Energy Absolute

Sustainability Report 2025



EA's Moving Towards
Net Zero Ecosystem

Message from **The CEO**

Throughout 2025, intensifying environmental crises and accelerating climate change have underscored the urgency for all sectors to adapt swiftly and play a proactive role in shaping the world's future. Within this context, the Group recognizes its responsibility as a clean energy leader and remains steadfast in integrating sustainability principles as the cornerstone of its business strategy in alignment with the United Nations Sustainable Development Goals (SDGs) to achieve a genuine balance between economic growth, environmental stewardship, and the creation of shared value for society.

Driving the Clean Energy Ecosystem and Circular Economy: The Group is committed to developing fully integrated clean energy solutions spanning upstream solar and wind power generation, energy storage technology, and downstream commercial electric vehicles and charging infrastructure to support the transportation sector's transition to a zero-emission system. In parallel, the Group applies Circular Economy principles through its waste management and Waste-to-Energy businesses not only reducing waste volumes but transforming waste into valuable, environmentally friendly energy.

As a further testament to the Group's sustainability commitment, it was honored with a prestigious national T-VER Award reflecting its business conduct alongside concrete environmental stewardship and demonstrable greenhouse gas emission reductions. The Group has accumulated in excess of 5.8 million tonnes of CO_2 equivalent in carbon credits from its renewable energy projects a significant milestone in supporting a sustainable transition to a low-carbon society.

Global Role and Just Transition: The Group is proud to have made history in connecting Thailand to international climate mitigation mechanisms through the successful trading of Internationally Transferred Mitigation Outcomes (ITMOs) under the Paris Agreement as part of the Bangkok E-Bus Program in collaboration with the Government of Switzerland.

Our pursuit of Net Zero by 2050 must be accompanied by the principles of Just Transition. The Group places the highest priority on workforce skills development, the promotion of Green Jobs, and the enhancement of community well-being. This is to ensure that our journey toward a sustainable future is growth that is balanced, inclusive, and leaves no one behind.

This Sustainability Report stands as a testament to the Group's commitment and progress made possible through the dedication and collaboration of the Board of Directors, management, and all employees. I wish to express my sincere gratitude to all stakeholders for their continued trust, and reaffirm our commitment to conducting business with transparency and accountability to together build a better future for both present and future generations.

Yours sincerely,



Chatrapon Sripratum
Chief Executive Officer
Energy Absolute Public Company Limited

VALUE CHAIN


Energy Absolute
Wind &Solar Power Plant
Waste to Energy
EV Battery
BESS
EV Vehicle
EV Charger
Palm UCO
Biodiesel / Green Diesel (HVO)
SAF PCM

Vision

One of Thailand's Leading Renewable Energy Businesses

Using modern, up-to-date and environmentally friendly technology
for the benefit and fairness to consumers, shareholders, partners and employees

Mission

- Promote the utilization of modern technology to increase production efficiency
- Promote the utilization of energy crops and natural energy to reduce environmental pollution
- Support the Government policy for energy security of country
- Operate on the basis of fairness, trustfulness with partners and all shareholders
- Foundation human resources to grow steadily and sustainably



Organizational Culture

EA DNA (T-E-A-M)

TEAMWORK

ENERGETIC



ACCOUNTABILITY

MEANINGFUL

T – Teamwork

Possesses a positive attitude towards working with others by sharing, helping, and listening to opinions based on mutual trust and shared goals. Able to build strong relationships and communicate effectively. Has the courage to voice challenges in order to collaboratively find effective solutions.

E – Energetic

Enthusiastic, dedicated, and highly energetic at work, driven by a 'Challenging Spirit.' Fully devoted to performing to the best of one's ability without yielding to obstacles. Courageous in confronting problems to ensure goals are achieved, and bold in thinking creatively.

A – Accountability

Recognizes personal role responsibilities as well as the team's overall goals. Proactively reaches out to help when encountering problems in ambiguous 'grey areas' to ensure the organization achieves its objectives. Highly ethical, upholds integrity at work, and has the courage to stand up for what is right.

M – Meaningful

Highly capable, continuously developing oneself and the team for ongoing growth. A good person with strong ethics and goodwill towards the public. Never hesitates to do the right thing consistently maintaining positive thoughts, words, and actions. Holds good intentions toward oneself, others, the organization, and society. Capable of serving as a role model within the organization for individuals at all levels.

Awards and Recognitions



1. **Ranked among the Top 10% of global companies in ESG sustainability**
   by the S&P Global Corporate Sustainability Assessment

2. **Awarded MSCI ESG Rating: AA**
   by MSCI

3. **Thailand Energy Awards 2025: Creative Energy category, for the innovation in lithium-ion battery module cell arrangement by the Ministry of Energy**
   by the Ministry of Energy

4. **Thailand Energy Awards 2025: Renewable Energy (Biofuel) category, for the Bio-Synthetic Oil and Phase Change Material (Bio-PCM) production plant project**
   by the Ministry of Energy

5. **T-VER Awards 2025: Continuous Certification Project Award and Carbon Credit Certification Project Award**
   by Thailand Greenhouse Gas Management Organization Public Organization (TGO)

6. **Anti-Corruption Commitment Declaration**
   by Thai Institute of Directors Association

7. **Green Industry Award (Level 4) awarded**
   by the Department of Industrial Works, Ministry of Industry



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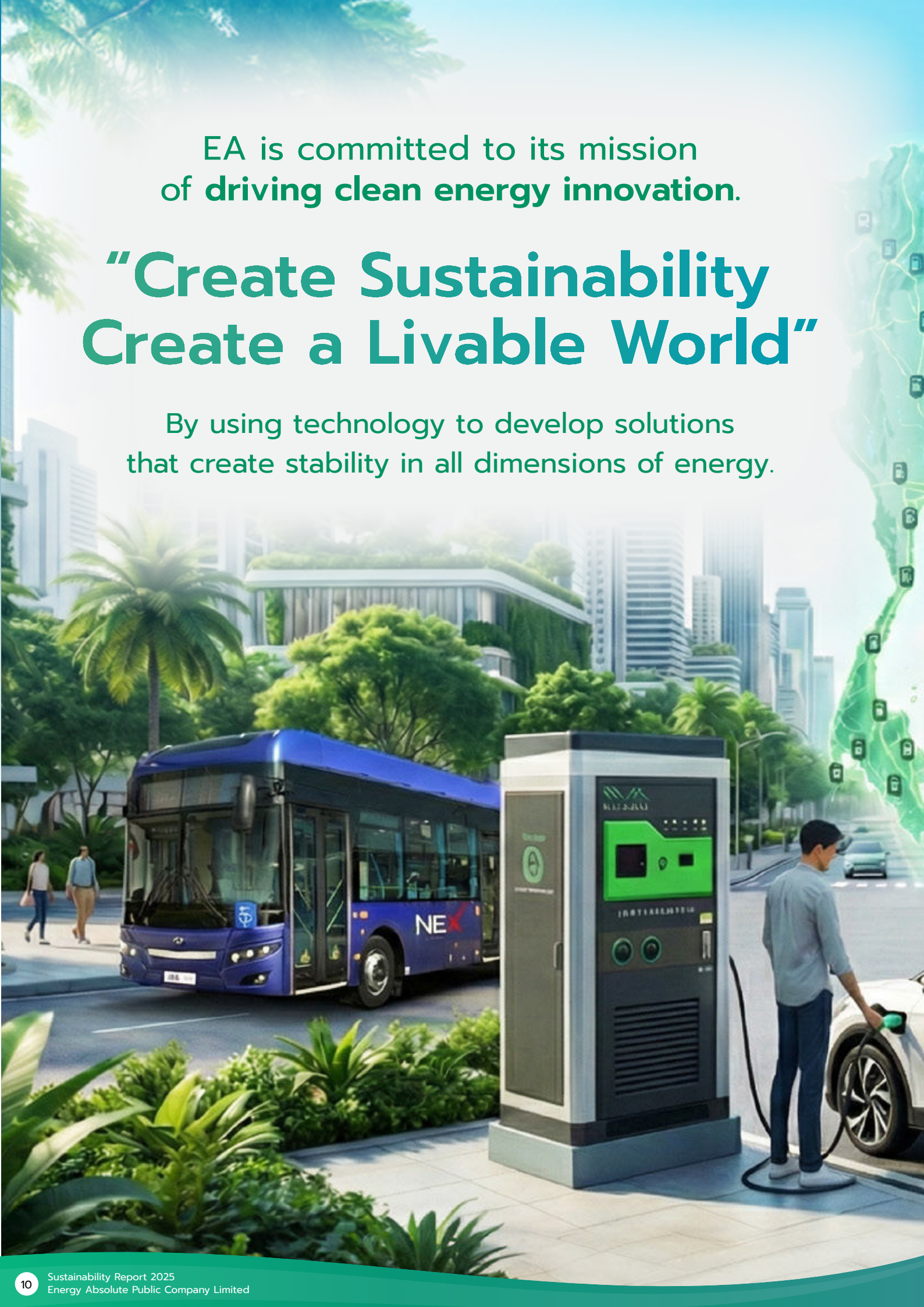
EA is committed to its mission
of **driving clean energy innovation**.

"Create Sustainability Create a Livable World"

By using technology to develop solutions
that create stability in all dimensions of energy.

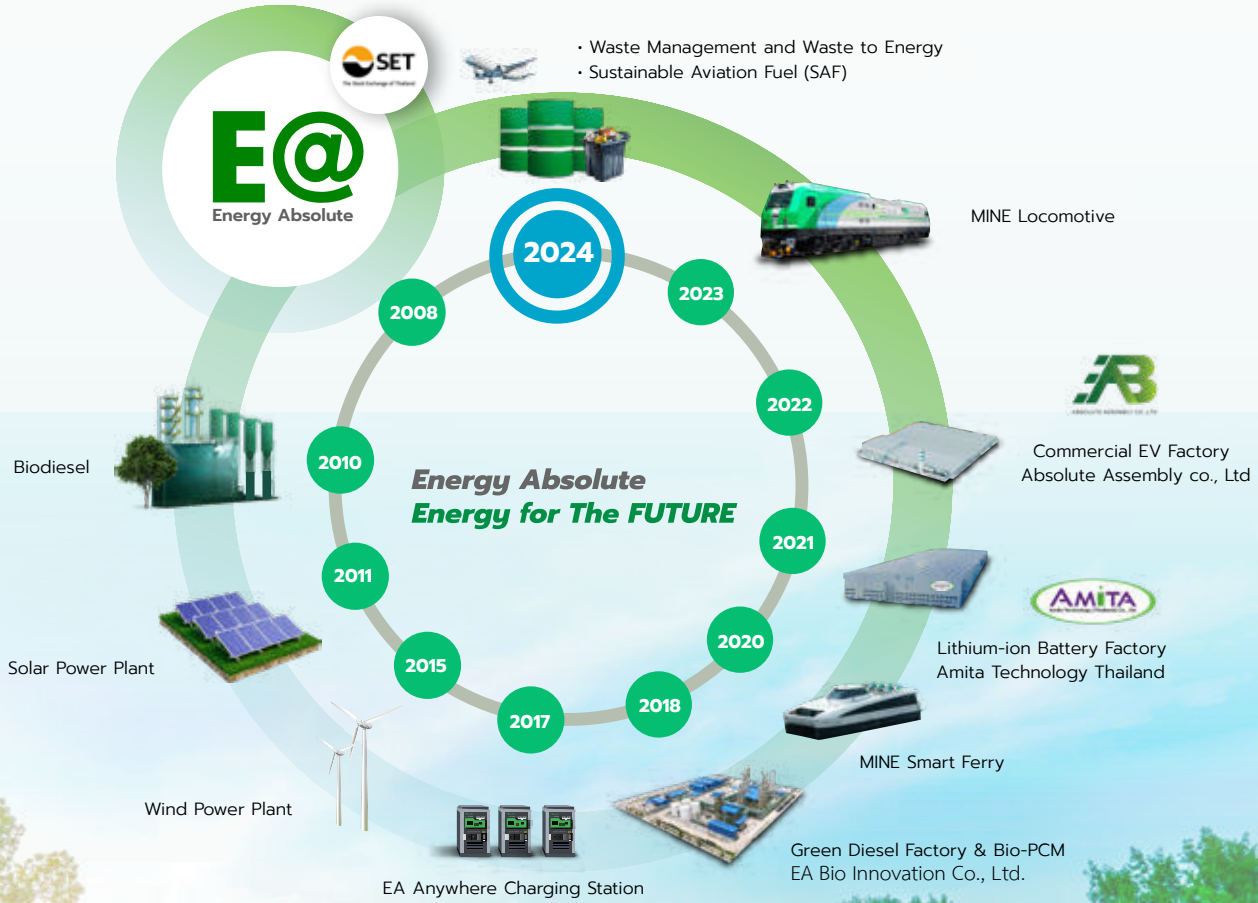




Information about Energy Absolute

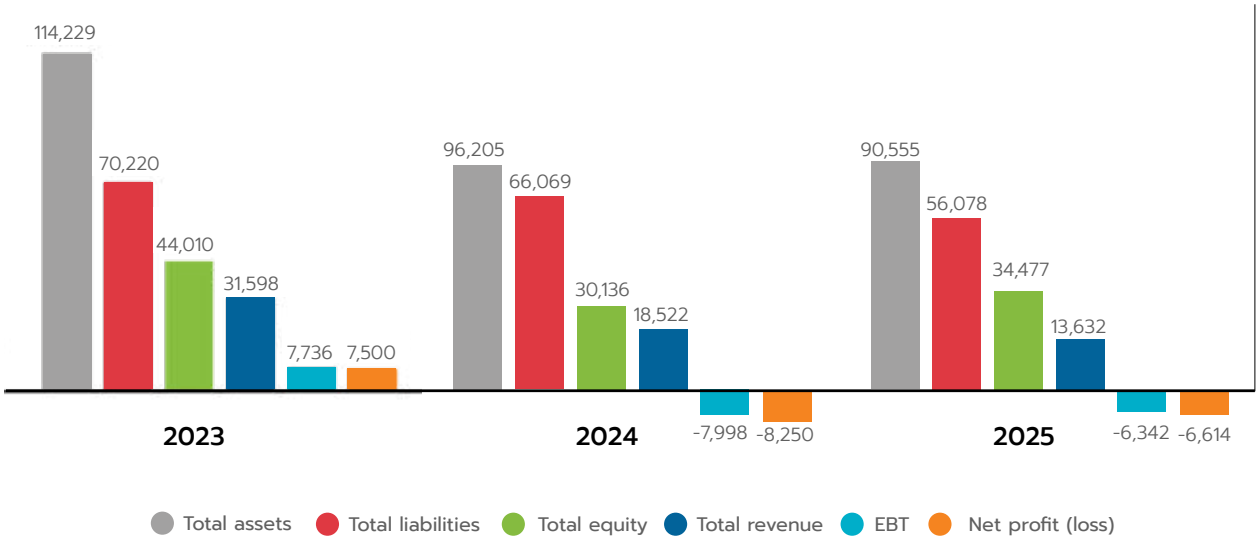
Energy Absolute Public Company Limited (the "Company" or "EA") was initially registered and established under its former name, Suntech Palm Oil Company Limited, with a registered capital of 50 million baht. Later, in 2008, it registered its conversion into a public limited company and changed its name to Energy Absolute Public Company Limited.The Company has a total registered and paid-up capital of 373 million baht, divided into 3,730 million ordinary shares with a par value of 0.10 baht per share. In 2013, the Company listed its 3,730 million ordinary shares on the Market for Alternative Investment (mai). In late 2016, the company submitted an application to the Stock Exchange of Thailand to transfer its securities from the mai to be traded on the Stock Exchange of Thailand (SET). Its securities were categorized under the Resources industry group, Energy & Utilities sector, using the same trading ticker symbol, "EA," effective from January 6, 2017 onwards. In 2025, the Group underwent both a reduction and an increase in registered capital, resulting in a registered capital of THB 866,446,326.60, and issued warrants (EA-W1) totaling 1,237,773,390 units. Presently, the Group has expanded its business operations through various subsidiaries. Its operations encompass the production of biodiesel and bio-products from crude palm oil, and electricity generation from wind and solar power. The Company has also expanded its business into energy storage systems, electric vehicles, and other businesses related to clean energy. This is to create sustainability for the country through renewable energy technologies and modern, environmentally friendly innovations.

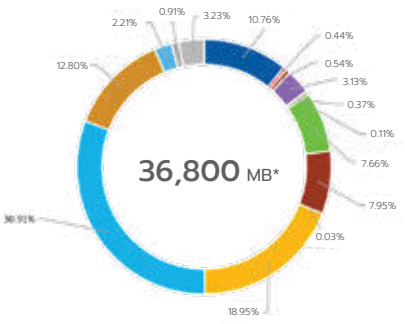
EA's Milestones



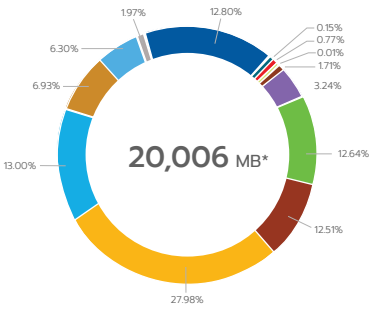
Financial Highlights

(THB Million)

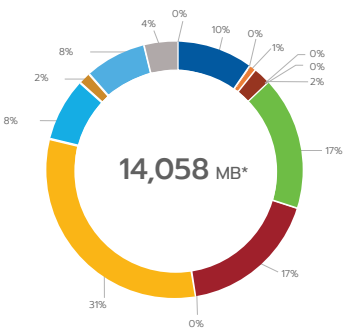




2023



2024



2025

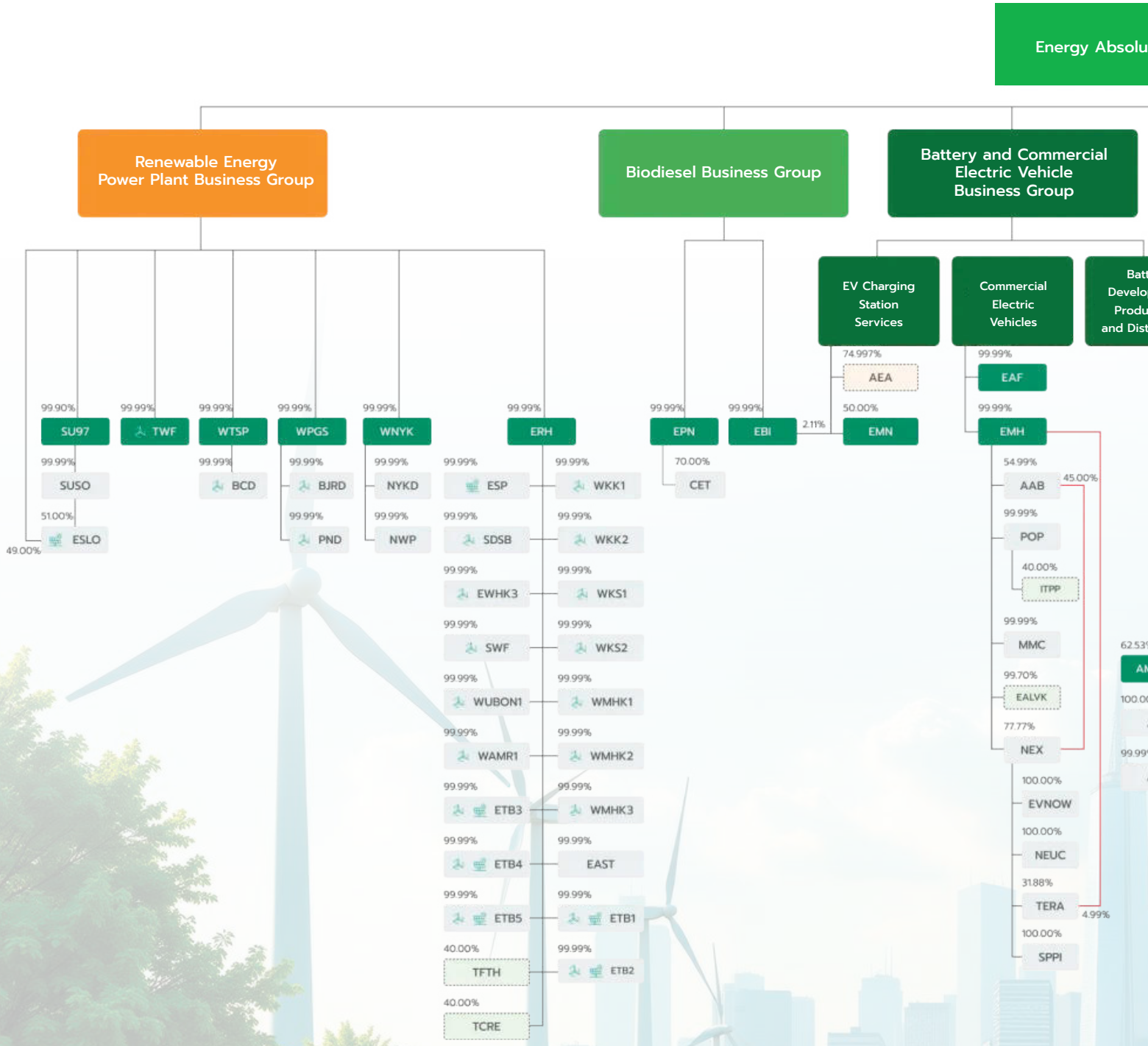
Biodiesel oil
Green diesel
Electric vehicle

