responsibility for safety of the environment, society and stakeholders. The Company has a framework of operations that covers the environment, society and corporate governance (ESG) which is part of strict corporate governance. The Board of Directors adheres to the principles of good corporate governance, which is an important foundation for sustainable business growth, combined with the environmental, social and corporate governance (ESG) management strategy as part of the guidelines in business operations that will help promote sustainable business growth. In addition, good corporate governance has been promoted through the organization's internal culture, which covers adherence to correctness and building confidence among all stakeholders.

In order to proceed in accordance with the guidelines, the CEO has been assigned to be responsible for business operations along with good corporate governance of the Company. It also places great importance on the United Nations Sustainable Development Goals (SDGs) and the importance of disclosing information that is accurate, complete and transparent. The guidelines are as follows:

- The Company has continuously organized meetings of the Corporate Governance Committee to respond to the policy and strategy on sustainability.
- Employees have received complete training on business ethics.
- Continuous disclosure of sustainability reports through the Company's reports

#### Sustainability management goals

Does the company set sustainability management : Yes  
goals

The Company is committed to establishing a structure of the Corporate Governance Committee that is ready and knowledgeable in order to increase efficiency under the factors of change that can occur at any time, both at present

and in the future, and must be transparent and auditable, which is consistent with and subject to regulations, international standards and laws. The Corporate Governance Committee is responsible for setting policies, both in terms of corporate governance and determining management strategies in line with the circular economy, which emphasizes the concept of 3Rs (Reduce, Reuse and Recycle), as well as reviewing various policies to be appropriate for the current changing situation, in accordance with the corporate governance principles of the regulatory agencies under the law, as well as in accordance with the international practices in 2020, the Corporate Governance Subcommittee and the Sustainability Development Subcommittee, to drive and increase opportunities for business expansion. The Company is therefore aware of and places importance on the environment and demonstrates its position in taking responsibility by managing domestic waste appropriately according to the type of waste, and also increasing the efficiency of that waste to maximize its benefits. Currently, some types of waste can be reused in the electricity production process of subsidiaries within the Group that operate electricity generation and distribution businesses to enhance energy security for the country.

<p>United Nations SDGs that align with the organization's sustainability management goals</p>	<p>: Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals</p>
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## Information on review of policy and/or goals of sustainable management over the past year

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

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

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

The Company is committed to establishing a structure of the Corporate Governance Committee that is ready and knowledgeable in order to increase efficiency under the factors of change that can occur at any time, both at present and in the future, and must be transparent and auditable, which is consistent with and subject to regulations, international standards and laws. The Corporate Governance Committee is responsible for setting policies, both in terms of corporate governance and determining management strategies in line with the circular economy, which emphasizes the concept of 3Rs (Reduce, Reuse and Recycle), as well as reviewing various policies to be appropriate for the current changing situation, in accordance with the corporate governance principles of the regulatory agencies under the law, as well as in accordance with the international practices in 2020, the Corporate Governance Subcommittee and the Sustainability Development Subcommittee, to drive and increase opportunities for business expansion. The Company is therefore aware of and places importance on the environment and demonstrates its position in taking responsibility by managing domestic waste appropriately according to the type of waste, and also increasing the efficiency of that waste to maximize its benefits. Currently, some types of waste can be reused in the electricity

production process of subsidiaries within the Group that operate electricity generation and distribution businesses to enhance energy security for the country.

Currently, there are many causes of business operations that may be one of the risk factors for business operations, whether they are internal or external factors. In order to focus on efficient business operations and long-term business sustainability, good corporate governance is important. Every organization must give importance to corporate governance along with ESG responsibility to promote the potential for sustainable business operations in the long term. This will help organizations increase their management capabilities and increase their competitiveness. It also reflects the quality of the organization's management, including the management process, in an efficient and auditable manner.

## Information on impacts on stakeholder management in business value chain

### Business value chain

#### Managing the Impact on Stakeholders in the Business Value Chain

##### Stakeholder Engagement

Good relationships with stakeholders are an important factor in creating long-term business value. The Company has established an internal unit to continuously communicate and exchange with each stakeholder group to acknowledge their perspectives and expectations on the Company's operations. The Company has identified the organization's stakeholders from the analysis of their relevance in the supply chain, from consulting to management processes, by assessing the impact and influence that occur between each other.