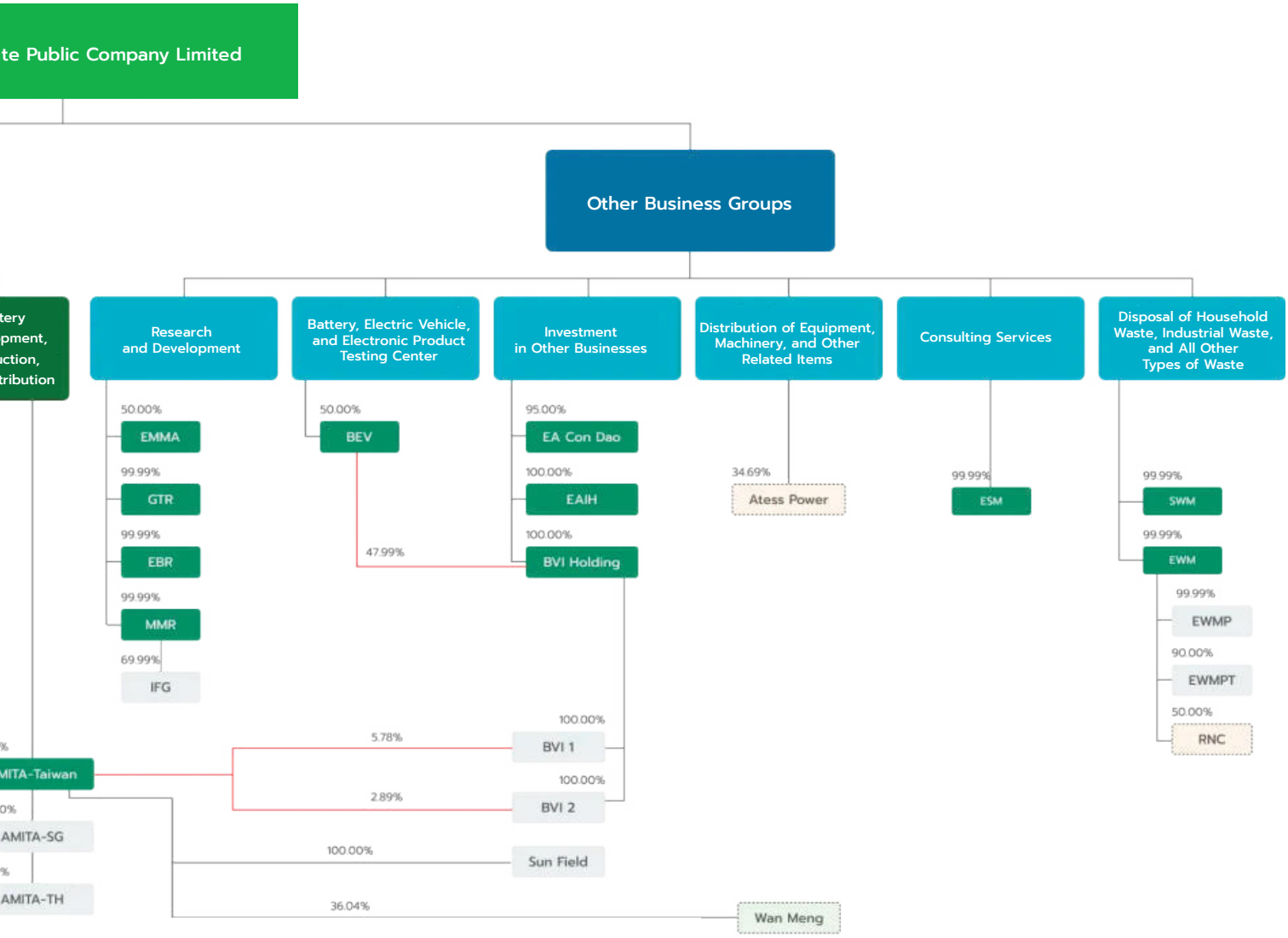
Purifiel glycerin
Solar electric power
Lithium-Ion battery
By-product
Wind electric power
Other business
Crude palm oil
Biogas electric power
Other incomes
PCM (Phase Change Material)
Subsidy adders
Other incomes (non-recurring items)

*The total revenue as above are including inter-segment revenue, reference as the nature of business as article No.1.2.1 Revenue Structure.

		2023	2024	2025
Net Profit Margin	%	23.74	-44.54	-48.51
Return on Equity Ratio	%	18.87	-12.67	-15.03
Return on Assets Ratio	%	9.21	-5.04	-4.21
Debt to Equity Ratio	time	1.60	2.19	1.63
Liquidity Ratio	time	1.00	0.94	1.56

Shareholding Struc




te Public Company Limited
Other Business Groups
tery
pment,
ction,
tribution
Research and Development
Battery, Electric Vehicle, and Electronic Product Testing Center
Investment in Other Businesses
Distribution of Equipment, Machinery, and Other Related Items
Consulting Services
Disposal of Household Waste, Industrial Waste, and All Other Types of Waste
50.00%
EMMA
99.99%
GTR
99.99%
EBR
99.99%
MMR
69.99%
IFG
50.00%
BEV
47.99%
95.00%
EA Con Dao
100.00%
EAIH
100.00%
BVI Holding
34.69%
Atess Power
99.99%
ESM
99.99%
SWM
99.99%
EWM
99.99%
EWMP
90.00%
EWMPT
50.00%
RNC
%
MITA-Taiwan
0%
AMITA-SG
%
AMITA-TH
5.78%
100.00%
BVI 1
2.89%
100.00%
BVI 2
100.00%
Sun Field
36.04%
Wan Meng

The Company Group's Locations



Lampang
Ettulosba Energy 1 Co., Ltd. (ETB1) [COD:2015]

Chaiyaphum
EA Hanuman Wind Power [COD:2019]

Phitsanulok
EA Solar Phitsanulok Company Limited (ESP)[COD:2016]

Khon Kaen
EA Wind Power Project

Mahasarakam
EA Wind Power Project
*Under New PPA

Nakhonsawan
Ettulosba Energy 1 Co., Ltd (ETB1) [COD:2013]

Lopburi
EA Solar Company Limited (ESLO) [COD:2012]

Pathumthani
EA Waste to Energy

Prachin Buri
Energy Absolute Public Company Limited (EA) [Production:2020]

Rayong
EA Bio Innovation Company Limited (EA) [Production:2020]

Phuket
- EA Waste Management
- EA Waste to Energy

Chachoengsao
- Amita Technology (Thailand) Company Limited (Amita-TH) [Production:2021]
- Absolute Assembly Company Limited (AAB) [Production:2022]

Koh-Larn Chonburi
EA Waste Management

Songkhla & Nakhon si Thammarat
EA Hadkanghan Wind Power [COD:2017]

Biodiesel

Solar Power Plant

Wind Power Plant

- Commercial EV Factory
- Lithium-ion Battery Factory

- Waste to Energy
- Waste Management

Tax Management

The Group is committed to conducting business under the principles of good corporate governance and managing tax affairs effectively in accordance with international standards upholding transparency, accountability, and strict tax compliance. This reflects the Group's role as a good corporate citizen through compliant, transparent business conduct and the consistent remittance of taxes to the public sector. This constitutes a meaningful contribution to economic development, the improvement of public quality of life, and the long-term development of national infrastructure. The Group places high importance on prudent tax governance and management with systematic tax risk management frameworks and processes in place to ensure that all business operations comply with applicable laws and the requirements of relevant regulatory authorities. Continuous risk monitoring and assessment are conducted to prevent potential adverse impacts on the organization and its stakeholders. The Group further exercises tax incentives and benefits appropriately and reasonably in accordance with the intent of applicable laws and government policy balancing business efficiency with social responsibility. This is to reinforce confidence among all stakeholder groups and to support the sustainable creation of economic value in tandem with the Group's continued growth.



Sustainability Development

Sustainability Policy, Framework, and Strategy

The Group believes that business growth must coexist with value creation for the economy, society, and the environment. Consequently, sustainability concepts have been integrated into every work process through a clear sustainability policy, framework, and strategy. Furthermore, the Group is committed to continuously developing green businesses, including renewable energy, bio-innovation, batteries, electric vehicles (EV), and charging stations, as well as advancing research and development (R&D) to meet future social and industrial demands. All operations are driven by the Group's vision: "To be a leader in the alternative energy business by leveraging modern, environmentally friendly technologies to maximize benefits for users, shareholders, business partners, and employees in a fair manner." This demonstrates a commitment to balanced, transparent, and sustainable long-term growth while enhancing shared value for all stakeholders.

The Group's sustainability policy covers transparent operations, strong corporate governance, respect for human rights, cybersecurity enhancement, and employee welfare. This is executed alongside the development of clean energy innovations, responsible supply chain management, and stakeholder engagement at all levels. Additionally, the Group aims to mitigate environmental impacts through carbon management, efficient resource utilization, pollution control, and biodiversity conservation, thereby driving sustainable growth across all dimensions and creating tangible shared value for society and the environment.

Scan to access the Sustainability Development Policy

To achieve the sustainability vision, the Group has developed its own Sustainability Framework, which provides a key guideline for defining long-term strategic directions. This framework integrates Environmental, Social, and Governance (ESG) consideration across all dimensions of core business operations, ensuring that sustainability is not merely a principle but a driving force for innovation, risk management, business resilience, and shared value creation for all stakeholders. Under this framework, the Group is committed to strengthening its role in supporting Thailand's transition toward a sustainable and low-carbon economy.



The Group's Sustainability Framework comprises three main dimensions:

1. Economic Dimension

The Group prioritizes robust and sustainable economic growth by enhancing corporate governance, sustainable supply chain management, data security, and innovation development to improve operational efficiency and product quality. Furthermore, it supports environmentally friendly investments to build competitiveness and deliver long-term value to stakeholders.

2. Social Dimension

The Group prioritizes people, communities, and society at large by upholding to the principles of human rights, enhancing employee welfare and safety, creating opportunities for career development and growth, and promoting stakeholder engagement at all levels to foster a strong society that grows sustainably alongside the organization.

3. Environmental Dimension

The Group aims to reduce environmental impacts through efficient resource use, promoting the circular economy, energy management, and systematic implementation of greenhouse gas (GHG) emission-reduction projects, as well as biodiversity conservation and preparedness for climate change risks. This is intended to create a balance between business growth and long-term sustainable environmental stewardship.

To drive the realization of sustainability performance in accordance with the Sustainability Framework, the Group has developed a core sustainability strategy titled the "Triple-E Strategy." This key strategy defines the Group's long-term growth direction. It aims to create positive impacts on the environment, society, and economy by integrating all three dimensions into the alternative energy business through modern and environmentally responsible technologies.

This strategy does not merely focus on partial GHG emission reductions but adopts a holistic approach that covers renewable energy, clean mobility, battery innovation, circular economy, stakeholder engagement, and community development. All these efforts are aligned with Thailand's transition to a **sustainable low-carbon society.**

1. Emission Revolution Beyond Zero

- Transitioning to renewable and clean energy in operations to reduce direct greenhouse gas emissions from the organization's activities and production processes.
- Enhancing energy efficiency to reduce negative environmental impacts significantly.
- Collaborating with stakeholders across the value chain to comprehensively promote low-greenhouse gas practices.
- Implementing verification and validation of greenhouse gas emissions, alongside transparent and auditable data disclosure.

2. Emissions Innovation Technology for Tomorrow

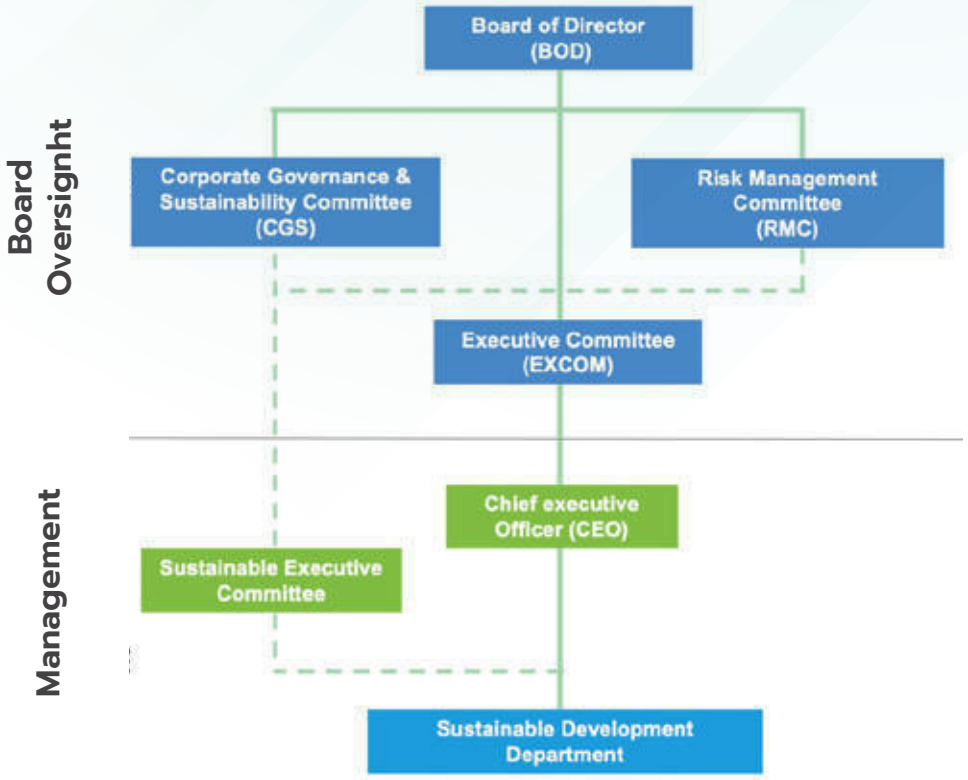
- Enhance the development and adoption of advanced energy storage technologies utilizing environmentally friendly materials.
- Drive and develop new innovations, including high-performance battery technologies, to reduce costs and achieve operational efficiency targets.
- Study and increase strategic investments in the development of clean technologies, including Waste-to-Energy, Hydrogen, and Power-to-X, to reduce reliance on fossil fuels and support the transition to a low-carbon society.

3. Emissions Economy Sustainable Value Creation

- Integrated and comprehensive development of an environmentally friendly value chain, from the upstream production of clean energy to the downstream use of products and services.
- Promoting community and stakeholder engagement through sustainable development projects to support carbon credit generation and drive shared, environmentally friendly growth.

Sustainability Governance Structure

The Group has designed a clear and systematic sustainability governance structure to ensure that sustainability risks and opportunities are integrated into decision-making processes at all levels, including strategic planning, operations, and financial reporting. This structure supports a continuous, transparent, and efficient drive toward corporate sustainability, while strengthening the Group's ability to respond to a rapidly evolving business environment.



1. Board of Directors (BOD): Responsible for setting the sustainability direction by approving policies, targets, strategic plans, and annual budgets. The BOD considers and reviews material issues at least once a year and oversees and monitors performance in accordance with policies and regulations through the relevant sub-committees.

2. Corporate Governance & Sustainability Committee (CGSC): Responsible for reviewing sustainability goals and strategic plans to ensure alignment with corporate policy. The committee directs, monitors, and provides advice to the management and the Sustainable Development Department, while overseeing the risk management system and stakeholder engagement to effectively achieve sustainability targets.

3. Risk Management Committee (RMC): Responsible for assessing and managing climate-related risks and ensuring that these risks are systematically integrated into the Group's overall risk management process.

4. Executive Committee (EXCOM) and Chief Executive Officer (CEO): Management supports policy compliance and serves as role models, promoting communication and training for employees to understand the Group's values and sustainability issues. They also continuously encourage personnel to participate in environmental and social responsibility activities.

5. Sustainable Executive Committee (SEC): Provides advice and support in defining the Group's sustainability direction, policy, and strategy. It considers relevant resources and activities, monitors the integration of ESG into operations, and reports progress to the CGS regularly or as necessary.

6. Vice President, Sustainable Development Department: Develops and manages the Group's sustainability plans, policies, and strategies, covering social and community care. The VP monitors, collects data, and reports performance to the Board or sub-committees quarterly to support the effective achievement of sustainability goals.

Stakeholder Engagement

The Group is committed to conducting systematic and continuous Stakeholder Engagement to:

1. Listen to opinions and assess impacts, and
2. Identify material issues significant to corporate operations and surrounding communities.

Proactive Engagement, transparent communication, and timely responses enable the Group to accurately identify material issues, leading to the development of ESG strategies that meet social expectations and promote business growth alongside the long-term sustainability of communities and the environment.

Stakeholder Identification

The Group recognizes the importance of all stakeholders in driving sustainable business operations, considering them not only as those affected by the company's operations but as key players in the organization's long-term success.

Accordingly, the Group systematically identifies stakeholder groups to understand their needs, expectations, and concerns. This serves as a vital foundation for:

- **Defining Materiality Issues:** Ensuring the sustainability report covers issues affecting both the business and stakeholders (Double Materiality).
- **Developing Management Approaches:** Creating appropriate, transparent, and effective communication and engagement guidelines.
- **Grow together:** Encouraging the Group and its stakeholders to grow together securely in the long term.

The Group's Stakeholder Identification Process

Analyze the Group's Business
To analyze which stakeholder groups the Group's business operations may impact.

Analyze Relationships and Influence
To analyze the Group's degree of dependence on each stakeholder group.

Determine Stakeholder Needs and Expectations
To understand the needs of stakeholders and define the Group's operational scope.

Develop an Engagement Plan
To plan for appropriate stakeholder engagement.



Identify Stakeholders
To categorize stakeholders into two groups:
1. Directly impacted parties
2. Indirectly impacted parties

Prioritize
To prioritize the consideration of impacts on stakeholders.

Determine the Group's Needs and Expectations
To understand the operational scope and plan for collaborative engagement with stakeholders.

Link to Materiality Assessment
To summarize the Group's overall approach and practices regarding how each stakeholder group is treated.