##### Value Chain

Integrated supply chain management is an important factor in the organization's strategy to promote sustainable business operations. The organization is committed to managing the supply chain in every process efficiently, taking into account the environment, society and good governance principles to meet the expectations of all stakeholders in every sector in every process throughout the supply chain.

##### Stakeholder Engagement Approach

###### Customers/Partners

- Annual Satisfaction/Commitment Survey
- Annual Report
- Sustainability Report
- Monthly Representative Meeting
- Festival Meeting
- Relationship Building Activities

###### Employees

- Annual Employee Engagement Survey
- Executive Meeting via Employee Representative
- Communicate with Employees via Digital Platform and Signboards

###### Community/Society

- Annual Community Engagement Survey
- Quarterly Meeting with Community Leaders
- Community Visits with Project Partners
- Communication via Social Media and Digital Platforms

###### Government Agencies and Related State Agencies

- Quarterly Performance Announcements
- Meetings on Related Agencies

##### Stakeholder Analysis Steps

Consider individuals or groups of individuals who are expected to be stakeholders of the company, such as influence and impact, as well as other appropriate factors, as follows:

1. Assess the level of influence of stakeholders on the company, its operations, its financial impact, and various rules and regulations.
2. Assess the level of impact of the company. To stakeholders in all 3 areas: economy, society and environment
3. Group according to the evaluation of stakeholders: high, medium, low

### Analysis of stakeholders in the business value chain

#### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Business partners</li> <li>• Community</li> <li>• Investors or investment institutions</li> <li>• Employees</li> <li>• Customers</li> <li>• Society</li> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>Employee</li> <li>- Work safety</li> <li>- Workplace facilitation</li> <li>- Employee welfare</li> <li>- Preparation of socially beneficial projects</li> <li>- Skill development for employees</li> <li>- Corporate news</li> <li>- Activities shared by organizations and executives</li> <li>- Achievements / Awards received by the organization</li> <li>- In-house activities</li> <li>Partners</li> <li>- Building engagement and satisfaction throughout the</li> </ul>	-	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>supply chain</p> <ul style="list-style-type: none"> <li>- Partnering in business growth together</li> <li>- Maintaining quality standards, service delivery, and sustainability in partner's business operations</li> </ul> <p>Customer</p> <ul style="list-style-type: none"> <li>- Quality and safety of using the service</li> <li>- The price is fair and reasonable.</li> <li>- Provide service and presentation responsibly</li> <li>- Transparency in business operations</li> <li>- Details of relevant laws and market trends</li> <li>- the needs and expectations of environmentally sound management processes</li> <li>- Customer concerns during Covid-19</li> </ul> <p>Shareholders and investors</p> <ul style="list-style-type: none"> <li>- Company Results</li> </ul>		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>- Business information, goals and vision</li> <li>- Guidelines for employee care during COVID-19</li> <li>- Sustainability Action</li> <li>- Improvement of business processes such as cost management services</li> <li>- International Sustainability Trends</li> <li>- Community</li> <li>- Create jobs or create careers for communities</li> <li>- Public health and health promotion for communities</li> <li>- Evaluation of impact on communities</li> <li>- Promoting education for communities</li> <li>- Restoring natural resources and environment</li> <li>- Government agencies and regulators</li> <li>- Transparent Tax Administration</li> </ul>		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	and Management - Taking care of the welfare and safety of workers - Ensuring the welfare and safety of human rights workers and the use of legal labor - Proper Social and Environmental Management - Attend meetings or inform ongoing operations		

**Information on organization's material sustainability topics**

**Organization's material sustainability topics**

The company has identified its sustainability : Yes  
 materiality topics

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

**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Sustainable Development Framework	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Good Governance</li> </ul>

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Have data

**Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with : GRI Standards  
standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

At present, the operations of the organization are faced with uncertainty from internal factors, and outside the organization. This causes events both risks and opportunities (Risk and Opportunities) to the organization. On the downside, while opportunity creates value to the organization. Therefore, risk management is an important tool that helps prevent, maintain and promote the organization to achieve its objectives and goals. It is an important component of good corporate governance, focusing on All processes operate with transparency, effective positively affects the image and creating added value for the organization both in the short term and long term.

The Company places importance on corporate risk (Enterprise Risk Management Framework) as a tool to build confidence that the Company will be able to achieve its objectives and goals with efficiency and effectiveness.

#### Risk management culture in the organization

The company has established a framework for risk management guidelines throughout the organization and the roles and duties of employees at all levels. It also aims to promote and instill a culture of risk management. To create awareness and common understanding of risks to achieve the organization's objectives and goals and their impact by implementing measures to create an organizational culture of risk management throughout the organization. For example, the announcement of risk management policy, Risk Management Manual and Risk Management Procedures by publishing through the website To enable employees to understand their duties and risk management processes. Annually survey the opinions and knowledge of personnel regarding corporate risk management. To continuously improve the efficiency of corporate risk management.

The Company's Business Operations There are risk factors that may come from internal factors, and external factors which may cause impact For this reason, Better World Green Public Company Limited realizes that Enterprise Risk Management is part of good corporate governance, which is an important foundation for achieving objectives and goals. The Company is therefore determined to develop and give importance to the systematic risk management in accordance with the risk management framework, according to international standards (Enterprise Risk Management Framework), including creating added value for shareholders, employees and other related parties as well as corporate management and business development for sustainable growth.

Reference link to risk management policy and plan : <https://bwg.co.th/wp-content/uploads/2022/07/%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B9%80%E0%B8%AA%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%87.pdf>

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : Others : GRI

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 1. Environment Risk

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

##### Risk characteristics

The company prioritizes ESG risk management, particularly environmental risks. The company has established a Quality, Environment, Occupational Health and Safety, and Social Responsibility Policy to reflect its commitment to minimizing environmental impact and establishing business policies based on the principles of its business plan, which is a crucial aspect of efficient resource utilization. Recognizing the environmental risks arising from its business operations.

##### Risk-related consequences

At present, the operations of organizations must face uncertainties from both internal and external factors that cause both risks and opportunities to the organization. Risks will have negative impacts, while opportunities will create value for the organization. Therefore, risk management is an important tool that will help prevent, maintain and promote the organization to achieve its objectives and goals. In addition, risk management is an important element of good corporate governance, focusing on every process to operate with transparency and efficiency, resulting in positive image and creating added value for the organization in both the short and long term.

##### Risk management measures

the company has analyzed and implemented the following risk management measures:

1. The company has established and continuously implemented the Quality, Environment, Occupational Health and Safety, and Social Responsibility Policy.
2. The company has implemented various measures as stipulated in the Environmental Impact Assessment (EIA) report. The construction of the factory involved an EIA study, outlining processes to mitigate potential impacts. Therefore, the company has followed all procedures outlined in the EIA report, significantly contributing to environmental reduction.
3. The company has appointed an Internal Auditor for the Quality, Environment, Occupational Health and Safety Management System to monitor and control operations to ensure compliance with the established standards. And implement the ISO 14001:2015 and ISO 45001:2018 environmental management standards as the main management tools, along with the implementation of Corporate Social Responsibility (CSR) projects.
4. Appoint a Corporate Social Responsibility (CSR) Committee and Working Group and establish a relationship-building project with neighboring companies to communicate and introduce the company's business, as well as exchange knowledge and approaches to managing corporate social responsibility, and participate in listening to and discussing the needs and expectations of the company.
5. Appoint a team to survey the odor impact from waste treatment/disposal processes in nearby areas to monitor and collect complaints from the survey, then analyze the causes and determine solutions/preventive measures.
6. Establish measures to prevent, mitigate, and reduce environmental impacts and to monitor environmental quality by hiring an experienced third-party company to measure the impacts in various aspects as specified in the EIA, including air quality, noise, surface water and groundwater quality, etc., with measurements compared against standard values. Furthermore, monitoring reports were prepared and communicated to the relevant agencies in

accordance with legal requirements. In 2025, the results of the impact assessments in various aspects were found to be consistent with the standard values.

## **Risk 2.2. Safety and Occupational Health Risk**

Related risk factors :

### Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : No

### **Risk characteristics**

The company operates the management service of both hazardous and non-hazardous industrial waste. The treatment, disposal and energy reuse processes are at risk of causing environmental impacts from operations, starting from the transportation process, treatment and disposal of industrial waste, including the safety and health of employees and nearby communities if management is ineffective. The company realizes the importance of such risks and has therefore set a clear policy on safety, environment and social responsibility, emphasizing importance from the transportation process, treatment and disposal of industrial waste, including managing and improving work procedures to be up-to-date at all times. It provides knowledge and understanding to employees at all levels by organizing regular training on safety and the environment. It regularly measures and monitors air, soil and water quality both inside and outside the company to monitor environmental impacts that may occur to nearby communities. It also uses modern technology to manage the environment to prevent and reduce pollution that may occur from operations, including technology to save and increase the efficiency of resource use.