Stakeholder Group	Expectations	Response to Expectations	Engagement Channels
Employees	• Reliability and safety of equipment and production processes • Safe working environment • Career advancement and job security • Workplace well-being • Fair compensation and benefits • Human rights and labor practices	• Strict implementation of the OHS Management Plan, including specialized safety training • Development of a Development Plan and clear career paths • Provision of fair wages and review of benefits according to international standards • Human Rights Due Diligence in recruitment and operations.	• Communication between HR and employees • Employee engagement surveys • Group Town Hall Meetings • Suggestion/Feedback boxes • Whistleblowing or grievance channels
Suppliers / Customers	• Reliability and safety of equipment and production processes • Safe working environment; Business transparency • Human rights and labor practices; Corporate risk and opportunity management • Water management	• Product quality certification and monitoring suppliers' performance against the Supplier Code of Conduct • Product Disclosure including environmental impacts (e.g., Carbon Footprint)	• Meetings of the company and partners • Customer satisfaction surveys • Grievance and suggestion channels

Stakeholder Group	Expectations	Response to Expectations	Engagement Channels
Suppliers Customers	• Product/service quality meeting needs; Innovation management • GHG emissions	• Promoting Scope 3 emissions reduction throughout the value chain • Establishing a Grievance Mechanism for the supply chain	• Occasional meetings/visits • Responding to information disclosur requests • Written agreements/-contracts
Investors / Shareholders	• Accurate, transparent, and timely financial information • Comprehensive risk management • Consistent and accessible information disclosure • Assurance of legal and regulatory compliance	• Regular ESG Disclosure according to international standards such as GRI and IFRS S1/S2 (TCFD) • Reporting Integrated Performance (financial and sustainability) • Establishing the CGS and RMC committees to oversee sustainability and risks	• Roadshows for investors and shareholders • Opportunity Day presentations, IR calls and/or emails • Meetings between the company and investors/shareholders • Website disclosures • Annual General Meeting (AGM) • Site visits
Community / Society	• Reliability and safety of equipment and production processes • Participation in community relations • Human rights and labor practices • Environmental impacts from operations • Product/service quality responding to society	• Establishing a grievance and feedback mechanism for project areas • Implementing Creating Shared Value (CSV) projects aligned with community needs and SDGs • Transparent monitoring and public reporting of environmental impacts (e.g., air/water quality) • Human rights education for local stakeholders	• Communication via local Community Relations departments • Community opinion surveys, Grievance channels • Occasional meetings • Website disclosures • Tripartite forums for optional communication
Environment / Civil Society	• Potential environmental impacts from operations • Quality of life development and community income promotion • Innovation management • GHG emissions	• Preparing a GHG Inventory according to the GHG Protocol and setting emission reduction targets • Disclosing environmental management data (e.g., water/waste/biodiversity) in the sustainability report; Seeking collaboration with civil society for impact assessments and mitigation	• Annual and Sustainability Reports • Official company fact sheets/notices • Website disclosures • Grievance channels • Tripartite forums for operational communication

Stakeholder Group	Expectations	Response to Expectations	Engagement Channels
Joint Venture Partners	• Business transparency • Human rights and labor practices • Potential social and environmental impacts • Corporate risk and opportunity management	• Communicating the Group's ESG and Governance policies for awareness and implementation • Integrating ESG criteria into joint venture agreements and contracts • Reporting risk and sustainability progress to the Joint Executive Committee	• Board and/or management meetings in subsidiaries, associates, and joint ventures • Annual and Sustainability Reports.
Creditors	• Business transparency • Human rights and labor practices • Corporate risk and opportunity management	• Disclosing sufficient financial and ESG data for credit risk assessment • Strict compliance with loan covenants • Seeking sustainable financing (e.g., green loans or sustainability-linked loans)	• Meetings of management and creditors • Annual and Sustainability Reports • Written agreements and contracts.
Contractors	• Reliability and safety of equipment and production processes • Safe working environment • Innovation management	• Enforcing the highest safety standards, including inspections and penalties for negligence • Providing safety and human rights training for contractors and workers • Evaluating contractors using ESG criteria to ensure compliance with labor and environmental laws	• Meetings of the company and contractors
Government Agencies	• Business transparency • Human rights and labor practices • Corporate risk and opportunity management • Potential social and environmental impacts.	• Strict compliance with laws, regulations, and permit requirements • Supporting data and cooperating with the government to achieve national goals, such as the NDC (Nationally Determined Contribution) • Accurate reporting as per SET and regulatory requirements	• Meetings with relevant government agencies • Participation and support for government projects • Occasional visits • Website disclosures • Responding to information requests • Annual and Sustainability Reports

Materiality Assessment



EA's Vision and Value



Risk Management



Domestic Trend



SWOT of EA Group



Global Trend



Stakeholders Interest

KEY STRATEGIC FOCUS AREAS

The Group reviews activities across all business units and conducts risk assessments for both current operations and future projects, such as biodiesel, renewable energy, and businesses under development, to ensure operational continuity and effectively support strategic decision-making. Throughout this process, the Group strongly emphasizes understanding the perspectives and needs of all stakeholders, including employees, communities, shareholders, investors, and business partners. This information is used to identify and assess **Material Sustainability Topics**, ensuring they are comprehensive and aligned with the evolving business environment. The review is conducted annually.

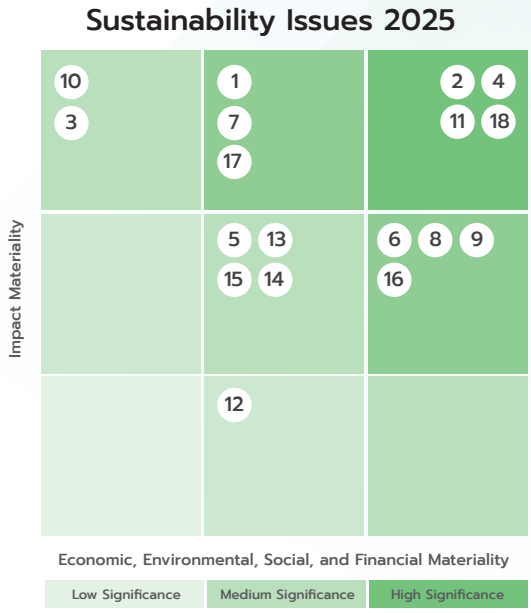
Furthermore, the Group performs a Forward-Looking Risk Assessment, alongside regular verification, progress tracking, and reporting. This ensures transparent disclosure to support stakeholder decision-making while incorporating feedback to continuously improve sustainability performance.

The Materiality Assessment Process is illustrated in the figure below.



Materiality Topics Disclosure

Based on the materiality assessment, the Group has reviewed and categorized sustainability topics to align with the Group's operations and strategy. These are divided into four main areas: Corporate Governance, Economics, Environment, and Social, as shown in the figure below.



Corporate Governance

1. Anti-Corruption
2. Risk Management
3. Good Corporate Governance

Economic

4. Innovation Management
5. Sustainable Supply Chain Management
6. Product Quality and Safety
7. Cybersecurity and Data Privacy Protection
8. Geopolitics

Environmental

9. Energy Efficiency throughout the Production Process
10. Environmental Management
11. Climate Change
12. Water Management
13. Waste Management
14. Biodiversity

Social

15. Occupational Health and Safety
16. Social and Community Responsibility
17. Human Rights and Labor Laws
18. Human Resource Management

Materiality topics categorized as very significant materialities refer to issues that significantly impact the business and stakeholders. These require more robust management, oversight, and monitoring than other materiality topics, which include:

1. Risk Management is a critical issue at the corporate level, as systematic identification, analysis, assessment, and review of risks help mitigate business impacts across all dimensions. Implementing the Group's risk management policy plays a vital role in strengthening stability, business continuity, and supporting long-term sustainable growth.

2. Innovation Management is a key risk issue, as the organization must develop environmentally friendly technologies and integrate modern technology to meet customer needs. Without effective innovation management, the Group's competitiveness, business resilience, and long-term growth potential could be adversely affected.

3. Climate Change is a significant risk issue affecting business operations both directly and indirectly. This includes Physical Risks (e.g., heavy rainfall, flooding) and Transition Risks (e.g., stricter carbon regulations, increased environmental compliance costs, and rising stakeholder expectations). Implementing the corporate GHG emission reduction plan is essential to maintain competitiveness, enhance resilience, and support the Group's long-term sustainable growth.

4. Human Resource Management is a key to retain and attract talented employees, who play a crucial role in business efficiency and continuity. The Group emphasizes the creation of a diverse and inclusive work environment, supports employee quality of life and well-being, invests in skill development and career advancement, and ensures fair compensation. These factors are key to motivating and retaining high-potential employees, supporting their sustainable growth alongside the Group.

About This Report

This report has been prepared by Energy Absolute Public Company Limited and its subsidiaries (hereinafter referred to as the "Group"). Its purpose is to communicate our sustainability policies, performance, and management approaches regarding issues of material importance to our stakeholders.

The scope of this report covers the Group's performance in terms of Environmental, Social, and Governance (ESG) practices. The reporting period spans from January 1, 2025, to December 31, 2025.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. The Group maintains a policy of publishing a sustainability report annually, with this edition serving as a continuation of the 2024 Sustainability Report.

Organisational Boundary 2025

This report presents sustainability performance data covering the operations of four business groups under Energy Absolute Public Company Limited operating in Thailand. It also includes subsidiaries within the Energy Absolute group in which the Company holds a 100% shareholding and where the Group exercises operational control through the Board of Directors. Together, these entities account for more than 75% of the Group's total revenue.

The Environmental, Social, and Governance (ESG) performance data covers the companies listed in the table below:

Business/Company	Economy	Environment	Social
Biodiesel Business Group			
Energy Absolute Public Company Limited	●	●	●
EA Bio Innovation Co., Ltd.	●	●	●
EA Palm Network Co., Ltd.	●		
Renewable Energy Power Plant Business Group			
Ettulosba Energy 1 Co., Ltd. (Nakhonsawan Branch)	●	●	●
Ettulosba Energy 1 Co., Ltd. (Lampang Branch)	●	●	●
EA Renewable Holding Co., Ltd.	●	●	●
EA Solar Co., Ltd.	●	●	●
EA Solar Phitsanulok Co., Ltd.	●	●	●
EA Wind Hadkanghan 2 Co., Ltd.	●	●	●
EA Wind Hadkanghan 3 Co., Ltd.	●	●	●
Banchuan Pattana Co., Ltd.	●	●	●
Benjarat Pattana Co., Ltd.	●	●	●
Pongnok Pattana Co., Ltd.	●	●	●
Nayangklak Wind Power Co., Ltd.	●	●	●
Nayangklak Pattana Co., Ltd.	●	●	●
Lom Nayangklak Co., Ltd.	●		

Business/Company	Economy	Environment	Social
Lom Kaownha Co., Ltd.	●	○	○
Lom Thotsaphum Co., Ltd.	●	○	○
Battery and Commercial Electric Vehicle Business Group			
Amita Technology (Thailand) Co., Ltd.	●	●	●
Energy Mahanakhon Co., Ltd.	●	●	●
EA Mobility Holding Co., Ltd.	●	●	●
Mine Mobility Corporation Co., Ltd.	●	●	●
Mine Mobility Research Co., Ltd.	●	●	●
Other Businesses			
Energy Beyond Research Co., Ltd.	●	○	○
Energy Solution Management Co., Ltd.	●	●	●
Green Technology Research Co., Ltd.	●	●	●
Battery, Electric Vehicle and Electronic Product Testing Center Co., Ltd.	●	●	●

Remarks

● : Included in the reporting scope

○ : Not included in the reporting scope

Report Assurance

The content of this report has been reviewed for completeness and its comprehensive coverage of material issues relevant to the Group and its stakeholders. Additionally, the accuracy of the data has been verified by senior executives from the relevant departments to provide assurance that the reported information is complete, accurate, and comprehensively addresses the needs of all stakeholder groups.

Furthermore, in 2025, the Group obtained external assurance for the report and its key performance indicators within the scope of GRI 3-1, GRI 3-2, GRI 3-3, GRI 302-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-7, GRI 306-3, GRI 306-4, GRI 306-5, GRI 403-9, and GRI 405-2.

Contact Information

Sustainable Development Department, Energy Absolute Public Company Limited

Email:ea.sd@energyabsolute.co.th

Tel: 0-2248-2488

Key Performance Highlights

Outstanding Environmental Achievements



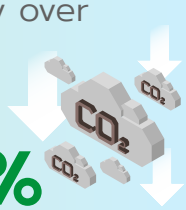
Transferred carbon credits from

The Electric Public Bus Project in Bangkok and the Metropolitan Area

to Switzerland under the international cooperation framework for greenhouse gas reduction according to the Paris Agreement (Article 6.2 of the Paris Agreement).

Reduced Scope 1 and 2 greenhouse gas emissions by over

40%



compared to the 2023 baseline year.

Green areas under the "EA Forest Conservation" Project have accumulated = tree plantings



totaling over

10,000 trees.

3Rs Recycling Project (Reduce, Reuse, and Recycle) aimed at reducing the amount of waste sent to landfills. In 2025, the amount of landfill waste was reduced by

3,913 tons.



Legal Compliance: No major environmental violations or incidents resulting in significant fines during the past year.

Key Performance Highlights

Outstanding Social Achievements



Initiated the integration of Occupational Health and Safety (OHS) with digital technology by implementing a program for Issue Tracking and Trend Analysis of safety incidents.

Employee **work-related fatality** rate

0%

Diversity: Female employees account for



29%



In the past year, **no significant human rights violations** were found resulting from the company's operations.

The Organic Farm Project in Phitsanulok Province generated a total income for the community of over

1.1 **Million Baht** per year



Elevating Organizational Structure: Enhanced operational agility by establishing the Caliber Alliance Team (CAT), an Agile working team that facilitates rapid decision-making and drives the organization's key strategies.

Key Performance Highlights

Outstanding Economic Achievements



The Group's proportion of procurement from suppliers registered in Thailand accounts for

91% of the total procurement budget.



The Group has integrated ESG risks into its risk management system to comprehensively enhance sustainability and the Group's strategic decision-making.

Employees acknowledged the Group's Business Code of Conduct

100%

Received an assessment score for the quality of the Annual General Meeting of Shareholders of

100%

for the 9th consecutive year.



Environmental Dimension





Environmental Management

Key Performance Highlights

- Operational Safety
  - The Group strictly complies with ISO 9001 (Quality Management)
  - ISO 14001 (Environmental Management)
  - ISO 45001 (Occupational Health and Safety Management) to ensure all operational processes meet international standards.
- Legal Compliance
  - The Group recorded no significant environmental violations or incidents resulting in material fines (defined as penalties exceeding USD 10,000) during the reporting period.

Growth and Development Strategy (1-5 Years)

The Group commits to actively investing in environmentally responsible energy businesses. With respect to internal environmental management, the Group prioritizes environmental stewardship and the continuous reduction of pollution as a core strategic objective to maintain and progressively extend ISO 14001 certification across all subsidiary operations.

Introduction and Overview

The Group is committed to responsible business conduct across society and the environment, recognizing that robust environmental management as a fundamental driver of long-term organizational sustainability.

The Group has established comprehensive environmental policies and management guidelines encompassing every stage of the value chain, from due diligence in mergers, acquisitions, and raw material sourcing through to production, logistics, and post-consumption waste management. This integrated approach is designed to prevent and mitigate potential adverse impacts on the environment and surrounding communities, forming the foundation for building long-term stakeholder trust.



Management Approach

Environmental Strategies and Policies

The Group is committed to advancing the management and operational standards in parallel with sustainable environmental stewardship, with priority given to occupational safety, hygiene, and the working environment, while maintaining its broader social responsibilities. This policy governs the operations and conduct of all Company personnel, encompassing the Group's commitments to quality, environmental protection, occupational health, and safety. Furthermore, the Group places considerable emphasis on integrated resource management across all stages of the business activities, spanning products, logistics, distribution, services, environmental pollution control, and waste management, in a continuous and systematic manner. This commitment extends to the due diligence process applied to mergers and acquisitions, encompassing both the planning and implementation phases. This commitment constitutes a direct duty and shared responsibility of all executives and employees, and is formally communicated to suppliers, business partners, contractors, and all relevant stakeholders. The policy is subject to periodic review by the Board of Directors and is ratified under the authority of the Chairman.

Scan for the Quality, Environmental, Occupational Health, and Safety Policy

Governance Structure and Responsibilities

Environmental matters are governed under the oversight of the Board of Directors and the Executive Committee, with responsibilities structured as follows:

- **Occupational Health, Safety, and Environment (HSE) Department:** Serves as the primary function responsible for formulating environmental action plans, monitoring emissions, maintaining environmental quality controls, and providing regular performance reporting to senior management.
- **Integration:** Environmental management is systematically integrated with the Group's broader management systems to ensure that health, safety, and environmental (HSE) considerations are embedded within every material decision-making process.



Environmental Management Systems and Processes

Application of ISO 14001: The Group has fully implemented an ISO 14001-aligned Environmental Management System, providing a structured and clearly defined framework for the sustainable reduction of environmental impacts across its operations.

Legal Compliance: Clearly defined Standard Operating Procedures (SOPs) have been established to ensure continuous monitoring, auditing, and evaluation of compliance with all applicable environmental laws and regulatory requirements.

Impact Mitigation: In the event of environmental incidents or grievances, the Group maintains established protocols for root cause identification and the timely implementation of corrective, preventive, and remedial actions, ensuring that affected stakeholders are appropriately addressed.

Scan for Quality & Standards Certificates.

Performance Data

Compliance with Environmental Laws and Regulations

Number of significant environmental non-compliance incidents

Year	2022	2023	2024	2025
Number of cases for significant fines for non-compliance with laws and regulations	0	0	0	0
Significant fines for non-compliance with laws and regulations*	0	0	0	0

*Significant environmental fines are defined as >10,000 USD

The Group further maintains robust internal monitoring and auditing systems to ensure that all operations remain in full compliance with applicable environmental legislation and the terms of all relevant operating licenses and permits.

Environmental Impact Mitigation Process

In the event of environmental incidents, such as leaks or exceedances of permissible pollution thresholds, the Group follows a structured response protocol fully integrated with ISO 14001 Environmental Management System, designed to contain damage and prevent recurrence:

- **Containment:** Activate emergency response plans to control and limit pollution at the source, and promptly notify all relevant regulatory authorities.
- **Investigation & Root Cause Analysis (RCA):** Conduct a thorough investigation to identify the root cause of the incident and comprehensively assess the extent of environmental impact.

- **Corrective Action:** Develop and implement solutions to eliminate identified root causes, and revise Standard Operating Procedures (SOPs) as necessary to prevent recurrence.
- **Remediation:** Restore affected areas to their original condition or applicable regulatory standards, and provide appropriate compensation or remedial support to all affected stakeholders.
- **Monitoring:** Maintain continuous monitoring of remediation outcomes and the effectiveness of preventive measures, with formal reports submitted to the Board of Directors and relevant regulatory agencies.

Investments in Environmental Management

The Group allocates budget on an ongoing basis for environmental protection and management, including expenses for the disposal/treatment of industrial waste; maintenance of pollution control systems (such as wastewater treatment systems and air pollution control systems), and environmental monitoring services as required by law.

At present, the Group has enhanced its environmental standards, with operational sites certified under the ISO 14001 Environmental Management System, representing 100% of the total business units, including Renewable Energy Power Plant Business Group, Bio Innovation Business Group and Battery & Commercial Electric Vehicle Business Group.

Capacity Building in Environmental Topics

The Group implements training programs aimed at deepening knowledge, strengthening technical competencies, and cultivating an organizational culture of environmental stewardship. Key program areas include:

- Environmental Management System Requirements (ISO 14001:2015) Training Course
- Internal Audit for Environmental Management System (ISO 14001:2015) Training Course
- Energy Conservation Awareness and Efficient Energy Utilization Techniques Training Course
- Training Course for Energy Managers and Energy Auditors
- Training Course for Pollution Controllers and Pollution Treatment System Operators

Targets and Progress

- **KPI Monitoring:** The Group systematically tracks the progress of its annual environmental action plans against defined Key Performance Indicators (KPIs), with monthly performance reports submitted to management for review and oversight.
- **System Review:** Regular internal and external audits are conducted to assess system effectiveness and to maintain continuous ISO 14001 certification across all applicable operational sites.
- **Environmental Monitoring:** Annual planning and systematic measurement of environmental quality parameters and working environment conditions are conducted consistently across the Group's operations to ensure consistent regulatory compliance and performance improvement.

Climate Change Management

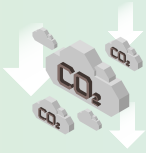
Key Performance Highlights



• The Group successfully facilitated the cross-border transfer of Internationally Transferred Mitigation Outcomes (ITMOs) derived from the Bangkok Metropolitan Region electric public bus project to Switzerland, in accordance with the bilateral greenhouse gas (GHG) reduction cooperation framework established under Article 6.2 of the Paris Agreement.



• Climate-related disclosures were prepared and published in full conformance with the Task Force on Climate-related Financial Disclosures (TCFD) framework and the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures standard.



• The Group achieved a 17 % year-on-year reduction in combined Scope 1 and Scope 2 greenhouse gas emissions against the established baseline.

Growth and Development Strategy (1-5 Years)

The Group is committed to enhancing climate management through the following key strategy:

- **SBTi Target Setting:** Develop and implement corporate GHG reduction targets and transition roadmaps aligned with the Science Based Targets initiative (SBTi).
- **Expand Risk Assessment Scope:** Broaden climate-related risk assessments to cover all business units.
- **Drive Absolute GHG Emission Reduction Targets:** Implement plans to reduce greenhouse gas emission 42% by 2030.
- **Promote GHG-Reduction Initiatives:** Implement greenhouse gas reduction initiatives.