### **Risk-related consequences**

At present, the operations of organizations must face uncertainties from both internal and external factors that cause both risks and opportunities to the organization. Risks will have negative impacts, while opportunities will create value for the organization. Therefore, risk management is an important tool to help prevent, maintain, and promote the organization to achieve its objectives and goals. In addition, risk management is an important element of good corporate governance, focusing on every process of operations with transparency, efficiency, positive impact on the image, and creation of added value for the organization in both the short and long term.

### **Risk management measures**

#### **Measures for Managing Occupational Safety Risks**

- Establish safety work plans, such as conducting workplace environmental inspections, checking equipment in accordance with legal requirements, and providing safety training for employees as well as contractors/partners working on-site. Prepare work manuals and conduct emergency drills, including fire evacuation training.
- Report and propose measures or improvement guidelines to ensure compliance with safety laws and regulations.
- Inspect and monitor safety practices in the workplace, and review statistics on accidents and injuries occurring within the organization.
- Develop a system for reporting unsafe working conditions, and promote innovation aligned with actual working conditions. This should be the responsibility of employees at all levels. Ensure continuous monitoring and progress reporting, foster a sustainable safety culture, and instill awareness of safety, occupational health, and environmental responsibility among employees, with a focus on behavioral change. In 2025, actions include:
  - Raise safety awareness through training programs on safety and occupational health, such as safety inspection courses for waste management centers, proper use and maintenance of personal protective equipment (PPE), safe driving training, and fire suppression and evacuation drills. These aim to enhance personnel knowledge in both theory and the use of emergency response equipment.

- Encourage employee participation in hazard identification and risk assessment to improve process management systems using preventive approaches, such as 5S activities, improving workplace environments, modifying work procedures, and applying engineering design solutions.
- Prepare reports on accidents/incidents and conduct investigations every time an event occurs in the workplace to identify root causes and develop preventive and corrective measures to avoid recurrence.

**Risk 3 3. Social and Corporate Governance Risk**

Related risk factors : Strategic Risk

- Business operations of partners in the supply chain
- Competition risk
- New business risk

Operational Risk

- Corruption

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

ESG risk factors : Yes

**Risk characteristics**

**Strategic Risk**

Risks related to the inappropriate formulation of strategic plans, operational plans and implementation of such plans. In addition, strategic risks include changes from external and internal factors that affect the formulation of strategies or operations to achieve the organization's main objectives, goals and operational guidelines.

**Risks from investment development or expansion**

If the investment project is not successful, it may affect the rate of return on investment. The Company is aware of the importance of this issue and has the following risk management measures:

- The Company's investment policy has been established, which will consider investing in businesses that support and benefit the Company's business operations or businesses in industries with potential for future growth. The Company will take into account the rate of return on investment for the benefit of the Company's shareholders.
- Continuously monitor the economic, social conditions, government policies and related laws.
- Thoroughly study information related to business operations, analyze the feasibility and value of the project before making an investment decision, focusing on developing new businesses related to the core business to create stability and sustainable growth for the Company.
- Prepare and staff to support investment expansion.
- Raise service standards to create differences.
- Provide sufficient sources of funding and consider selecting investors to ensure that we can conduct business together sustainably in the long term.

**Risks from investing in subsidiaries**

Risks from investing in subsidiaries may occur if the operating results of subsidiaries are unable to generate profits as expected by the Company, which will affect the Company's operating results. The Company has set an investment policy in associates or subsidiaries, which will consider investing in businesses that support and benefit the Company's business or businesses in industries with potential for future growth. The Company will take into account the return on investment for the benefit of the Company's shareholders as a priority. The Company will supervise by sending directors and/or authorized persons of the Company to be representatives in proportion to the shareholding.

### Risks from competition

If there are more investors interested in becoming waste disposal service providers, it may affect the Company's customer base and future revenue. However, there are several important obstacles and limitations in becoming a new service provider, as it requires high investment, requires a large and suitable area, must be certified and approved in the Environmental Impact Assessment (EIA) report, must be approved in the Health Impact Assessment (HIA) report, and if not accepted by the community, may not be permitted to operate. The Company has set a competitive strategy, focusing on providing quality services according to international standards and focusing on providing comprehensive services that are in line with the needs of the industrial sector, using technology and innovation to improve and develop operations, including focusing on continuous compliance with the law. In the past, the Company has focused on operations. And the waste management system that meets the standards and can verify the business operations at every step, has made the company trusted and relied on by customers all along.

### Partner Risk

Doing business with partners who are socially and environmentally responsible not only helps reduce the risk of business disruption, but also helps improve the company's work efficiency. Therefore, the company emphasizes ESG issues as part of partner management.

### Operational Risk

Risks related to the operations of each process or activity within the organization, including risks related to the management of information technology data and various knowledge data in order for operations to achieve the set goals, which operational risks will affect the efficiency of work processes and the achievement of the organization's main objectives overall

### Risks from developing personnel capabilities to support business expansion

If the Company is unable to prepare personnel to ensure continuous business operations and support the organizations expansion, it may result in a lack of opportunities to expand the business and affect the Companys ability to make a profit. The Company has continuously developed investment projects to become a leader in creating innovation and added value with an emphasis on sustainable growth. It has also expanded its investment to subsidiaries to ensure that the Companys business operations are continuous and efficient. The Board of Directors realizes and realizes the importance of human resources. Therefore, it has designated the Selection and Remuneration Committee to prepare a succession plan for the CEO, Managing Director, and senior executives from the department manager level and above. The selection process is clear and transparent, and is presented to the Board of Directors for consideration and review annually to ensure that operations in those positions are continuous, smooth, and efficient, and to reduce the risk of no successors.

In addition, the Company places importance on developing employees capabilities by creating plans and providing training for employees in all important courses related to business operations. There is a process for selecting and recruiting potential employees to ensure that the Company will have quality executives and employees sufficient to expand the Companys business operations. The Company also manages performance using Key Performance Index (KPI) that is passed down from the executive level to the operational staff level to ensure that work is consistent with and in the same direction as the Companys goals.

### Risk of accidents to systems and structures within the Industrial Waste Management and Administration Center, Saraburi Province (Center)

Risks from accidents and natural disasters, such as fires, including risks from disasters, may damage the Companys assets and personnel and cause the Companys operations to stop. The Company is aware of the importance of this issue and has the following risk management measures:

- Insurance to cover possible damages
- Clearly define work procedures for emergency preparedness and response in accordance with ISO 9001:2015 quality management standards, ISO 14001:2015 environmental management standards, and ISO 45001:2018 occupational health and safety management standards
- Closely monitor, monitor, and report on risk areas/activities that may be damaged

- Prepare a plan to prepare for prevention and reduction of losses, as well as reduce the impact on the environment, occupational health, and safety that may occur
- Organize training/practice on emergency preparedness and response plans, prepare a backup water system with sufficient volume to continuously extinguish fires for no less than 30 minutes, and inspect the backup water system regularly every month

#### **Risk from additional land acquisition limitations**

The land in the Company's management center can only accommodate a limited amount of waste, which may cause the Company to be at risk of acquiring additional land to provide services when the current land has been completely buried. The Company is aware of this risk and has set operational guidelines to control and prevent risks by developing industrial waste management processes to extend the life of the landfill and increase the area to accommodate industrial waste in the future, as well as having sufficient time to find suitable areas to expand the Company's business.

#### **Risk from transportation**

If the Company does not have good transportation risk management, it may affect the efficiency of the work process in the steps of receiving waste from customers' factories for disposal and burial and achieving the main objectives of the organization as a whole. The Company is aware of this risk and has assigned Better World Transport Co., Ltd., a subsidiary, to manage and provide transportation services, including sourcing and hiring external transportation operators. and determine the methods of operation to control and prevent risks as follows:

- There is a process for selecting potential drivers/external contractors (Vendors) and a process for monitoring, evaluating, and setting various incentives to maintain the quality of work.
- There is a work manual and training to provide knowledge of the importance of the steps in moving and transporting waste to make them aware of the potential impacts.
- The terms and conditions of the contract with external contractors specify that all existing and future laws, regulations, and rules of government agencies must be complied with, including the provision of legal action against those who violate or commit offenses. Clearly, there is a GPS system installed in the transport vehicles to track and monitor the route, speed, and transport duration at all times and to increase safety along the route.
- There is an emergency unit that will provide advice and assistance to drivers to help minimize potential impacts. However, the company's industrial waste services are provided in accordance with the permit issued by the government. Therefore, the company will stop providing services for highly hazardous, flammable, or environmentally harmful industrial waste, which reduces the chances of such risks.