Introduction and Overview

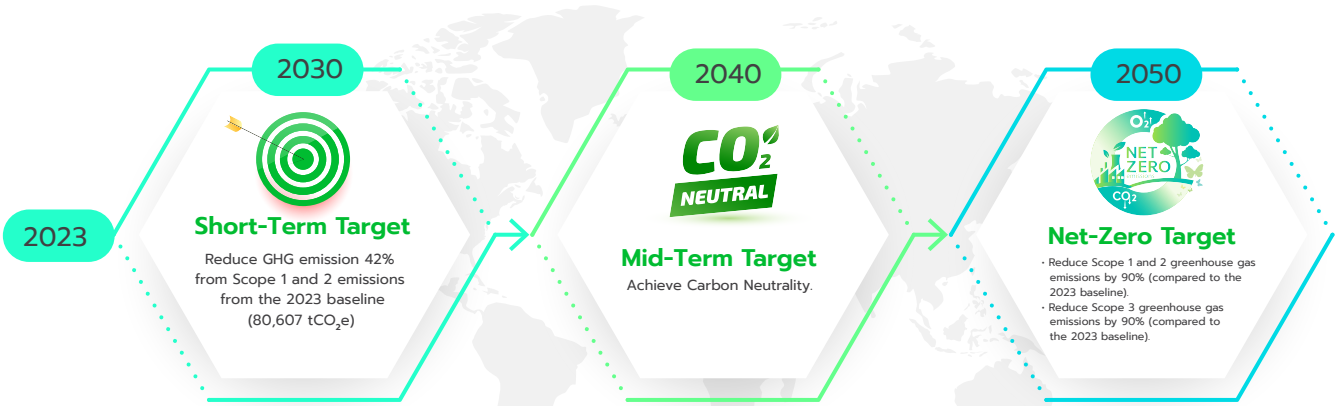
The Group recognizes climate change as a material systemic risk to global sustainability and long-term business continuity. As a recognized leader in alternative energy and electric vehicle (EV) technology, the Group plays a pivotal role in accelerating the transition to a low-carbon economy at both the national and global levels. The Group is committed to embedding climate responsibility across all operational domains and to maintaining robust climate-related disclosures in full accordance with the TCFD and IFRS S2 frameworks. We conduct comprehensive risk and opportunity assessments, recognizing climate-related risk as both an imperative for adaptation planning and a catalyst for innovation and long-term value creation. The Group's climate management strategy comprises two core dimensions:

- **Mitigation:** Reducing and avoiding GHG emissions through renewable energy generation and electric vehicles, which constitute the foundation of the Group's Net-Zero Strategy.
- **Climate Resilience:** Strengthening operational resilience through climate adaptation measures, including the management of water stress risks, which are critical to the long-term viability of solar power operations.

Furthermore, the Group places considerable emphasis on advancing a Just Transition by promoting the creation of green jobs and the improvement of quality of life in society, ensuring that the transition toward achieving Net Zero by 2050 is sustainable for all stakeholders.

Management Approach

Climate and Energy Strategy and Policy



Climate-Related Targets

Aligned with SBTi and supporting the global transition to a low-carbon society.

The Group executes its low-carbon transition plan through the "Triple-E Strategy," which serves as the primary strategy to drive resilient and sustainable growth.

- **Net Zero Targets:**
  - The Group targets a 42% absolute reduction by 2030.
  - Target to achieve Carbon Neutrality by 2040.
  - Target to achieve Net Zero Emissions by 2050.
- **SBTi Alignment:** The Group is currently exploring the development of targets in line with the Science Based Targets initiative (SBTi) to ensure alignment with the Paris Agreement's goal of limiting the global average temperature increase to not exceed 1.5°C.

Strengthening Climate Resiliencet

The Group conducts its climate risk management in a systematic manner, guided by the TCFD and IFRS S2 frameworks, with a focus on building resilience across two principal risk categories:

- **Physical Risk Adaptation:** Strengthening operational resilience against extreme weather events, including flooding, heatwaves, and water stress, through climate-conscious infrastructure design, e.g., the installation of drainage systems, elevation of critical inverter equipment, and the development of comprehensive water management plans.
- **Transition Risk Adaptation:** Proactively managing the risks arising from accelerating shifts in policy, market dynamics, and technology. Key strategies include the application of Internal Carbon Pricing (ICP) as a tool for investment decision-making and the investment in low-carbon technologies, including Sustainable Aviation Fuel (SAF).

Climate Transition Collaboration

The Group actively cultivates climate change awareness and capacity among its workforce, while engaging in strategic collaboration with partners, customers, and key organizations, including UN Global Compact Thailand and the Thai Climate Business Network (Thai CBN), to advance GHG emission reduction across the value chain.

Thai CBN (Thailand Climate Business Network): A collaboration among 33 leading organizations at both national and international levels, integrating efforts across four sectors, government, private sector, academia, and finance/banking, to drive Thailand’s transition toward net-zero emissions.

Governance Structure and Responsibilities

The Group has established a robust and clearly defined governance structure to ensure that climate-related matters are considered, overseen, and managed at the highest levels of organizational authority.

- **Board of Directors:** Holds ultimate accountability for climate governance oversight.
- **Corporate Governance & Sustainability Committee (CGSC):** Bears direct responsibility for formulating the Group's Climate Strategy and monitoring the performance.
- **Risk Management Committee (RMC):** Responsible for assessing, managing, and integrating climate-related risks into the Group's Enterprise Risk Management (ERM) framework.

At the executive management level, the Sustainable Executive Committee and the Vice President of the Sustainable Development Department are the primary drivers of the Group's climate agenda.

Furthermore, the Group reinforces organizational accountability by integrating GHG emission-related key performance indicators (KPIs) into executive remuneration frameworks, ensuring measurable climate commitments are embedded at every level of management.

Management for a Just Transition

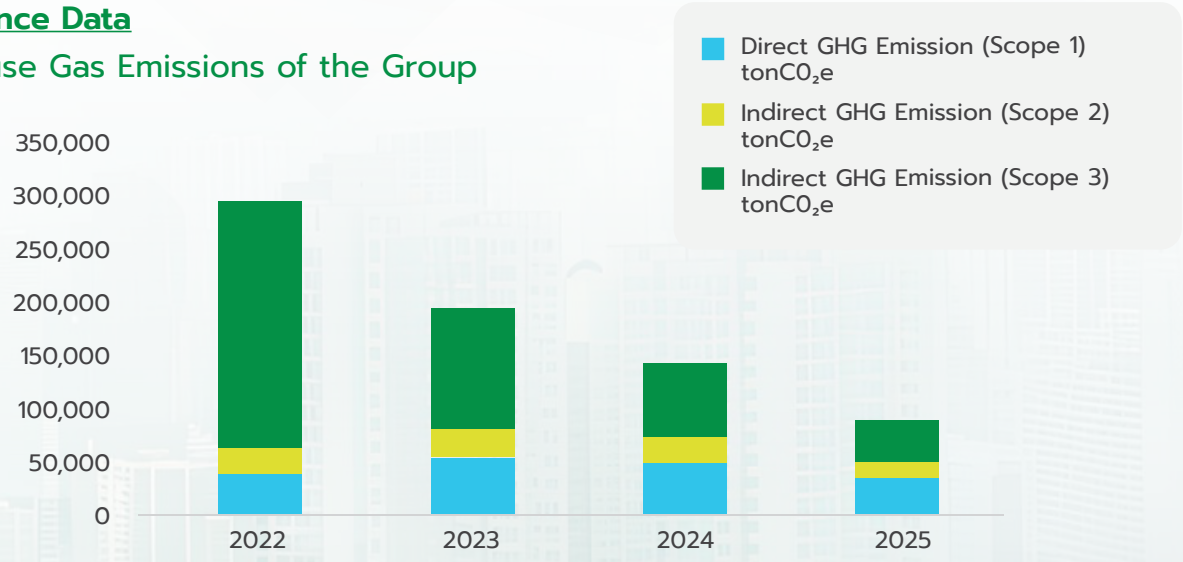
The Group operates on the principle that the transition to a low-carbon economy must be a Just Transition, ensuring that the shift toward a green economy upholds social equity and creates economic opportunities, particularly for workers and communities that may be affected.

Creating Economic Opportunities and Green Jobs:

- **Investment in New Industries:** Strategic investment in lithium-ion battery manufacturing and the electric vehicle sector generates employment opportunities and fosters skills development in an environmentally responsible supply chain.
- **Personnel Development:** The Group supports structured upskilling and reskilling programs for employees across industrial sectors, equipping the workforce for the evolving demands of the clean energy.
- **Creating Shared Value (CSV):** The Group implements shared value initiatives such as the EASE Organic project, which promotes sustainable organic farming and circular economy in communities surrounding power plant, ensuring that corporate activities contribute to economic and social stability.

Performance Data

Greenhouse Gas Emissions of the Group



Beyond Group-level disclosure in accordance with international reporting standards, the Group places particular emphasis on stakeholder confidence through comprehensive performance monitoring of renewable energy power plants, such as the Hanuman wind power plant project.

The four-year historical GHG emission of this project demonstrates consistent and effective emissions management aligned with the Group's sustainability performance indicators. These results are attributable to systematic enhancements in preventive maintenance processes and the achievement of optimal energy management efficiency.

Year	2022	2023	2024	2025
Direct GHG Emission (Scope 1)	223	169	128	49
Indirect GHG Emission (Scope 2)	1451	1168	1017	1103
Indirect GHG Emission (Scope 3)	347	306	304	274

*Unit: tCO_2e

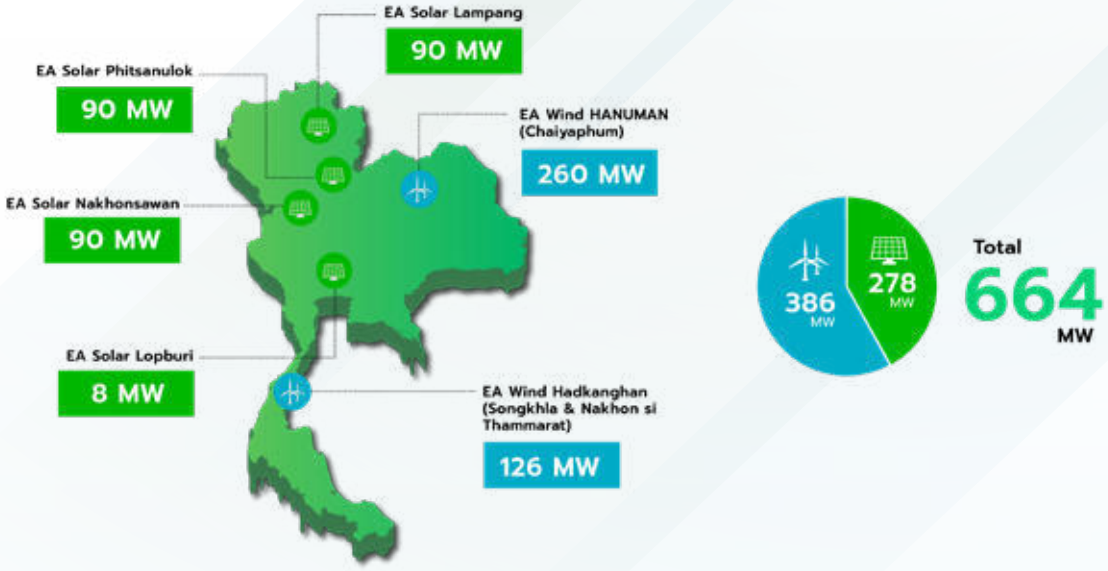
Effective climate change managementis a key pillar in building the long-term sustainability of the business, encompassing not only the mitigation of adverse impacts but also the cultivation of organizational resilience andgrowth in a world transitioning toward a low-carbon economy. The Group has systematically embedded the principles of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Financial Reporting Standards (IFRS) S2 into the enterprise-wide risk management processes.

Our management approach for assessing climate-related risks and opportunities consists of:

- **Governance:** The Group maintains a robust governance structure, with the Board of Directors, the Corporate Governance and Sustainability Committee, and the Risk Management Committee responsible for overseeing and defining the strategic direction for climate action. Management roles and accountabilities are clearly delineated, and climate-related performance metrics are integrated into personnel compensation to drive meaningful accountability throughout the Group.
- **Strategy:** The Group prioritizes the integration of climate considerations into short-, medium-, and long-term business strategies to build resilience and unlock future growth opportunities. A comprehensive scenario analysis has been conducted to assess climate-related risks and opportunities, encompassing physical Risks, including rising temperatures and extreme weather events, as well as Transition Risks arising from evolving environmental policy, technological disruption, and shifting consumer preferences. The Group has further established clear commitments to achieve Carbon Neutrality by 2040 and Net Zero Emissions by 2050.
- **Risk Management:** Climate risk management has been fully integrated into the Group's Enterprise Risk Management (ERM) framework through a structured five-step process encompassing risk identification, assessment, management, monitoring, and reporting. Internal Carbon Pricing (ICP) is implemented as an analytical tool to evaluate the financial viability of low-carbon investments, to prepare for potential future regulations.
- **Metrics and Targets**: The Group transparently discloses Scope 1, 2, and 3 greenhouse gas emissions in accordance with the GHG Protocol and ISO 14064-1, independently verified by a qualified third party. To pursuit the long-term climate ambitions, the Group has target to reduce GHG emission intensity per unit of revenue by 42% by 2030.

Comprehensive disclosures are available in the Group's TCFD–IFRS S2 Climate-related Disclosures report, accessible via the QR code provided.

Supporting Greenhouse Gas Emission Reduction Mechanisms



Voluntary Emission Reduction Program (T-VER), administered under the supervision of the Thailand Greenhouse Gas Management Organization (TGO).

This commitment reflects the Group's dedication to supporting Thailand's achievement of its Nationally Determined Contribution (NDC) targets through transparent, measurable, reportable, and verifiable (MRV) operational practices. The Group has registered a total of 10 clean energy power generation projects under the T-VER program, comprising large-scale solar farms and wind turbine installations.

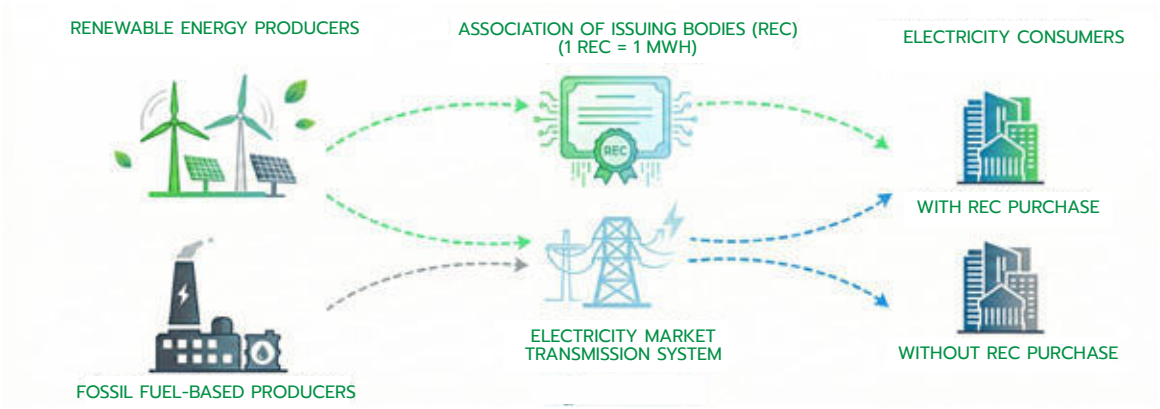
- **Generation of High-Quality Carbon Credits:** These projects function as credible T-VER carbon credits, offering a recognized and strategic alternative for organizations seeking to offset their greenhouse gas emissions.
- **Driving Green Infrastructure:** These renewable energy projects not only reduce reliance on fossil fuels but also contribute to building long-term, sustainable energy security for the country.

Bangkok E-Bus Program



As a renewable energy producer, the Group recognizes the critical importance of market-based instruments in accelerating the adoption of clean energy across the economy. Accordingly, the Group participates in the Renewable Energy Certificate (REC) system, a market-based instrument that provides independent verification that electricity supplied to the grid originates from renewable energy sources. REC certification constitutes a vital mechanism for enhancing the market value of green power and enabling electricity consumers to meet their RE100 (100% renewable energy) commitments.

Participation in Renewable Energy Certification (REC)



The Group's renewable energy power plants are registered as certified producers authorized to generate and trade Renewable Energy Certificates (RECs). This process is conducted in compliance with the requirements of relevant authorities and domestic regulators, such as the Electricity Generating Authority of Thailand (EGAT), reaffirming the Group's commitment to being part of the country's energy transition.

Product Development for GHG Emission Reduction



The Group focuses on developing innovative products with high carbon-reduction potential, with particular emphasis on high-emission sectors such as transportation and industrial production. Strategic investment in these research and development initiatives serves as a key enabler in the Group's pursuit of its long-term sustainability targets.

Battery Energy Storage System (BESS)

BESS plays a vital role in enhancing grid stability and managing the inherent variability of intermittent renewable energy sources, including solar and wind. By storing surplus energy for deployment during peak shaving periods, BESS enables effective peak shaving and reduces the Group's reliance on fossil fuel-based generation during periods of high consumption.

Sustainable Aviation Fuel (SAF)

SAF represents the most commercially viable pathway to decarbonizing the aviation sector, serving as a sustainable alternative to conventional petroleum-based jet fuel (JET-A1). SAF is produced from feedstocks such as Used Cooking Oil (UCO) from waste oils generated from cooking processes. As a low-carbon energy source, SAF is highly suitable for decarbonizing the aviation industry due to its practical applicability and positive environmental impact. It can reduce greenhouse gas emissions and air pollutants by more than 80% compared to conventional jet fuel. Therefore, SAF is a key tool in addressing climate change, helping to reduce particulate matter and improve air quality, while playing a critical role in lowering emissions in the aviation sector.

Bio Based Phase Change Material (Bio-PCM)

EA Bio Innovation Co., Ltd. is dedicated to develope Bio-PCM as a one of the strategic innovations of the Group. Leveraging the principles of latent heat storage, Bio-PCM absorbs and releases thermal energy with high efficiency, delivering meaningful energy savings and enhanced overall energy performance. Phase Change Materials (PCMs) are heat-absorbing innovations with practical applications across multiple industries, such as construction materials and cold retention in logistics systems, helping to reduce the energy burden of cooling and heating systems. This product is considered a sustainable innovation as it is non-toxic and environmentally friendly, while playing a key role in creating added value for the Group’s biodiesel business.

Developing products based on the Circular Economy concept reflects the Group’s leadership in environmental innovation. The Group has achieved Thailand’s first certifications for both Carbon Footprint of Product (CFP) and Carbon Footprint Reduction (CFR) from the Thailand Greenhouse Gas Management Organization (TGO) for its normal paraffin and bio-based phase change material (Bio-PCM) products, which are produced from used cooking oil (UCO). These products can reduce greenhouse gas emissions across their lifecycle by 6.36% and 20.8%, respectively.

Hydrotreated Vegetable Oil (HVO)

HVO is an advanced synthetic biofuel engineered to serve as a substitute for petroleum diesel, produced through a chemical refining process known as hydrotreating. Utilizing used cooking oil or animal fats as primary feedstock, the hydrotreating process yields a product of exceptional quality and consistency. HVO is classified as a second-generation biodiesel, distinguished by its high purity and a molecular composition nearly identical to that of conventional petroleum diesel. As a result, HVO delivers superior performance relative to conventional biodiesel (FAME), particularly about storage stability and a higher cetane number, both of which contribute to more complete and efficient combustion.

A key sustainability aspect of HVO is its lower carbon footprint than petroleum-based diesel across its lifecycle (well-to-wheel), with GHG emission and air pollutant reductions by more then 80% compared to conventional diesel. HVO can be deployed immediately in existing diesel engines as a drop-in fuel, requiring no engine modifications or fuel distribution infrastructure, making it one of the most practical and rapidly scalable solutions available for the energy transition. Importantly, the use of HVO also helps reduce air pollutants such as particulate matter (PM) and Nitrogen Oxides (NOx), contributing to improved public health outcomes and enhanced environmental quality in urban environments.

Targets and Progress

The Group has undertaken a comprehensive analysis of its significant greenhouse gas (GHG) emission sources and established systematic strategies to support the achievement of its near-term GHG reduction targets. The Group prioritizes the identification and development of projects aimed at enhancing machinery efficiency and optimizing production processes, thereby reducing resource consumption and minimizing waste-related emissions. For suitable projects, the Group collaborates with business partners to conduct feasibility studies and exchange knowledge, creating opportunities for further improvement and development.

In addition, the Group applies the Marginal Abatement Cost (MAC) approach to analyze and compare the financial costs alongside the environmental benefits of greenhouse gas emission reductions for each project. This analytical approach enables the Group to establish a clearly defined GHG management direction, ensuring both practical feasibility and cost-effective progress toward its corporate climate objectives.

Success Stories

Under the group's greenhouse gas reduction strategy, the Group has implemented initiatives to reduce emissions, focusing primarily on improving machinery efficiency in production processes and installing energy-saving equipment. Key projects undertaken this year include:

1. LiBr Absorption Chiller Energy The Group has implemented a Lithium Bromide (LiBr) absorption chiller system, utilizing waste heat from boilers as an energy source to generate cooling instead of relying directly on electricity. This system operates in conjunction with existing electric chillers, significantly reducing electricity consumption in the cooling process. It also allows cooling output to be adjusted in line with actual demand, thereby minimizing energy losses and reducing greenhouse gas emissions by more than 1,500 tons of carbon dioxide equivalent (tCO_2e).