#### **Fraud Risk**

Corruption is a major obstacle to the utilization of the organization's resources for maximum benefit and can occur at any time, regardless of how excellent the organization's internal control system is. The Company realizes the importance of this issue and has the following risk management measures:

- Applying the principles of good corporate governance as a guideline for the Company's operations to benefit the business operations and to enhance the transparency and efficiency of the management, which will create confidence among shareholders, investors and all relevant parties.
- Establishing a code of conduct and an anti-corruption policy for directors, executives and employees to strictly adhere to.
- Establishing a clear and appropriate management structure and approval authority to enable the organization to achieve its objectives.
- Appointing a risk management subcommittee to be responsible for overseeing the overall risk management process to be at an appropriate level.
- Providing effective internal control.
- Appointing an audit committee to oversee and monitor the Company's internal control system and internal auditing to be appropriate and effective.

- Establishing an internal audit department to review and assess the adequacy of the specified internal control measures, including systems that have a significant impact on operations to ensure that operations are correct, transparent and free from conflicts or conflicts of interest.

- Appointing an investigation committee To find the facts in the cause of corruption in the duties of employees and other wrongdoings that affect the company. The company has operated its business with transparency, adheres to the principles of good corporate governance, and supports the fight against corruption in all forms. The company has been certified as a member of the Private Sector Collective Action Coalition Against Corruption (CAC) to demonstrate its commitment to fighting corruption in all forms.

### Financial Risk

Risks related to financial management, which may be risks arising from internal factors such as liquidity management, credit management, investment, or external factors such as changes in interest rates, exchange rates, or risks that counterparties cannot fulfill their obligations, which affects the company's existence and results in damage to the organization.

### Investment Risk

If the company has high-cost fundraising channels, it may affect the company's performance and cash flow, including lower profit/return rates, which may affect future business expansion or affect the confidence of financial institutions. The company is aware of the importance of this matter. Therefore, the following risk management measures have been implemented:

- Create stability in financial status and performance, including effective debt management.
- Use appropriate financial instruments. In order not to affect the increasing debt
- There are other options for raising funds besides borrowing, such as finding investors in new projects

### Financial and Liquidity Risk

If the company does not have good financial management, it may cause the company to lack liquidity. The company is aware of this risk and has set guidelines for operations to control and prevent risks by setting a strict credit policy and regularly monitoring and accelerating debt repayments from debtors, as well as close monitoring by the management.

### Risk from lending to subsidiaries

The Company has approved loan credit lines to subsidiaries to enhance liquidity for the business and as operating capital, which may have problems in repaying loans of subsidiaries. The Company is aware of such risks and has set operational guidelines to control and prevent risks in the operations of subsidiaries by sending representatives of the Company to be directors of subsidiaries to set policies and closely supervise the operations of subsidiaries, including monitoring debt and interest payments to the Company as scheduled.

### Risk from different currencies during the construction period of new projects

During the construction period of new projects, whether it is the purchase and sale of goods/services, there may be a mismatch of currencies between the use of funds and the source of funds. This is because the price according to the construction contract (EPC) can be in both foreign currencies and Thai baht. Therefore, the Company has foreign exchange risk management (Hedging) to help reduce the risk from the difference in currencies that may occur and to be able to manage costs effectively and plan finances better.

### Regulatory Risk

Risk related to compliance with the rules and regulations of regulatory agencies, including risks related to various laws related to the Company's operations. When this risk occurs, it will affect the reputation and image of the organization as a whole.

Legal Risk and Government Policy Risk Improper management of industrial waste This results in the problem of illegal dumping of industrial waste, which will have a detrimental effect on the country's economy. The Company's main business is the industrial waste management business, which is a downstream business that considers growth based on economic growth, especially growth in the industrial sector, as well as consistency with the strategy of the Ministry of Industry, which oversees industrial plants nationwide, namely, promoting industry, social responsibility, and managing

resources and the environment in a balanced manner, with the objective of determining the industrial sector to utilize and manage natural resources and the environment sustainably. If the Company does not thoroughly examine relevant laws, including trends in changes in regulations and government policies before making an investment decision, it may affect the investment return rate/profit growth to decrease. The Company is aware of this risk and has the following risk management measures:

- Give importance to thoroughly examining various legal restrictions before making an investment decision.
- Manage industrial waste correctly according to academic principles.
- Have a plan and prepare measures to support changes.
- Cooperate with government agencies and treat and dispose of industrial waste that is illegally dumped in public areas to be properly managed.

### Risks of confidence in service quality and liability insurance

The Company places importance on building confidence in quality throughout the process, with a strict preventive monitoring system, starting from the confirmation of service Procurement of vehicles and containers, collection, transportation, treatment and disposal of industrial waste in accordance with ISO 9001 quality system standards until the process is complete. The service target is set to achieve maximum satisfaction for service users under the determination of zero customer complaints, which is a strategy that all employees follow with a sense of quality. There is also a regular inspection process from the internal and external audit teams to ensure that the process and steps for supervising service quality are strictly and continuously implemented. The company is confident that it will be able to maintain customer satisfaction in terms of service quality forever. For defensive measures, the company has entered into a liability insurance agreement with service users to clearly define the scope of responsibility as prescribed by law (Announcement of the Ministry of Industry on the Disposal of Waste or Unused Materials B.E. 2548)

### Risk from legal disputes

On December 30, 2010, the Civil Court received a lawsuit from a group of individuals (plaintiffs) alleging that the company committed a tort causing damages to the plaintiffs. Therefore, they requested the court to rule for the company to pay compensation and to order the company to be prohibited from Any business that causes pollution or creates a nuisance to the plaintiff any longer. On 21 February 2019, the Court of First Instance ruled that the Company must pay compensation including interest and legal fees in the amount of 52.04 million baht. The Company filed an appeal with the Court on 16 October 2019. The result of the appeal is not yet final. However, the Company has recorded a provision for damages from the lawsuit in the financial statements for 2018.

### Human Rights Risk

Better World Green Public Company Limited strictly operates its business under labor laws and has personnel management regulations that promote rights and support the development for the growth of personnel at all levels. It respects human rights by treating everyone equally and without discrimination. It supports and promotes human rights and avoids actions that violate human rights by striving to maintain fair working conditions and being a good example in doing business and other aspects.

### Risk-related consequences

At present, the operations of organizations must face uncertainties from both internal and external factors that cause both risks and opportunities to the organization. Risks will have negative impacts, while opportunities will create value for the organization. Therefore, risk management is an important tool that will help prevent, maintain and promote the organization to achieve its objectives and goals. In addition, risk management is an important element of good corporate governance, focusing on every process to operate with transparency and efficiency, resulting in positive image and creating added value for the organization in both the short and long term.

### Risk 4 4. Emerging Risk

- Related risk factors : Strategic Risk
- Changes in technologies

## Operational Risk

- Pandemic risk

ESG risk factors : Yes

### **Risk characteristics**

In addition to the management of significant risks, the Company also focuses on emerging risks. The results of the risk analysis and assessment found that the Company is at risk from the risk of emerging infectious diseases in the future and the risk of cyber threats to the network system and information technology system that will occur in the future. For more details on emerging risks, the Company has considered the risk factors that affect the Company and the risk management approach

### **Risk-related consequences**

#### 4.1 Risk from emerging infectious diseases in the future

From the situation of the outbreak of emerging infectious diseases in the future, the world is likely to increase due to many factors such as changes in lifestyles and behaviors. In addition, technological advancements such as convenient travel have caused the disease to spread more rapidly. Emerging infectious diseases affect people in terms of body, mind, society, economy, which indirectly affects the Company's business operations, both present and future, including stakeholders related to the Company, such as employees and their families, business partners, shareholders, as well as communities and society at large, especially business partners who cannot import tools, machinery, spare parts and equipment from trading partner countries. Therefore, the Company must demonstrate its potential to promptly cope with the incident and have an approach to adjust to alleviate the impact. and take care of stakeholders effectively.