2. Small Air Compressor Installation for Part-Load Operations Dedicated small-scale air compressors were installed to support operations during part-load conditions, replacing the continuous use of large compressors. This initiative enhances energy efficiency, reduces unnecessary electricity consumption, and lowers greenhouse gas emissions from operations.

3. Boiler Efficiency Improvement Project Boiler performance was enhanced through a combination of automated calibration adjustments, combustion chamber cleaning, and the installation of auxiliary optimization equipment. These interventions resulted in measurable reductions in fuel consumption and GHG emissions exceeding 3,000 tCO_2e.

4. Fuel Emission Factor Refinement A systematic review and update of fuel emission factors was conducted to ensure accurated reflection of actual fuel consumption profiles. This enhancement in data integrity has led to a more accurate representation of the Group's emissions performance.

5. Solar-Powered Water Pumping System (Solar Pump) Solar-powered pumping systems were installed to replace grid electricity consumption for water pumping operations, delivering reductions in energy costs and advancing the Group's transition to clean energy sources.

GHG Reduction Projects (T-VER Awards)

The Group has reinforced its position as a sustainability leader by obtaining two major awards at the **"T-VER Awards: A Decade of Commitment to GHG Reduction."** Organized by the **Thailand Greenhouse Gas Management Organization (Public Organization) or TGO,** these awards reflect the Group's significant contribution toward Thailand's greenhouse gas reduction goals. Under the **Thailand Voluntary Emission Reduction Program (T-VER),** the awards received include:

- **"Continuous Certification Award":** Conferred upon projects that demonstrate sustained and consistent GHG emission reductions over time.
- **"Carbon Credit Certification Award"**: Awarded to project developers who have achieved tangible, measurable, and independently verifiable GHG emission reductions.



Energy Management

Key Performance Highlights

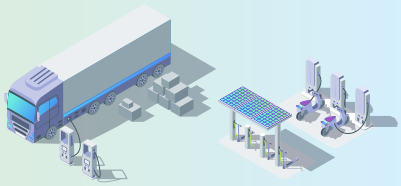
The Group prioritizes energy security through enhanced energy efficiency and clean energy generation. Key performance achievements for 2025 are as follows:



- **Biodiesel Business:**
  Significant improvements in combustion efficiency and energy reduction were achieved. The stream boiler and thermal oil boiler optimization initiative raised combustion efficiency by 3%, reducing excess oxygen levels from 10–15% to 3–5%. In addition, the installation of a Variable Frequency Drive (VFD) inverter at pump P2105 reduced electricity consumption, extended equipment service life, and delivered energy savings of 19,584 kWh per annum.



- **Renewable Power Business:**
  With a focus on maximizing clean energy utilization within operational sites, solar rooftop and solar floating installations across multiple provinces collectively reduced external electricity consumption by a total of 2,122,329.80 kWh. Furthermore, an initiative to reduce the number of string boxes (VMU-M) from 24 to 12 units per building. A one-month trial conducted in 2025 demonstrated energy savings of up to 3,000 kWh.



- **Battery and Commercial Electric Vehicle Business:**
  A 2.849 MW solar rooftop installation, integrated with an Energy Storage System (ESS), reduced external electricity consumption by a total of 1,700,583.33 kWh. Additionally, optimizing the chilled water outlet temperature of the 160-tonne chiller from 8°C to 15°C. The total electricity savings is 404,799.60 kWh per annum.

Growth and Development Strategy (1-5 Years)

- **Setting Energy Efficiency Targets:** The Group targets a minimum annual reduction in energy consumption of 3% to be achieved through the continuous implementation of energy conservation initiatives across all business units.
- **Expanding Self-Generated Clean Energy Sources:** The Group aims to increase the proportion of self-generated renewable energy, including Solar Rooftop systems, to maximize coverage of internal energy demand across facilities and operational sites, with a focus on integration with Energy Storage Systems (ESS) to enhance energy stability and efficiency.
- **Innovation and Technology for Energy Transition:** Accelerating the adoption of Energy Management Systems (EnMS) and AI/IoT technologies to enhance analytical capabilities and optimize enterprise-wide energy management performance.

Introduction and Overview

Energy management is a material issue for the Group, as it presents both the core business, the production and supply of clean energy, and the Group's broader commitment to environmental impact reduction. Optimizing energy use, increasing the share of renewable energy, and reducing energy intensity are pivotal mechanisms driving the Group's transition toward its net zero objectives and contributing to national energy security. The Group places high importance on efficient and environmentally responsible energy management, as a means of reducing environmental impact and advancing its sustainable development commitments.

The Group is committed to embedding energy conservation practices across all operational processes, fostering energy awareness and active participation among employees at all levels, and continuously promoting the adoption of efficient and environmentally friendly technologies in operational processes. The Group strictly adheres to all applicable energy laws, standards, and regulatory requirements, and conducts regular monitoring, review, and improvement of energy conservation measures to ensure operational efficiency, long-term sustainability, and maximum societal benefit.

Management Approach

Energy Management Policy

The Group has established an Energy Conservation Policy to govern its energy operations and promote optimal energy utilization. This policy provides a framework for planning, target-setting, and the ongoing development of appropriate energy management systems. Energy conservation is embedded as an integral component of business operations in compliance with all relevant legislation and requirements. The Group continually improves organizational energy efficiency and allocates dedicated resources for training and energy management system development. The Group regards energy conservation as a shared responsibility of all executives and employees across every level. We are expected to actively comply with established measures, monitor, review, and report to the Energy Management Working Committee.

Scan to access the vEnergy Management Policy

Governance Structure, Roles, and Responsibilities

The Group has established an Energy Management Working Committee to ensure policy-aligned implementation. The Committee's mandate includes overseeing energy management activities in accordance with the Group's energy conservation policy and procedures. The Committee coordinates with relevant departments to facilitate compliance with energy conservation policies and organizes training programs and awareness activities to cultivate an energy-conscious culture. The Committee is further responsible for ensuring that all energy management activities remain aligned with the Group's Energy Conservation Policy and energy management guidelines.

Energy Management Process

- **Planning and Control:** The Group's energy management approach encompasses the development of fit-for-purpose energy management systems, including strategic planning, target-setting, and investment in technologies that reduce external energy dependence and improve efficiency, such as Solar Rooftop and Solar Floating installations.
- **Monitoring and Review:** Operational controls are maintained and consolidated into an annual energy management performance report.

Energy Efficiency Training

The Group provided energy efficiency training to its employees as part of its Energy Management Process. In 2025, a total of 179 employees, representing 15% of the workforce, were trained on energy efficiency.

Performance Data

Year	2022	2023	2024	2025
Total energy generation	**1,319,252.72**	**1,458,413.67**	**1,428,157.81**	**1,423,300.86**
Total energy consumption	**190,577**	**247,580**	**211,749**	**155,216**
• Total non-renewable energy consumption	190,481	247,388	209,762	153,093
• Total renewable energy consumption	96	192	1,987	2,122
Total energy savings (achieved from energy reduction initiatives)	**322**	**318**	**3,675**	**2,568**

Unit : Megawatts Hours
*Reduce 3% anually, Base year 2023

Targets and Progress

In 2025, the Group successfully reduced non-renewable energy consumption, supported by production volume adjustments aligned with demand. This resulted in aggregate reductions in both electricity and LNG consumption, achieving an overall decrease of 23.16% year-on-year. This outcome is consistent with the Group's environmental impact reduction policy and its commitment to transitioning toward a low-carbon organization.

Success Stories

Biodiesel Business

- Replacement of conventional lighting with LED luminaires, achieving energy savings of 17,923.13 kWh per annum.
- Installation of a Variable Frequency Drive (VFD) inverter at pump P2105 within the production process to optimize motor speed in accordance with operational demand, replacing energy-intensive conventional valve-based control. This initiative reduced electricity consumption and extended equipment service life, delivering savings of 19,584 kWh per annum.
- Boiler and thermal oil boiler optimization through fine-tuning of the air to fuel ratio, improving combustion efficiency, minimizing energy losses, and reducing greenhouse gas emissions. Prior to optimization, excess oxygen levels were at 10–15%; following the adjustment, they were reduced to 3–5%, resulting in an 3% improvement in overall combustion efficiency.

Renewable Power Business

- Solar panels were installed on the rooftops of office buildings, car parks, and warehouse facilities across operations in Nakhon Sawan, Phitsanulok, Chaiyaphum, Lampang, and Nakhon Si Thammarat provinces, reducing external electricity consumption by a total of 385,817.87 kWh.
- Floating solar panels were deployed on reservoir ponds in the solar power plant project area in Lopburi province, reducing external electricity consumption by a total of 35,928.60 kWh.
- Reduction of VMU-M units within string boxes from 24 to 12 units per building, with a projected external electricity reduction of 1,746 kWh per month. During the one-month pilot conducted in 2025, actual savings of 3,000 kWh were recorded.
- Deployment of electric vehicles to replace internal combustion engine vehicles within plants, with charging powered entirely by on-site solar rooftop generation. This initiative reduced electricity consumption by 6,080.19 kWh in 2025 and achieved an average fuel consumption reduction of 1,800 litres per annum.

Battery and Commercial Electric Vehicle Business

- A 2.849 MW solar rooftop system was installed on manufacturing facility rooftops to supply electricity for production processes and the Energy Storage System (ESS), reducing external electricity consumption by a total of 1,700,583.33 kWh.
- The Group upgraded the central inverter control system of the solar cell power generation installation to resolve underperformance issues arising from reduced battery production output. This improvement enabled the electricity generated from the 1,500 kW central system to be fully utilized in conjunction with the 1,200 kW string system. As a result, the Group is able to utilize a total of 2,700 kW of electricity generated from its solar cell system, significantly enhancing the efficiency of self-generated energy use.
- Optimization of the chilled water outlet temperature of the 160-tonne chiller supporting 24-hour EDP operations, adjusted from 8°C to 15°C. The total electricity savings is 404,799.60 kWh per annum.

Water Management

Key Performance Highlights



- Zero non-compliance with applicable water-related regulations
- Zero water-related incidents with a business impact exceeding USD 10,000 recorded during the reporting period

Growth and Development Strategy (1-5 Years)

The Group has established a strategic framework to strengthen water resilience, with particular emphasis on proactively addressing water stress risks projected to intensify in the future:

- **Enhancing Water Security:** Develop more comprehensive and efficient water storage and recirculation systems across manufacturing facilities to reduce dependence on external water withdrawal.
- **Expanding Assessment Scope:** Extend water risk assessment coverage to encompass all business units across the Group.

Introduction and Overview

Sustainable water management constitutes a material issue for the Group, directly aligned with SDG 6: Clean Water and Sanitation. While renewable power generation is inherently a low direct water consumption business, the Group recognizes key risks associated with water sources. Our operations nonetheless rely on water in critical processes, including solar panel cleaning to sustain power generation efficiency and water utilization within the biodiesel production process.

In parallel with advancing sustainable water management goals, the Group closely monitors water stress as a material physical risk to business continuity. The Group conducts ongoing water risk assessments utilizing globally recognized tools, including WRI Aqueduct and WWF Water Risk Filter, to identify areas exposed to water scarcity risk. The overarching objective of these assessments is to minimize adverse impacts on local communities and to secure long-term water security for all stakeholders.

Management Approach

Water Management Policy

The Group operates in accordance with the Quality, Environmental, Occupational Health and Safety Policy, which encompasses effective water management. The Group is committed to the continuous reduction of water withdrawal and ongoing water use efficiency improvement. A central pillar of this strategy is the recirculation of treated water within production and operational processes, aimed at building long-term water resilience.

Scan to access the Quality, Environmental, Occupational Health and Safety Policy

Water Management Process

Water Stress Risk Assessment

The Group places high priority on the systematic identification and assessment of water risk, utilizing internationally recognized tools, namely WWF Water Risk Filter (WWF WRF) and WRI Aqueduct. These tools are employed to evaluate water-related physical risk (including water scarcity), regulatory risk, and reputational risk across the Group's operational footprint.

Scan to access the Integrated Water Performance Management and Risk Assessment Report

Water Reduction and Efficiency Measures

The Group implements its Water Management Plan in accordance with the 3Rs principle (reduce, reuse, recycle), incorporating the following key measures:

- **Water Recycling:** Implementation of initiatives to recirculate treated water in processes that do not require high-purity water, such as the reuse of cooling tower blowdown water in fire extinguishing systems.
- **Regulatory Compliance Oversight:** Continuous monitoring of applicable local water-related regulations, with all legal requirements integrated into the Group's ISO 14001 Environmental Management System.

Stakeholder Engagement

The Group recognizes its role as a responsible water stewardship, particularly in water stress-exposed areas, the Group embeds stakeholder considerations into its water governance practices:

- **Collaboration with Local Authorities:** Engaging with local government bodies on water resource management and monitoring hydrological conditions within key watersheds to ensure that the Group's operations do not adversely affect community access to water.
- **Water Sharing:** Provisions are in place to make water reserves held for power plant operations available to local communities in the event of drought conditions or emergency needs.

Performance Data

Year	2022	2023	2024	2025	2025 Target*
Total Water Withdrawal from All Areas	0.45	0.53	0.49	0.32	-
Total Water Discharged to All Areas	0.36	0.43	0.40	0.26	-
Total Net Fresh Water Consumption	0.09	0.10	0.09	0.06	0.09

Units : Million Cubic Meter
*Reduce 3% anually, Base year 2023

Total water reuse volume: 267 m³ (Biodiesel business)
The Group's wastewater discharge in 2025 was subject to rigorous monitoring and control, with no exceedances of regulatory limits identified.

Scan to access the Sustainability Performance Data

Targets and Progress

In 2025, the Group's water management efforts resulted in total water withdrawal being reduced to 320,000 m³, representing a 34.7% year-on-year reduction which exceeded the initial target of 3%. This achievement was driven by the proactive integration of innovative solutions, including waterless cleaning technology for solar panel maintenance and water recycling practices within the production process. These measures have not only improved resource efficiency but have also strengthened water resilience against drought risk, reinforcing the Group's commitment to environmentally responsible and sustainable business operations.

Success Stories

1. Water Resilience - Emergency Water Reserves for Renewable Power Plants: Despite low water consumption in the operation sector, the Group maintains dedicated on-site water reserves within its power plant project areas for panel cleaning and emergency contingency purposes, enhancing operational resilience against sudden drought events.

2. Waterless Cleaning Innovation (EA Nakhon Sawan): The Waterless Solar Panel Cleaning Innovation represents a flagship achievement of the Group in addressing water stress risk, particularly at the EA Nakhon Sawan facility (90 MW). Over 317 waterless solar panel cleaning robots have been deployed at the site. These intelligent systems operate on 100% solar energy and achieve cleaning coverage of more than 95% of the total panel surface area. This innovation delivers water savings in excess of 20,000 litres per day, equivalent to 3.6 million litres annually over the six-month cleaning season. It directly reduces pressure on water resources in stress-prone areas while simultaneously improving the facility's power generation efficiency.



3. Water Consumption and Wastewater Reduction Initiatives (Biodiesel Business)

- **Reuse of cooling tower blowdown water** as makeup supply for the fire extinguishing system, displacing 240 m^3 of municipal water consumption, equivalent to 0.4% of total cooling tower makeup water volume.
- **Recirculation of treated effluent** for facility cleaning purposes, reducing municipal water consumption by 324 m^3, equivalent to approximately 0.22% of the plant's total municipal water consumption.

4. Water Reduction Initiatives in the Battery and Electric Vehicle Business

- **Implementation of Electrical Conductivity (EC)** control protocols for rinse tanks, with regular EC monitoring of Water Rinse 2 and Water Rinse 4 tanks maintained within prescribed thresholds, to reduce deionized (DI) water top-up requirements, achieving a reduction in tap water consumption for DI water production of 50.4 m^3 per month.
- **Optimization of the vehicle body and component pre-treatment washing system prior to the Electro-Deposition Primer (EDP) coating process** improving post-coating quality and reducing tap water consumption for DI water production by 878 litres per vehicle unit.

Waste Management

Key Performance Highlights

The Group is committed to reducing landfill-bound waste and advancing Circular Economy principles in a tangible and measurable manner. Key performance highlights are as follows:



- A food waste-to-compost initiative utilizing eco-friendly composting vessels converts food scraps into organic fertilizer for agricultural use. In 2025, this initiative diverted 2.06 tons of waste from landfill.
- Implementation of the 3Rs recycling framework (reduce, reuse, and recycle) to minimize landfill-bound waste, achieving a total diversion of 3,912.70 tons from landfill in 2025.
- Degraded solar panels are repurposed for power generation at other operational sites within the Group or donated to local communities for electricity production.

Growth and Development Strategy (1-5 Years)

- The Group targets a reduction in the proportion of industrial waste directed to landfill, alongside a 5% increase in the volume of waste diverted for reuse and recycling.
- The Group places high priority on resource optimization and is committed to closing the product lifecycle loop, particularly in the battery business. The Group is accelerating feasibility studies into battery recycling investment, with the aim of establishing an end-to-end product lifecycle ecosystem that minimizes hazardous chemical discharge to landfill.

Introduction and Overview

The Group is committed to environmentally responsible business, managing materials responsibly by applying the Circular Economy concept, with the 3Rs strategy (reduce, reuse, recycle) serving as the cornerstone of materials stewardship. This approach prioritizes source reduction, reuse, and recycling, and spans the entire value chain, from raw material procurement through to end-of-life disposal. To minimize landfill-bound waste and prevent adverse environmental impacts, the Group has established a comprehensive Waste Management Procedure governing the management of both general and hazardous waste streams arising across all operational processes. This procedure encompasses controls for the segregation and classification of waste categories and hazardous materials and ensures their proper transportation to licensed disposal or treatment facilities.

The Group further promotes continuous operational waste reduction through targeted initiatives, including the repurposing of degraded solar panels for power generation at other sites within the Group or for community electricity supply. Employee awareness is continuously cultivated through the "3Rs Campaign Communication", a key instrument for driving resource efficiency across the entire group.

Management Approach

The Group has established a "Quality, Environmental, Occupational Health and Safety Policy," focusing on resource management, environmental pollution prevention, and waste management across all stages, from planning and design to operations. Clear environmental impact reduction targets and objectives are established, supported by continuous improvement of operational processes and management systems. Waste management is conducted in accordance with the Quality, Environmental, Occupational Health and Safety Policy, under the oversight of the Board of Directors, the Executive Committee, the Occupational Health, Safety and Environment function, and all relevant departments. The Occupational Health, Safety and Environment function is responsible for developing action plans, evaluating environmental impact reduction measures, and reporting performance outcomes to senior management on a regular basis.

Scan to access the Quality, Environmental, Occupational Health and Safety Policy

Waste Management Process

The Group manages waste in accordance with the waste hierarchy, prioritizing upstream waste prevention and reduction, aligned with Circular Economy principles, as outlined below:

- **Circular Economy Strategy:** The Group is committed to closing the product lifecycle loop, particularly in the battery and EV businesses, through Design for Circularity to facilitate future recyclability, the selection of sustainable materials, and robust end-of-life management practices. This strategy is reinforced by accelerated feasibility studies into battery recycling investment, aimed at establishing a full-cycle product ecosystem that mitigates the discharge of hazardous substances to landfill. The Group further reinforces the Circular Economy commitment through the conversion of used cooking oil (UCO) into sustainable aviation fuel (SAF).
- **Hazardous Waste Management and Value Chain Collaboration:** Specific measures have been established for managing hazardous waste, including proper segregation, appropriate treatment, and disposal only through licensed waste processors. The Group also strictly audits subcontractors involved in waste management.
- **Waste Data Monitoring and Prevention Systems:** To ensure transparency and credibility, the Group employs systems and tools to collect and monitor actual waste generation data across each unit (e.g., weight recording systems), tracking waste streams across both upstream and downstream value chain activities. Material waste data is subject to independent third-party verification. In addition to reducing waste directly from production processes, the Group has initiated projects that enable the reporting of waste prevented, such as food waste composting initiatives, with a focus on reducing the volume of waste sent to landfill.
- **Financial Quantification of Waste:** The Group has conducted a cost assessment of waste disposal activities, identifying waste management expenditure in excess of THB 5 million for the treatment and disposal of both hazardous and non-hazardous waste.