In this regard, the Company has prepared a Business Continuity Plan (BCP) to support such incidents in a thorough and systematic manner. The Company has procured tools, machinery, spare parts from other sources that can be replaced to reduce various impacts and has arranged for monitoring and setting specific health measures of the Company to take care of and be careful of the hygiene and safety of executives, employees and related persons appropriately, including having those responsible report the situation to senior executives continuously.

#### 4.2 Risks of cyber threats to network systems and information technology systems that will occur in the future

From the current trend of network and information technology system development, which is rapidly and efficiently developing to facilitate and play a greater role in the management of businesses in various aspects, the forms and threats of cyber have also developed and changed. As a result, businesses must learn to keep up with and prepare to deal with the risks of cyber threats to network systems and information technology systems that will occur in the future, including having measures to adjust or prevent up-to-date at all times in order to be able to deal with and reduce the risks from threats in a timely manner.

### **Risk management measures**

- The company has a plan to develop the current responsible personnel to have more expertise and skills.
- The company has an information technology policy that specifies the improvement of the cyber security system to be up-to-date and check the security of the cyber security system to be up-to-date at all times.
- Including the establishment of a backup system to maintain business continuity, specifying the setting of passwords, encrypting data files, and creating awareness and understanding of cyber security among operators to be careful and aware at all times.
- Investing in developing work systems to support new technologies and prevent risks from cyber threats, including improving the computer network system to be ready for use to avoid network and server failures so that the system can work continuously, preventing damage (Network), and setting strict security control measures, such as computer security systems (Firewall), specifying access rights to data, laying down networks, and setting up backup centers to support emergencies so that businesses can continue to operate.

- Setting guidelines for operations to control and prevent risks by setting rules and regulations on the use of information technology systems. IT disaster prevention plan and Back Up plan used as a framework for prevention and management of risks related to information security in all aspects for executives and employees at all levels, including Internal communication to create awareness of this issue continuously

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

The company has developed a robust and systematic Business Continuity Plan (BCP) to address this event. The company has procured tools, machinery, and spare parts from alternative, interchangeable sources to minimize impacts. Furthermore, the company has established specific health monitoring and safety measures to protect the health, safety, and well-being of executives, employees, and related personnel. Responsible parties are required to continuously report the situation to senior management.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain management policy and guidelines : <https://bwg.co.th/%e0%b8%81%e0%b8%a3%e0%b8%ad%e0%b8%9a%e0%b9%81%e0%b8%99%e0%b8%a7%e0%b8%84%e0%b8%a7%e0%b8%b2%e0%b8%a1%e0%b8%84%e0%b8%b4%e0%b8%94%e0%b8%94%e0%b9%89%e0%b8%b2%e0%b8%99%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%9e/>

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The company has established an internal unit to communicate continuously with each stakeholder group to understand their perspectives and expectations regarding the company's operations. Additionally, stakeholders have been identified through an analysis of their relevance within the supply chain, from consultation to management processes, assessing the impacts and influences between parties.

This year, the company has categorized stakeholders into five main groups: employees, business partners, customers, shareholders/investors, communities, and government agencies/regulatory bodies. The company has also developed engagement approaches for all stakeholder groups, particularly in response to the current shift towards more online communication.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
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	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

**Information on supplier code of conduct**

**Supplier code of conduct**

Supplier code of conduct : Yes

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

**Key suppliers acknowledging compliance with the supplier code of conduct**

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

#### Additional explanation for research and development (R&D) expenses over the past 3 years

The Company focuses on enhancing operational efficiency and quality control to optimize cost management, while ensuring compliance with applicable laws and environmental standards. It also places importance on continuous personnel development and the effective maintenance of existing systems to achieve maximum operational efficiency. Following the improvement of operational processes and personnel capabilities, the Company plans to further advance into research and development in order to enhance the suitability and efficiency of its existing technologies and processes. Nevertheless, the Company continues to closely monitor emerging trends and new technologies to support future considerations.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

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

The company promotes R&D to maximize operational efficiency and prevent potential impacts on society and the environment.

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

#### Benefits of innovation development

##### Financial benefits

Does the company measure the financial benefits : No  
from innovation development?

##### Non-financial benefits

Does the company measure the non-financial : No

benefits from innovation development?

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