Performance Data

Year	2022	2023	2024	2025
Total waste recycled/reused	2,960	3,146	3,690	3,735
Total waste disposed	7,479	8,271	6,580	5,401
Total hazardous waste recycled/reused	47	13,660	59	177
Total hazardous waste disposed	834	1,116	1,448	125

Unit : Tons
*2025 Target = Reduce 3% anually, Base year 2023

Scan to access the Sustainability Performance Data

Targets and Progress

- **Targets and Progress:** The Group targets a reduction in the proportion of industrial waste directed to landfills, alongside a 5% increase in waste diverted for reuse and recycling. In addition, the total waste disposed target is 3% annually reduction compared to the previous year. The Group further targets the development of a Circular Economy Ecosystem for its battery and electric vehicle businesses, focused on integrating Design for Circularity principles and conducting comprehensive feasibility studies into end-to-end battery recycling technology investment.
- **Trend Analysis:** Total waste generation declined in 2025, from 11,777.31 tons to 9,439.00 tons, reflecting the early-stage effectiveness of the Group's 3Rs strategy.

Investment and Research for Sustainable Waste Management

The Group has conducted a Life Cycle Assessment (LCA) of Iso-Paraffin production for use as sustainable aviation fuel (SAF) via Hydroprocessed Esters and Fatty Acids (HEFA) technology. The study adopts a "Cradle-to-Gate" scope, covering feedstock acquisition and transportation to the production facility, the SAF production process from used cooking oil (UCO), and the management of production-related waste streams (wastewater treatment). This assessment ensures environmental impact reduction is verified and managed across the entire value chain.

Advancing the Circular Economy through Innovation and Green Investment

In 2025, the Group reaffirmed its commitment to the Circular Economy by allocating over THB 5.4 million in green innovation research and development funding to advance strategic initiatives carried forward from the preceding year. Key initiatives include:

- **Development of Additive Biolubricant** derived from biomass, conducted in academic collaboration with the National Science and Technology Development Agency (NSTDA).
- **Upgrading of Glycerin**, a by-product of biodiesel production, into high-value chemicals for application in the plastics and personal care industries, conducted in academic collaboration with Chulalongkorn University. These investments represent a significant milestone in integrating financial considerations with efficient resource management, striking a sustainable balance between business performance and long-term environmental impact reduction.

Success Stories

- **Food Waste-to-Compost Initiative:** Utilizing eco-friendly composting vessels, food scraps are transformed into organic fertilizer for future agricultural applications. This initiative successfully diverted 2.06 tons of waste to landfill.
- **Solar Panel Reuse:** Degraded solar panels are repurposed for electricity generation at other operational sites across the Group or donated to communities for power generation.
- **3Rs Recycling Program:** The continuously implemented 3Rs recycling program, designed to minimize landfill-bound waste, achieved a total diversion of 3,912.70 tons from landfill during the reporting period.
- **3Rs Recycling Program:** The Company continuously implements the 3Rs recycling program to minimize waste sent to landfill. To enhance program effectiveness, the Company conducts employee training on waste reduction and 3Rs practices, including proper waste segregation, reuse, and recycling techniques. In 2025, a total of 171 employees, representing 15% of the workforce, received training under this program. As a result of these efforts, the program achieved a total diversion of 3,912.70 tons of waste from landfill during the reporting period.



Converting food waste into compost (Eco-friendly compost bin)

Biodiversity Management

Key Performance Highlights



- Under the "EA Rak Pa" (EA Forest Conservation) green area initiative, cumulative tree planting has surpassed 10,000 trees.
- TNFD Alignment: A biodiversity risk assessment has been conducted in accordance with the LEAP (Locate, Evaluate, Assess, Prepare) framework, aligned with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

Growth and Development Strategy (1-5 Years)

The Group is committed to the continuous advancement of biodiversity management, with the following key near-to-medium term action plans:

- **Site-Specific Deep-Dive Assessments:** Conducting targeted assessments at highest-risk sites using the Integrated Biodiversity Assessment Tool (IBAT) to identify endemic species data.
- **Biodiversity Action Plan (BAP) Development:** Leveraging deep-dive assessment findings to develop site-specific Biodiversity Action Plans (BAPs) targeted at key operational areas.
- **Expanding Assessment Scope:** Initiating the extension of nature-related risk assessments to encompass all business units across the Group.

Introduction and Overview

The Group recognizes the value of ecosystems and biodiversity as natural capital, which is a foundational pillar of economic and societal stability. As a leading renewable energy group, our business maintains significant connections to nature, in terms of both dependencies and impacts. We acknowledge the strong interconnection between the climate crisis and nature degradation (the Climate-Nature Nexus). While our core clean energy business generates indirect positive environmental benefits, the operation of large-scale installations, such as wind and solar power facilities, gives rise to direct risks that require active management. These risks include land use change and threats to sensitive species in ecologically significant areas, notably wildlife hazard risk. The Group's operations are also materially dependent on key ecosystem services, most critically climate stability, derived from the climate regulation function of natural systems, and surface water resources. Uncertainty in the availability of these resources constitutes a significant physical risk to long-term business continuity. The Group has accordingly embedded biodiversity management as an integral component of its value creation and organizational resilience framework, applying the Taskforce on Nature-related Financial Disclosures (TNFD) framework to guide risk assessment and the formulation of strategic responses. This approach ensures that natural resource conservation and business growth advance in concert, on a sustainable and enduring basis.

Management Approach

Clear policies and operational mechanisms are fundamental to effective biodiversity conservation. The Group has adopted a suite of policies and commitments as the governance framework for the protection and sustainable stewardship of natural resources, with a focus on minimizing adverse impacts from business activities. The Group has operationalized the following two core policies in a manner appropriate to its business context:

- **No Deforestation Policy:** This policy focuses on preventing illegal deforestation and promoting the responsible use of natural resources. It applies to all of the Group's operations, business partners, suppliers, and joint ventures, and includes respect for the rights of affected communities.
- **Biodiversity Commitment:** The Group is committed to achieving a Net Positive Impact (NPI) on biodiversity across the whole operations by **2050**. To support this ambition, the company will implement projects to deliver **no net loss (NNL)** of biodiversity by aligning with the biodiversity mitigation hierarchy, avoid, reduce, restore, and offset.

The Group mandates biodiversity consideration and assessment at every stage of its operational processes. Biodiversity studies are conducted at high-biodiversity project sites to inform impact mitigation planning prior to commencement of activities. The Board of Directors, management, and all employees are required to acknowledge and strictly comply with these policies. Performance monitoring is conducted at least annually to ensure alignment across the organization.

Scan to access the No Deforestation Policy

Scan to access the Biodiversity Commitment

Governance Structure, Roles, and Responsibilities

Governance and Risk Integration

The Group's biodiversity management approach is systematically integrated into the Enterprise Risk Management (ERM) framework, ensuring that nature-related risks are identified, assessed, and managed with the same standard and consistency applied to other material business risks.

- **Identification and Assessment:** Biodiversity has been formally classified and recognized as a material component of the Group's core risk landscape. This classification ensures that nature-related risks receive the same level of strategic attention and resource allocation as other material business risks.
- **Management:** Nature-related risk management processes follow the Group's standardized methodology, employing consistent enterprise-wide tools, including the corporate risk assessment matrix, for risk identification and evaluation.

Responsible Committees and Oversight

The group's governance structure regarding biodiversity is as follows:

- **Primary Responsible Committees:** The Corporate Governance and Sustainability Committee and the Risk Management Committee, both reporting directly to the Board of Directors, hold direct oversight authority over nature-related risks.
- **Ongoing Oversight and Reporting:** The Sustainability Development function is responsible for the continuous identification and assessment of nature-related risks, and reports assessment outcomes and management plans on a regular basis to the Corporate Governance and Sustainability Committee and the Risk Management Committee. This structure ensures continuous oversight at the highest level and to facilitate timely strategic adjustments.

Biodiversity Management Process

Biodiversity Risk Assessment and Disclosure



The assessment employs globally recognized tools, including the WWF Biodiversity Risk Filter for portfolio-wide risk screening and hotspot identification.

The ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool is applied to assess the Group's business dependencies on ecosystem services. The assessment covers the direct operations of renewable energy power plant projects in Thailand, the primary activities with direct land and ecosystem interactions. Upstream value chain assessment focuses on Operations and Maintenance (O&M) suppliers, while the downstream assessment acknowledges material interactions with electricity transmission systems via substations operated by government authorities.

The assessment identified that our business has multiple dependencies on an ecosystem, particularly climate stability, which is derived from the climate regulation function of natural systems. This is critically important for maintaining consistent wind patterns and surface water availability, both of which are essential for cleaning solar panels and sustaining optimal generation efficiency. Material Impacts identified for ongoing vigilance include wildlife hazard risk, primarily arising from bird and bat collision risk with wind turbines, flagged as high reputational risk sites due to their proximity to conservation areas and Key Biodiversity Areas (KBAs).

The Group is committed to leveraging these assessment findings as the foundation for the continuous development of strategies and impact mitigation measures. The next phase will involve site-specific deep-dive assessments at highest-risk sites using the Integrated Biodiversity Assessment Tool (IBAT), leading to the development of tailored Biodiversity Action Plans (BAPs).

Application of the Mitigation Hierarchy Principle

In pursuing environmentally responsible and sustainable business operations, the Group has adopted the Mitigation Hierarchy as the guiding principle for biodiversity management, with a systematic and comprehensive focus on preventing and minimizing adverse impacts from operational activities across all stages. This principle comprises the following key steps:

1. Avoid: The Group prioritizes this foremost step to prevent impacts from arising at source, through the integration of climate and biodiversity risk assessments into future project site selection processes. The Group's Biodiversity Commitment includes an explicit pledge that no business unit will operate within UNESCO World Heritage Sites or IUCN Category I–IV Protected Areas, ensuring avoidance of significant impacts on high-biodiversity areas.

2. Reduce: For impacts that cannot be fully avoided, the Group is committed to deploying effective measures to minimize them to the greatest extent practicable. In wind energy projects, bird and bat population monitoring programs are implemented to reduce wildlife mortality risk. For solar projects, water-reducing technologies have been introduced, notably waterless solar panel cleaning systems.

3. Restore & Regenerate: The Group demonstrates the responsibility in restoring impacted areas through reforestation programs in surrounding areas to support ecosystem recovery and create natural habitats for local wildlife, including forest and ecosystem rehabilitation initiatives in Chaiyaphum Province

4. Transform: The Group drives systemic change through the No Deforestation Policy, which ensures that supply chain partners adhere to applicable regulatory requirements. The Group also collaborates with industry partners to accelerate the transition to sustainable energy.

Scan to access Biodiversity Risk Assessment and Disclosure Report

Performance Data

Biodiversity Risk Assessment

The Group's biodiversity risk assessment is focused on the operations of the renewable energy business, covering 8 wind power plant projects and 4 solar power plant projects in Thailand. All assessed areas, including operational and adjacent land, total 1,315 hectares across 182 sites. The assessment further considers value chain dimensions, including a qualitative evaluation of operations and maintenance (O&M) suppliers, and an analysis of the electricity transmission system through state-operated substations in the downstream value chain. The Group is committed to progressively expanding the scope of this assessment to encompass the full value chain.

Summary of Biodiversity Risk Assessment Results for Operational Sites

Aspects	Number of Sites	Area (Hectares)
Overall area of own operational sites	182	1315
Biodiversity impact assessments for own operational sites	182	1315
The total exposure of the sites assessed	0	0
Total area of management plans	0	0

Green Area Expansion

The Group is committed to operating as an environmentally responsible organization in service of the nation's ecological balance. Green area expansion represents a means to conserve natural resources, ecosystem creation, climate change mitigation, and the cultivation of community participation in sustainable forest stewardship. Accordingly, the Group has established a reforestation program targeting the planting of 32,000 trees across 500 rai (80 hectares) within seven provinces by 2037.

Roundtable on Sustainable Palm Oil (RSPO) Certification

In demonstrating accountability for biodiversity impact management across the value chain, the Group is committed to compliance with stringent international standards, with particular emphasis on the biodiesel business.

- **RSPO Certification:** The Group's No Deforestation Policy has been formulated in alignment with the Roundtable on Sustainable Palm Oil (RSPO) standard, a key requirement reflecting the Group’s environmental commitment. The Group holds RSPO Supply Chain Certification covering both its corporate headquarters and biodiesel business operations. The Group applies biodiversity management systematically, requiring all business units operating in environmentally sensitive areas to obtain and maintain relevant certifications, including RSPO and ISO 14064-1. The Group has achieved certification coverage across 100% of target sites, with regular independent external verification conducted to ensure that ecosystem impact management processes consistently meet international standards.

Targets and Progress

The Group is committed to elevating its biodiversity management practices to international standards, establishing ambitious targets across both near- and long-term horizons, supported by continuous performance monitoring:

1.Green Area Expansion

Initiative	Target	Latest Progress
Green Area Expansion "EA Rak Pa" Program	Plant a total of 32,000 trees across 500 rai (80 hectares) by 2037	Cumulative trees planted to date: over 10,136

2.Assessment and Risk Management Targets

1–2 Year Roadmap	Commitment
Site-Specific Deep-Dive Assessments	Conduct targeted assessments at highest-risk sites using the Integrated Biodiversity Assessment Tool (IBAT)
Site-Specific Action Plans	Leverage deep-dive assessment findings to develop targeted Biodiversity Action Plans (BAPs) for key operational sites

Success Stories

Native Species Management and Invasive Species Prevention

The Group manages vegetation within green areas through clearly defined procedures to control the spread of invasive species and promote the biodiversity of native plant species.

- **Plant Classification:** Work Instructions and standardized recording forms have been established for the systematic survey and classification of plant species within operational areas, with clear status designations covering native plants, alien species, and invasive plant species.
- **Invasive Species Control:** Risk assessments of alien plant species are conducted to identify those classified as invasive, with proactive measures in place for their eradication and containment, safeguarding native flora and local ecosystems.
- **Biodiversity Enhancement:** The planting of site-appropriate native and economically valuable species is actively promoted to increase long-term vegetation richness and diversity.
- **Monitoring:** Vegetation management outcomes are reviewed and monitored on-site at least once annually to ensure the effectiveness and long-term sustainability of all measures implemented.

Biodiversity Study: Wind Power Projects

The Group recognizes the imperative of biodiversity conservation within its operational areas, particularly at wind power project sites. Our management approach is focused on the mitigation and prevention of adverse ecological impacts, with special attention to sensitive species groups, including birds and bats. Operations at wind power plant project sites in Chaiyaphum, Nakhon Si Thammarat, and Songkhla provinces are conducted in strict compliance with applicable legislation and in accordance with systematic environmental management standards.

Continuous Study and Monitoring

Continuous biodiversity study and monitoring are conducted across project sites to assess potential impacts, as follows: are conducted across project sites to assess potential impacts, as follows:



- **Targeted Monitoring:** In 2025, the Group continued systematic surveys to monitor bird and bat species and population levels at project sites constituting a critical risk management measure for wind energy operations.
- **Standardized Work Instruction:** To ensure data reliability and international-standard consistency, the Group has established a formal work instruction (WI) for the survey and documentation of bird and bat carcasses.



This WI sets out clear protocols for the discovery, photographic documentation, and reporting of bird and bat carcasses, enabling the development of a database and trend analysis to continuously improve control and prevention measures. This rigorous approach enables the Group to manage biodiversity risks transparently and ensures that operational decisions are supported by scientific evidence.

Collaboration with Local Organizations and Civil Society

The Group actively collaborates with civil society networks and local organizations to integrate ecosystem restoration and biodiversity conservation into community practices.

- **Collaboration with Educational Institutions and Religious Organizations:**
  - **EWHK Project:** In partnership with Wat Chimla School, 400 trees were planted to create a green space and ecological education resources.
  - **ESL Project:** A collaborative reforestation effort with local temples, planting 150 trees to restore green cover in sanctuary areas and public spaces.
- **Support for Community and Village Networks:**
  - **ESP Project:** Distribution of 1,200 seedlings to communities in Ma Tong Subdistrict, enabling residents to expand forest cover and restore biodiversity at both household and communal levels.
  - **ESL and HNM Projects:** Engagement with local communities and civil society groups to plant over 210, foster awareness and collaboration in local-level nature conservation.

Air Pollution Management

Key Performance Highlights



- Source Emission Controls: The Group implements strict installation and maintenance of air pollution control systems at emission sources, including wet scrubbers, activated carbon, and multicyclones, to ensure that all air emissions remain within legally prescribed standards.
- Systematic Monitoring: Regular air quality measurement and surveillance are conducted, encompassing NOx, SO_2, VOCs, and Total Suspended Particulates (TSP). Monitoring results are systematically analyzed to drive continuous improvement in production processes.

Growth and Development Strategy (1–5 Years)

The Group remains steadfast in the commitment to producing environmentally responsible energy and upholding robust internal environmental protection standards. The one-to-five-year strategy focuses on maintaining full environmental regulatory compliance across all operations, while investing in advanced pollution control systems to ensure that air emissions are maintained at levels comfortably below statutory thresholds.

Introduction and Overview

The Group accords sustained priority to air pollution management, recognizing that effective control of emissions arising from operational processes is fundamental to safeguarding the environment and the health of surrounding communities. The Group is committed to the rigorous monitoring and control of key pollutants, including nitrogen oxides (NOx), sulfur dioxide (SO_2), and volatile organic compounds (VOCs), to ensure full compliance with applicable regulatory standards and requirements. In addition, total suspended particulate (TSP) data is systematically measured and reported to inform surveillance activities and guide the development of measures to mitigate health impacts on employees and communities.

Management Approach

Air pollution management is conducted under the oversight of the Board of Directors and the Executive Committee. The Occupational Health, Safety and Environment function bears primary responsibility for developing environmental action plans, monitoring emissions, and reporting performance outcomes to senior management on a regular basis. The governing policy framework is the "Quality, Environmental, Occupational Health and Safety Policy," which mandates the control, prevention, and mitigation of air pollution arising from production and operational activities, ensuring that air quality is maintained at levels that are safe for employees, communities, and the environment.

Air Pollution Management Systems and Processes

Pollution control is implemented under a strict ISO 14001 Environmental Management System (EMS), encompassing the following processes:

- **Emission Controls:** Clear Standard Operating Procedures (SOPs) are in place, supported by the installation and ongoing maintenance of appropriate point-source air pollution control systems, including wet scrubbers, activated carbon, and multicyclones, to ensure all air emissions comply with statutory standards.
- **Measurement and Surveillance:** Regular air quality monitoring is conducted, covering NOx, SO_2, and VOCs. All measurement results confirm that emission levels are maintained within safe thresholds and below the limits prescribed by applicable regulations.

Stakeholder Engagement

The Group engages with stakeholders on an ongoing basis, including the establishment of joint community liaison committees to promote community relations activities and foster constructive relationships with local communities in operational areas. This engagement also supports compliance with applicable regulatory and reporting requirements, including the Code of Practice (CoP), Initial Environmental Examination (IEE), and Environmental Impact Assessment (EIA).

Performance Data

All air pollutant emissions across the Group in 2025 were subject to rigorous monitoring and control. No instances of air emissions exceeding statutory limits were recorded during the reporting period.

Scan to access the Sustainability Performance Data

Success Stories

Stringent Pollution Control at Source

- **Pollution Control System Installation:** In addition to indirect emission reduction efforts, the Group maintains stringent direct source controls across all operational sites. Appropriate continuous air pollution control systems are installed and maintained in alignment with specific emission sources, including wet scrubbers, activated carbon adsorption systems, and multicyclone collectors.
- **Measurement and Surveillance:** The Group conducts regular monitoring of ambient air quality and emission levels across key pollutants, NOx, SO_2, VOCs, and TSP, to ensure compliance with statutory standards and maintain emissions below prescribed thresholds. This approach helps safeguard the health of employees and surrounding communities.

Social Dimension





Security, Safety, Occupational Health and Working Environment Management

Key Performance Highlights



- **Proactive Health Promotion:** The Group implements the "Disease-Free, Safe and Healthy Workplace" program to comprehensively promote the physical and mental well-being of employees.
- **Technology Integration:** The Group has commenced the integration of Occupational Health and Safety (OHS) with digital technology, deploying platforms for issue Tracking and Trend Analysis of safety incidents.
- **OHS Literacy Development:** Ongoing activities are conducted to develop and strengthen OHS awareness and competency among employees at all levels, with emphasis on knowledge of occupational disease prevention, risk assessment, and appropriate self-care practices, while fostering a sustainable organizational safety culture.

Growth and Development Strategy (1–5 Years)

The Group places the highest priority on the health and safety of its employees and contractors its most valued organizational resource, and is committed to reducing occupational health impacts and workplace incidents through proactive management and effective control measures. Accordingly, the Group has established Quantitative Targets with Time-bound Goals to elevate safety standards and reflect its broader societal accountability, as follows:

Key Performance Indicator	Target and Timeframe
Reduce Lost Time Injury Frequency Rate (LTIFR)	Below 0.5 cases per million working hours by 2030
Zero Accident	0 cases per million working hours by 2040

Over the next 1–5 years, the Group has established a proactive organizational development plan to maximize program effectiveness through the adoption of advanced technologies and communication tools, and through the active engagement of employees and contractors in safety activities. Initiatives such as Kiken Yochi Training (KYT) hazard prediction techniques and health promotion activities serve as key mechanisms in cultivating an organizational safety culture.

OHS Strategic Drivers: 1–5 Year Plan

1.Proactive Management: Advance risk assessment and pre-emptive improvement of control measures prior to incident occurrence, with particular emphasis on Safety Due Diligence in new operational areas.

2.Data & Tech-Driven: Real-time monitoring and trend analysis of safety incidents to enable evidence-based decision-making.

3.Safety Culture: Engaging employees at all levels and building safety awareness through activities such as Kiken Yochi Training (KYT) and Safety Talk communications.

4.Continuous Improvement: Systematic analysis of incidents and regular process improvement to prevent recurrence and enhance overall safety performance.

Introduction and Overview

The Group places great importance on the health, safety, and quality of life of its employees and contractors as the Group's most valuable resource. Occupational health and safety operations are therefore designed to be an integral part of the long-term growth and organizational development strategy, focusing on reducing the risk of accidents and occupational health impacts, while creating a safe and sustainable working environment. The ultimate goal is to become a **Zero Accident organization.** We are committed to reducing the risk of accidents and occupational health impacts through **Proactive Management,** the implementation of international management systems (ISO 45001), and the establishment of a strong **Safety Culture** throughout the value chain. All operations reflect the company group's commitment to sustainable organizational development and building **Resilience** to meet future challenges.

The Group also places great importance on systematic emergency response and crisis management, as well as the integration of occupational health and safety measures with business relationships, in order to build confidence and create value for all stakeholders. All of these operations reflect the company group's commitment to sustainable organizational development and building resilience and agility to meet future challenges. Furthermore, the company group complies with laws, international standards, and safety management guidelines such as ISO 45001, to ensure that every step of the work process adheres to the highest occupational health and safety principles. This is all aimed at protecting the lives, assets, and long-term sustainability of the organization.

Management Approach

Quality, Environmental, Occupational Health and Safety Policy

The Group has announced its **Quality, Environment, Occupational Health and Safety Policy,** with a commitment to reducing risks and losses to lives and assets, while providing a safe and hygienic working environment for employees, contractors, and stakeholders. The ultimate goal is to become a **Zero Accident organization.** The policy emphasizes continuous improvement in the safety management system, with both qualitative and quantitative targets established. It also includes commitments to control, prevent, and reduce occupational health risks, and to promote the health of employees, communities, and stakeholders.

Scan to access the Quality, Environmental, Occupational Health and Safety

Governance Structure and Roles and Responsibilities

The Group manages occupational health and safety within the framework of ISO 45001:2018 the international Occupational Health and Safety Management System standard, and applies Process Safety Management (PSM) principles to control risks within complex production processes, preventing abnormal events that could impact personnel, assets, and the environment.

- **Occupational Safety, Health and Working Environmental Committee (OSHEC):** Responsible for establishing safety measures, developing accident prevention plans, inspecting the safety of equipment, machinery, and workplaces, and monitoring compliance with applicable laws and regulatory requirements.
- **Executive-Level Oversight:** The executive-level committee is responsible for overseeing occupational health and safety impacts and continuously monitoring operations.

The establishment of the committee reflects the Group's commitment to elevating safety standards across its renewable energy, biofuel, and automotive businesses with transparency, accountability, and full compliance with all applicable laws, in order to support operations that are safe for workers, highly efficient, and sustainable over the long term.

OHS Management Processes and Measures

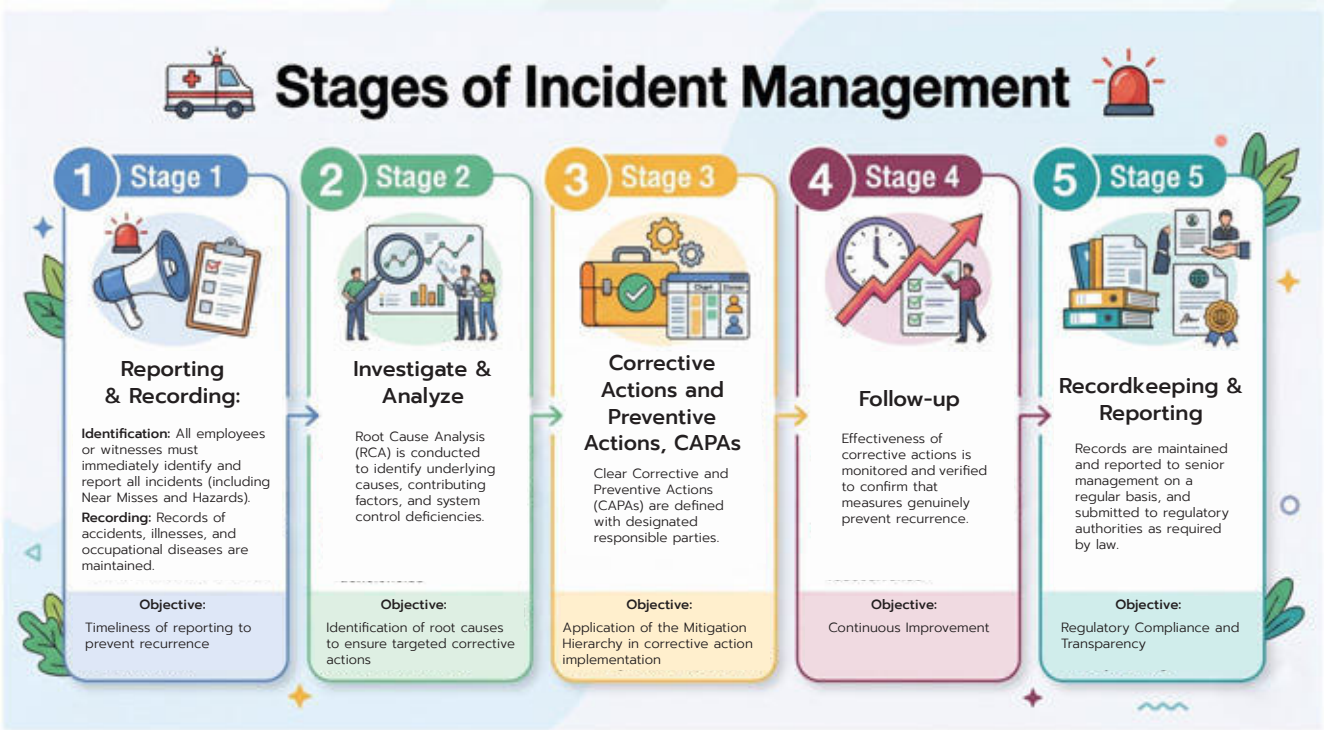
Hazard Identification and Risk Assessment Process

The Group has established a systematic Hazard Identification and Risk Assessment process to identify Risks and Opportunities across all operational processes, activities, and work areas, and to determine appropriate prevention and hazard control measures. The process focuses on the elimination of workplace risks and hazards, and the identification of safety or health risk issues across all principal activities. This covers both employee and contractor activities, with close monitoring of contractors' occupational health and safety performance. Preparedness measures are also in place to handle various emergency situations, such as inspection of alarm systems, fire escape routes, emergency lighting, automatic fire suppression systems, and various emergency response equipment. Emergency response teams are regularly trained to ensure constant operational readiness.

Incident Management and Investigation Process

The Group maintains a systematic process for managing workplace accidents, injuries, illnesses, and occupational diseases, fully integrated with the ISO 45001:2018 standard to ensure comprehensive coverage from prevention through to continuous improvement.





Serious Incident and Fatality Management

In the event of serious incidents resulting in severe injury or fatality, the Group applies an elevated standard of management with enhanced rigor and transparency, as follows:

Stage	Specific Actions for Fatality/Serious Incidents	Primary Responsibility
Immediate Response	(1) Immediately report to senior management and the Risk Management Committee; (2) Coordinate with emergency services and relevant legal authorities; (3) Secure the incident scene to preserve evidence for investigation.	Operations Manager and HSE department
Investigation	Establish a Serious Incident Investigation Committee (comprising senior management, OHS specialists, and OSHEC representatives) to conduct an independent and comprehensive investigation, covering both employees and contractors.	Serious Incident Investigation Committee
Analysis and Corrective Action	Conduct Root Cause Analysis (RCA) using in-depth tools such as the Fishbone Diagram; define corrective measures in accordance with the Mitigation Hierarchy to permanently eliminate or reduce risk.	HSE department and Risk Management Committee

Stage	Specific Actions for Fatality/Serious Incidents	Primary Responsibility
Remediation	Provide prompt and equitable support and compensation to the family of the deceased in accordance with applicable law and company welfare provisions.	Human Resources and Legal departments
Management Review	Investigation findings and corrective actions are reviewed and approved by the Risk Management Committee and the Board of Directors to ensure the highest level of governance oversight.	Board of Directors and Risk Management Committee

Occupational Health Services

The Group prioritizes Proactive Wellness for its workforce, managed in accordance with international occupational health standards, to foster a safe working environment and support long-term employee health.

1. Risk Assessment and Control

- **Expert Assessment:** Occupational health risk assessments are conducted by occupational medicine physicians to determine appropriate risk control and mitigation measures.
- **Environmental Monitoring:** Risk factors are regularly measured and controlled across each operational area, encompassing:
    - **Physical factors:** noise levels, lighting, and heat
    - **Chemical factors:** air quality, dust, and workplace chemical exposure
    - **Walk-Through Survey:** Occupational medicine physicians conduct on-site Walk-Through Surveys to assess health conditions and occupational health risks in the actual work environment.

2. Preventive Health Care

- **Risk-Based Health Examinations:** Pre-employment/placement and annual health check-ups are provided to all employees, tailored to individual occupational risk profiles in accordance with the recommendations of occupational medicine physicians.
- **Employee Benefits:** Health insurance and accident insurance coverage are provided to all employees.
- **Health Promotion:** Ongoing health promotion activities are organized to foster a health-conscious organizational culture, including participation in government-initiated programs such as the "Disease-Free, Safe and Healthy Workplace" initiative, to enhance employee quality of life and operational effectiveness.

Employee Health and Safety Training

The Group provides safety and occupational health training to all employees and workers prior to commencing employment or upon role transition, with training curricula tailored to the specific hazards and risks associated with each job function or activity. Training is designed to ensure that all employees and workers possess the necessary safety knowledge and skills, can effectively prevent hazards, and are prepared to respond to emergencies. Training plans are developed, implementation is monitored, and individual training records are maintained.

In 2025, the Group delivered specialized training programs focused on High-Risk Activity prevention, as follows:

Management Courses:

- Safety Officer certification programs at supervisory and management levels
- Occupational Safety, Health and Environment Committee (OSHEC) training.

Specialized Safety Courses:

- Electrical safety and rescue of electrical accident victims.
- Hazardous chemical safety and emergency response.
- Elevated work platform safety (Boom Lift, X-Lift, Personal Lift, Scissor Lift)
- Radiation safety for relevant workers and emergency response procedures.

Emergency Preparedness Courses:

- Basic fire fighting and fire evacuation drills.
- First Aid and Cardiopulmonary Resuscitation (CPR).
- A total of 970 employees received training in 2025.

Promotion of worker health

The Group participates in the "Disease-Free, Safe and Healthy Workplace" program, administered by the Ministry of Public Health in collaboration with the Department of Disease Control and Provincial Public Health Offices. The program aims to promote the physical and mental well-being of the working-age population in the workplace, with the objectives of reducing the incidence of non-communicable diseases and occupational diseases and strengthening mental health among the working population.

Emergency Response and Crisis Management

The Group prioritizes the prevention and mitigation of OHS impacts arising from business relationships, particularly with suppliers and contractors — while systematically strengthening crisis preparedness.

1.Supply Chain Safety Management

- **Supplier Standards:** Clear OHS standards and requirements are defined for all suppliers and contractors, with regular OHS risk assessments and compliance reviews conducted.
- **Surveillance:** A monitoring and surveillance system is in place to track OHS impacts arising from business relationships, enabling timely analysis of incidents and adverse events and the prompt implementation of corrective measures.
- **Shared Awareness Building:** Joint training with suppliers and contractors is conducted on a continuous basis to promote strict adherence to OHS standards, including fire fighting drills and fire evacuation drills.

2. Emergency and Crisis Response Plans

The group has systematic preparedness and response measures in place for emergency and crisis situations.

- **Emergency Response Plan (ERP):** Comprehensive emergency response plans are in place covering events such as fire, severe storms, and chemical spills, with clearly defined employee roles and responsibilities for each scenario.
- **Drills and Evaluation:** Regular training and drills are conducted covering evacuation, fire fighting, rescue operations, and emergency control. Post-drill and post-event reviews are conducted to continuously improve plans and procedures.
- **Alert Systems:** Alarm systems are installed, supported by internal and external communication channels for rapid incident notification and coordination.

Through this comprehensive framework, the Group is equipped to reduce safety risks, respond to emergencies and crises rapidly and systematically, and sustain confidence in the safety of employees, all relevant parties, and organizational assets.

Mechanisms for Building a Shared Safety Culture

Cultivating a Safety Culture that encompasses contractors is a cornerstone of the Group's strategy, supported by the following key mechanisms:

- **Two-way Communication:** Modern communication channels, including group messaging platforms and Two-way Communication systems, are utilized to disseminate information and operational guidance in a timely manner.
- **Practical Engagement Activities:** Ongoing safety and risk management activities are organized to ensure contractors are aware of potential hazards and understand safe working procedures
  - KYT (Kiken Yochi Training): Job Safety Analysis techniques.
  - Tool Box Talk / Morning Talk sessions. notify daily pre-work risk
- **Proactive Risk Reduction:** Continuous engagement enables the Group to implement Proactive Risk Management and respond to emergencies or crises swiftly and effectively.

This engagement not only reduces accidents but also enhances operational efficiency and builds confidence among all stakeholders.

Performance Data

Year		2022	2023	2024	2025
Lost Time Injury Frequency Rate [1,2] (LTIFR)	Employees	5.49	2.80	1.06	0.89
	Contractors	0	0.53	0.71	1.70
Fatality [3]	Employees	0	0	0	0
	Contractors	0	0	1	0

The Group's key accident statistics are verified by an independent external part.

[1] Lost Time Injury Rate refers to the number of workers sustaining lost-time injuries per one million working hours.

[2] The employee Lost Time Injury Frequency Rate (LTIFR) is benchmarked against industry standards under ISO 45001:2018.

[3] Fatality Rate refers to the number of work-related fatalities per one million working hours

Scan to access the Sustainability Performance Data

Targets and Progress

The current employee LTIFR of 0.89 reflects a positive trajectory, approaching the medium-term target of below 0.5 by 2030. The Group continues to focus on the continuous improvement of safety measures to achieve this milestone. The Group acknowledges the challenges presented by contractor safety performance and has plans to extend the rigorous application of safety measures to contractors on an equivalent basis to direct employees, in order to maintain internationally aligned safety standards.

Success Stories

- **OHS Digital Technology Integration:** The Group is advancing the use of dedicated platforms as the primary infrastructure for safety management support, delivering a systematic and high-efficiency management system with Visualization and Analytics capabilities for Proactive Monitoring and safety risk reduction.
- **Safety Culture Building:** Ongoing safety awareness activities are conducted, including Safety Talk communications, Safety Mind campaigns, and Safety Patrol initiatives, to promote safety awareness across the entire Group.
- **Proactive Health Promotion:** Occupational health risk assessments conducted by occupational medicine physicians, combined with participation in government-supported programs such as the "Disease-Free, Safe and Healthy Workplace" initiative, contribute to the comprehensive elevation of employee health and safety standards across all dimensions.



Society and Community

Key Performance Highlights



- **Economic Security:** The organic farming project in Phitsanulok Province has generated aggregate community income in excess of THB 1.1 million per annum.
- **Marine Conservation:** The "Green Blade" project (Wind Power Plant, Nakhon Si Thammarat Province), conducted in partnership with the local fishing association, involved the installation of artificial reef structures to serve as aquatic nursery habitats and the release of one million mud crab juveniles into the Gulf of Thailand.
- **Ma Tong Community Enterprise:** Creating sustainable income through the processing and value-added transformation of agricultural products.

Introduction and Overview

The Group has formulated its operational strategy with full consideration of stakeholder interests, grounded in the principles of the Sustainable Development Goals (SDGs). The central objective is to achieve sustainable coexistence with communities, founded on the principles of equity and meaningful local participation. Recognizing the critical role of communities as strategic partners, the Group maintains a sustained focus on strengthening relationships with communities surrounding its project sites, with the aim of improving their quality of life through both direct and indirect benefits arising from the Group's operations.

The Group has established a sustainable development framework under the 3S Model to mitigate potential negative impacts and drive community capacity building across three core dimensions: environment, economy, and society. The Sustainability Development function conducts annual community needs assessments and develops corresponding annual action plans to identify needs in an appropriate and effective response.

Management Approach

Corporate Social Responsibility Policy

The Group has established a Corporate Social Responsibility (CSR) Policy under the principles of good corporate governance, integrating environmental and social responsibility into core business process management (CSR-in-Process). This Policy is governed by the Sustainability Management Committee and the Board of Directors, and is anchored by 7 CSR principles covering:

Principle 1: Good Corporate Governance

Principle 2: Conduct Business with Fairness

Principle 3: Human Rights and Treatment of Employees

Principle 4: Responsibility to Consumer

Principle 5: Environmental and Safety

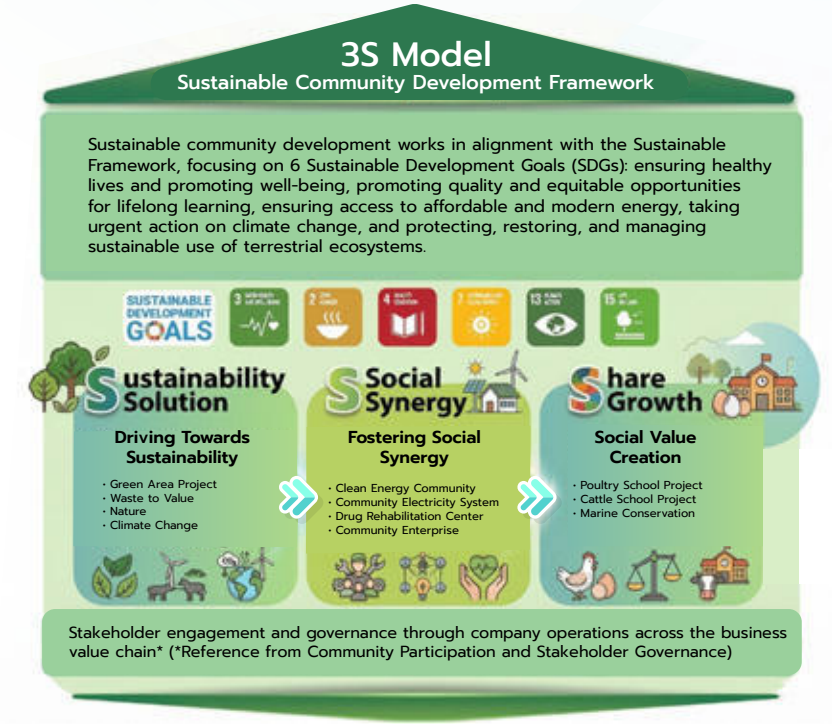
Principle 6: Participation in Development of Community and Society

Principle 7: Development and Dissemination of Innovation from Social Responsibility

Policy for Social Projects with Community Stakeholders

The Group is committed to improving the quality of life and well-being of individuals, communities, and society at large, as well as to alleviating poverty and income inequality — particularly within Thailand's agricultural sector, which remains structurally vulnerable, characterized by income insecurity. These could be the poverty issue in the near future. According to the issue, the Group implements social programs through a Creating Shared Value (CSV) approach in partnership with communities surrounding its project sites.

Sustainable Community Development Framework – 3S Model



The Group is committed to deploying the 3S Model to drive community sustainability in both the short and long term, with emphasis on economic empowerment and environmental awareness.

1. **Sustainability Solution:** Focuses on environmental and climate management through Green Area and Waste-to-Value initiatives.

2. **Social Synergy:** Focuses on building community partnerships and promoting well-being through support for communities surrounding power plant projects.

3. **Share Growth:** Focuses on grassroots economic development and sustainable education, delivered through the Poultry School and community enterprise programs.

Collectively, these efforts aim to secure community well-being, educational opportunity, access to clean energy, and the sustainable protection of ecosystems.

Sustainable Community Development Strategy

The Group is committed to deploying the 3S Model to drive community sustainability in both the short and long term, with emphasis on economic empowerment and environmental awareness.

1. Coexistence and Incremental Development

- **Well-being and Economy:** The Group targets holistic community development encompassing both well-being and economic dimensions, through project-community partnerships, beginning with needs assessments and the identification of opportunities to build upon existing community assets. Initiatives are designed to evolve into learning centers covering areas such as small business management, market access and sales channel development, and value-added agricultural product development.
- **Environmental Awareness:** The Group recognizes the urgency of current environmental challenges arising from climate change and aspires to serve as an advocate for the importance of these issues through its operational activities.

2. Self-Reliance and Human Resources Development

- **Self-Reliance and Human Resources Development:** The Group aspires for communities to achieve self-reliance through collaborative programs, placing human resources development at the center of genuine and lasting sustainable development.
    - The Group is committed to human capital development through the systematic transfer of business management skills and knowledge to groups, organizations, associations, and individual households, enabling effective and independent enterprise management.
- **Clean Energy Adoption:** The Group aims to be an active role in promoting clean energy adoption within local communities by raising awareness of its benefits and encouraging its integration into daily life. This initiative seeks to reduce household-level pollution and support more sustainable living practices
    - Core activities will focus on enhancing and building upon existing infrastructure and capabilities, taking into account the full spectrum of costs , financial, environmental, and human capital.

Sustainable Community Development Operational Approach

The Group focuses on creating values of social and community through social initiatives. It aimed at improving the quality of life and fostering promoting stakeholder engagement in sustainable development. The key operational approaches are as follows:

Activity	Operational Details
Community Enterprise Development	Supporting skills and knowledge enhancement for community product development to create sustainable community economies, progressing from farmer groups to formally registered community enterprises. Strengthening community associations toward self-reliance, with potential to serve as model programs in the future.
Natural Resource Conservation and Restoration	Tree planting both within and surrounding power plant project areas; conversion of organic waste into compost for soil improvement; enhancement of biodiversity within operational areas.

Activity	Operational Details
Sustainable Community Development	Empowering communities surrounding power plants (solar and wind) to achieve self-reliance; promoting agricultural knowledge tailored to community needs to foster sustainable agriculture.
Clean Energy Access	Enhancing awareness and encouraging the integration of clean energy into everyday life through operational project activities (e.g., electric vehicles, EV charging stations), demonstrating technological potential and developing community livelihood opportunities related to clean energy.

Creating Shared Value Strategy

The Group's strategy centers on fostering sustainable livelihoods across economic, social, and environmental dimensions to build community strength and Resilience. This is pursued through the CSV approach alongside Corporate Social Innovation (C-SI). The strategy prioritizes the transfer of Skills for the Future and the co-creation of innovation integrated with local wisdom, in alignment with the Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI) standards.

- Economic development, livelihood creation, income generation, and the promotion of well-being



- Conservation of the environment and natural resources



- Promotion of lifelong learning and education



- Promotion stakeholder engagement



Creating Shared Value through Social Enterprise (EASE – EA Social Enterprise)

The Group has established a dedicated unit under the name EASE (EA Social Enterprise) to implement social enterprise initiatives that do not primarily focus on maximizing profit, but rather on creating sustainable social value through self-reliance. The initiative aims to enhance the quality of life of people, starting with communities surrounding the company’s power plants as pilot areas, while also promoting the creation of “decent jobs” within these communities. This enables local residents to access stable employment and regular income, leading to greater job security, improved livelihoods, and overall well-being, ultimately contributing to the sustainable development of the local economy.



The company implements social initiatives in collaboration with local farmers, community organizations, universities, business partners, and relevant networks to strengthen community resilience. These efforts aim to develop farmer-led enterprises that are sustainably self-reliant by promoting knowledge transfer, supporting production to enhance product quality, and facilitating fair market access to expand business opportunities. In addition, the company fosters collaboration in research, development, and scalability to ensure continuous and sustainable growth.

All programs are designed to promote full upstream-to-downstream farmer participation, fostering shared Ownership, generating Shared Value, and driving Social Innovation. EASE drives end-to-end farmer engagement through a 4-stage process:

1. Community needs assessment and context analysis
2. Collaborative project design and planning
3. Program implementation support and knowledge transfer (with emphasis on Skills for the Future)
4. Regular collaborative evaluation and scaling of successful outcomes



Community Management Processes and Measures

Impact Due Diligence

- Community engagement and impact assessment processes have been implemented across 100% of the Group's business operations.
- For emerging business units in the construction phase, Pre-Project Risk Screening is conducted to identify affected communities, vulnerable groups, and potential grievance triggers (such as noise, odor, and dust), prior to entry into the IEE (Initial Environmental Examination) and EIA (Environmental Impact Assessment) processes.

Grievance Mechanism

The Group has established a formal grievance intake plan covering all operational complaints, with clearly defined responsibilities at each process stage and detailed process flowcharts. Stakeholder communications ensure that all complaints are resolved and traceable with full transparency.



- **Grievance Channels:** Multiple grievance submission channels are available, including telephone, electronic communications, written correspondence, and on-site security posts, supported by a systematic recording and follow-up tracking system. This ensures that all complaints are considered transparently and equitably, and that responses genuinely address the expectations of surrounding communities.
- **Process:** Community relations officers will conduct fact-finding to report to relevant departments, in order to develop appropriate plans for corrective action, improvement, and remediation for those affected.
- **The Group:** is committed to avoiding all forms of human rights violations and adverse community impacts. In 2025, **no incidents of human rights violations or material negative community impacts** were recorded during the reporting period.

Management of Material Negative Community Impacts

Business Type	Material Impact Issues	Management Approach
Solar Energy	Environmental impacts; accidents or emergency events	• Conduct environmental quality monitoring to company standards; develop emergency prevention and response plans; establish community liaison committees to serve as stakeholder representatives and communication channels for project performance.
Wind Energy	Environmental impacts; accidents or emergency events; turbine noise and shadow flicker*; visual and environmental	• Conduct environmental quality monitoring in accordance with the company's standards, along with developing prevention plans and emergency response plans. A committee shall be established to oversee stakeholders surrounding the project and to act as representatives in communicating the project's operational results. • Conduct annual surveys of stakeholders who may be affected by operations, with comprehensive operational planning covering the shadow flicker radius, and regularly survey structures located within the radius.
Industrial Plants (Biodiesel, Battery, and EV businesses)	Environmental impacts	• Provides channels for community inquiries and complaints; conducts immediate inspections and corrective reduces community impacts; holds periodic communications with communities and local authorities; follows up on all corrective actions and complaints.
Emerging Business Units **	Potential construction-phase impacts including noise, land use, and others	• Monitoring and Managing Complaints Related to IEE / EIA • The company has implemented a risk and impact Due Diligence process related to new development projects that are in the IEE (Initial Environmental Examination) and EIA (Environmental Impact Assessment) stages, to ensure that operations comply with applicable laws and environmental and social standards, as well as to comprehensively address community concerns. The approach is as follows:

Business Type	Material Impact Issues	Management Approach

Emerging Business Units **	Potential construction-phase impacts including noise, land use, and others	**1. Pre-Project Social and Environmental Risk Screening**
		• Survey project areas to identify affected communities, vulnerable groups, transportation routes, and natural resource sites.
		• Assess the likelihood of grievances arising from factors such as noise, odor, dust, traffic, and safety concerns.
		• Enter findings into the Risk Register to inform the development of preventive measures.
		2. Grievance Channels During the IEE/EIA Process
		• Establish dedicated grievance channels for construction projects, including
		  ◦ On-site security posts
		  ◦ Project hotlines
		  ◦ Community relations officers
		• Define Service Level Agreements (SLAs) committing to initial grievance responses within 3 business days.
		• Record all complaints in a tracking system for monitoring and follow-up.
		3. Stakeholder and Community Engagement
		• Public Hearings in accordance with EIA requirements.
		• Organize village meeting forums on an area-by-area basis.
		• Invite community representatives to participate in the Project Community Advisory Panel.
		• Disclose information transparently regarding impacts and mitigation measures.

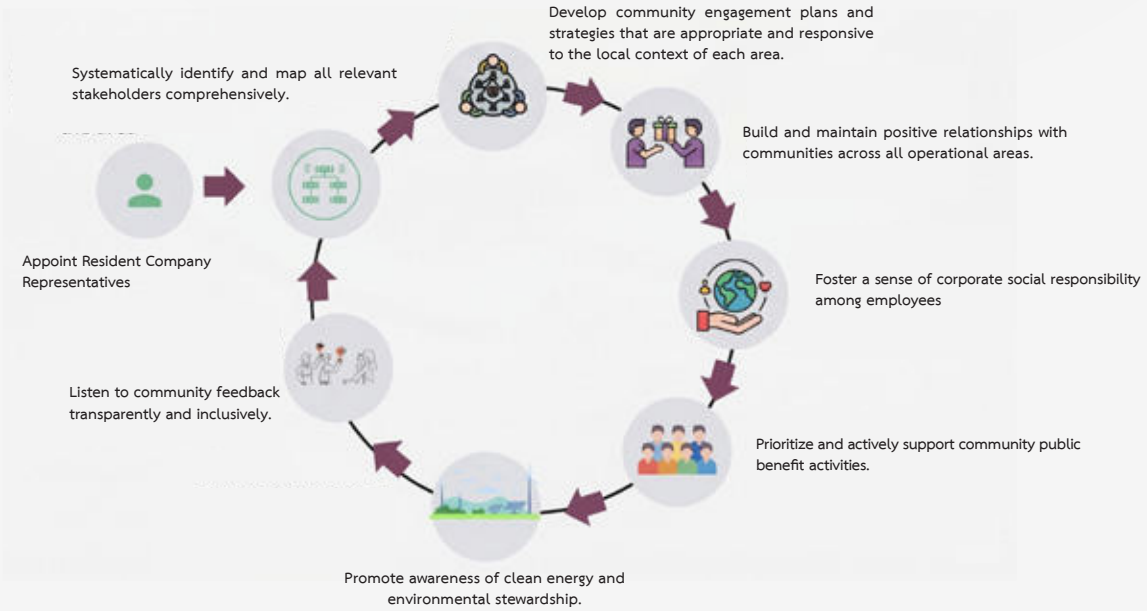
Business Type	Material Impact Issues	Management Approach
Emerging Business Units **	Potential construction-phase impacts including noise, land use, and others	**4. Transparent Grievance Investigation and Management** • environmental impacts including noise, smoke, dust, and transportation. • Assess urgency and severity of each complaint. • Implement corrective actions in accordance with IEE/EIA measures, such as adjusting transportation schedules, installing noise reduction equipment, and spraying water to suppress dust. • Report outcomes to the community in Reporting. **5. Regulatory Reporting and Government Oversight** • Submit EIA/IEE compliance monitoring reports (Monitoring Reports) to relevant regulatory authorities. • Disclose information in accordance with regulatory requirements and facilitate periodic site inspections. **6. Continuous Improvement** • Analyze complaint statistics on a monthly and quarterly basis. • Apply lessons learned to the design of improved measures for future construction phases. • Communicate the result of improvement to the community and stakeholders.

*Shadow Flicker refers to an intermittent flickering shadow effect caused by sunlight passing through rotating wind turbine blades. Prolonged exposure may cause dizziness, nausea, and headaches, and can disrupt daily activities for affected residents.

** Emerging business groups, business groups in the construction phase, or newly established businesses facing challenges within the company group shall be developed to drive greater diversity in the company's operations, covering all energy-related processes.

Community and Social Engagement

The company group recognizes the importance of clean energy and sustainable development that grows with the community. As such, it places great emphasis on stakeholder engagement processes at every stage of operations, and has established the following principles and practices:



- **Tripartite Mechanism:** Community liaison committees surrounding power plants have been established, comprising representatives from communities and local government authorities (including subdistrict headmen and village leaders), serving as a continuous cooperation and engagement mechanism between the Group and local stakeholders. The objective is to provide communities with accessible channels to raise inquiries, concerns, and suggestions relating to the Group's operations through community relations officers, who serve as the primary liaison between the Group and local communities. The committees comprise community and local government representatives, including subdistrict headmen, village leaders, and community leaders, responsible for receiving public opinions and complaints from residents and passing them to the Group for appropriate consideration and resolution.
- **Relationship Building and CSR:** The Group established projects and activities with communities within its CSR framework, fostering cooperation and understanding between communities and the Group, and strengthening internal community networks through cultural and local tradition activities.

Community Relationship-Building Programs

These programs aim to foster cooperation and understanding between communities and the Group, while strengthening intra-community networks through cultural and local traditional activities.

Sustainable Community Development Programs

Focus on fostering a sense of project ownership within the community, enabling it to continuously develop activities, achieve self-reliance, generate income, and enhance the capacity of its members, until the community is able to sustain the project on its own.

Performance Data

Indicator	Details	Performance
Average daily income from CSV (Phitsanulok farmers)	Compared to minimum wage	358 THB per day
Aggregate community enterprise income	Total value generated for the community	More than 1.1 million
% of operations with impact assessments	Covering all business units	100%
Community employment ratio	Local employment in Creating Shared Value (CSV) activities Creating Shared Value (CSV)	9 local employees in Phitsanulok; 1 in Nakhon
Total community investment value	Total financial support received by communities	THB 3.7 million

Success Stories

1. Strengthening Economic Security and Community Enterprises

- **The Group focuses** on building economic security through community capacity development, with an emphasis on fostering community co-ownership of projects.
- **Smart Farm Project:** The organic farming smart agriculture initiative in Phitsanulok Province has developed intelligent farming systems incorporating income guarantees for farmers to secure livelihood stability, generating aggregate community income exceeding 1.1 million THB per annum



- **Goat and Sheep Farming Project (Nakhon Sawan Province):** Rising market prices driven by supply-demand dynamics have reinforced farmer confidence in the viability of the occupation. Plans are underway to further improve sheep breeds in the current year. The program also focuses on nurturing Young Smart Farmers among the next generation of local farming families, equipping them with knowledge and skills in sustainable organic farm management, introductory business and marketing practices, and the application of modern innovation and technology in organic agriculture.

- **Driving Community Enterprises:** The company group has promoted and driven the establishment of Community Enterprises (Community Enterprise Development). A 7-member enterprise has been established, generating aggregate income of THB 12,000 for the community. These efforts contribute to improving quality of life and sustainable well-being, with communities expanding enterprise membership and various types of their product.



Ma Tong local Community Enterprise, Ma Tong Sub-district, Phrom Phiram District, Phitsanulok Province

2. Workforce Development, Future Skills, and Human Capital Building

- **Workforce Skills Development:** A clean energy skills development program, implemented in collaboration with the Department of Skill Development to establish a Green Learning Center, delivers hands-on training in solar panel system installation. The program delivered tangible results in the past year, with 217 total participants. Follow-up tracking indicates that 80% of trainees have successfully applied their knowledge to generate income and develop sustainable careers. The initiative strengthens the supply of skilled workers entering the clean energy labor market and supports the country's sustainable energy transition.
- **Weaving Vocational Training Centre Promotion (Rayong Province):** A community enterprise weaving vocational training program that preserves local wisdom and traditional craftsmanship, conducted in collaboration with WHA Eastern Industrial Estate (Map Ta Phut) and the Faculty of Liberal Arts, Burapha University.



Solar Cell System Installation and Maintenance Technical Training Program, in collaboration with the Department of Skill Development, Nonthaburi Province

3. Improving Quality of Life, Well-being, and Educational Opportunity:

- **Nutrition and Experiential Education**
  - "Poultry School" Project: Supports the raising of egg-laying chickens to produce fresh eggs for school lunch preparation, benefiting 210 students, and helps reduce lunch expenses by approximately 46,200 baht per month. This results in remaining budget that can be allocated toward developing additional learning activities or other projects for the benefit of students. The project also serves as a hands-on agricultural learning resource, enabling students to understand the principles of animal husbandry, hygiene management, harvest collection, and resource management — skills that can be developed into future career competencies. It also fosters awareness of sufficiency and self-reliance within the educational community.





  - Agricultural Knowledge Program ("Cattle School"): The agricultural knowledge promotion project, such as the "Cattle School", builds vocational skills for students through hands-on learning in animal husbandry and systematic production management. It also lays a foundation for students to pursue careers after graduation, whether in small-scale farming, processed agricultural product manufacturing, or participation in community enterprises. The company's support therefore plays a vital role in elevating the quality of teaching and learning, promoting vocational skills, and strengthening the community in the long term.
- **Access to Healthcare Services:**

The Group is committed to improving access to public health services. In 2025, a total budget of over 1.6 million baht was allocated for donation through the Pure Heart Foundation, which serves as a strategic intermediary in managing and distributing resources to underfunded hospitals and medical facilities across the country. The budget was utilized to replace Molecular Sieve absorbents in 100 oxygen concentrator machines, enhancing their efficiency in providing continuous support to underprivileged patients. This investment stands as a significant testament to the integration of financial dimensions with the creation of positive Social Impact, in order to promote the sustainable well-being of the population.



Supporting oxygen concentrators for patient care, in collaboration with the Pure Heart Foundation

- **Drug Rehabilitation Centre Support (Ma Tong Sub-district Municipality):** The Group deploying staff to serve as therapists, with further development through vocational training.
- **Oral Health Promotion in Local Communities (Chiang Mai Province):** Through a collaboration between NEX group companies and the President of Chiang Mai Provincial Administrative Organization, utilizing an Electric Mobile Dental Unit to provide dental care access to 1,200 residents in remote areas.
- **In collaboration with the Pure Heart Foundation,** the Group supports charitable activities and promotes access to essential medical equipment for emergency care, providing assistance to hospitals and government agencies in developing public health capacity and elevating the quality of services delivered to people in the area.



Provision of medical equipment to Surin Hospital, in collaboration with the Pure Heart Foundation.



Co-sponsorship of drinking water for a charity run event, in collaboration with the Pure Heart Foundation.



Provision of drinking water and dry food supplies to border patrol soldiers in Surin Province, in collaboration with the Pure Heart Foundation.



4. Environmental Conservation and Biodiversity

Green Area Expansion: The EA Forest Conservation Program (EA Rak PA) has achieved cumulative tree planting of 10,136 trees as of 2025, representing 31.68% progress toward the target of 32,000 trees. All selected species are non-invasive and non-alien, ensuring ecological compatibility with local ecosystems, reducing environmental risk, and maximizing the long-term effectiveness of green area restoration. These efforts reflect the Group's commitment to sustainable environmental stewardship, guided by principles of landscape impact minimization, biodiversity conservation, and the creation of a healthy environment for communities surrounding its operational areas.

Marine Conservation: The "Green Blade" project (wind power plant, Nakhon Si Thammarat Province), implemented in partnership with the local fishing association, involved the installation of artificial reef structures and the release of 1 million mud crab juveniles into the Gulf of Thailand, creating aquatic nursery habitats, refuge areas, and food security resources, while generating community income and strengthening community participation in the sustainable conservation and restoration of marine and coastal resources.



Sustainable Livestock: A project supporting the provision of chemical-free green grass to livestock farmers in the community, totaling 3,060 kilograms, to enhance animal feed security and reduce the risk of chemical residues. This enables farmers to utilize it as high-quality animal feed, reduce dependence on external raw materials, and minimize the risk of residues in the food chain.

Human Rights Management

Key Performance Highlights



- **Awareness Building:** 100% of new employees are required to complete training on human rights and the Business Code of Conduct to establish a consistent foundational understanding.
- **Promotion of Vulnerable Groups:** 12 elderly employees and 18 persons with disabilities employed.
- **No material human rights violations** arising from the Group's operations were identified during the reporting period.
- **Diversity:** Female employees account for 29% of the total workforce.

Growth and Development Strategy (1-5 Years)

- **Deepening Human Rights Due Diligence Integration:** The Group is focused on embedding Human Rights Due Diligence (HRDD) processes more rigorously into all business activities and supplier assessment processes.
- **Advancing Diversity, Equity, and Inclusion:** The Group is committed to cultivating an organizational culture that respects Diversity, Equity, and Inclusion (DEI) in the workplace through flexible employee benefit policies, a foundational element of EA's organizational DNA.

Introduction and Overview

The Group is committed to achieving sustainable business growth in tandem with the active promotion and advancement of respect for human rights across the entire organization. The Group recognizes the paramount importance of respecting the human rights of all individuals and regards it as an obligation of the Group, as well as its business partners, suppliers, contractors, and joint venture partners, to uphold human rights principles. This obligation extends to the equitable treatment of all persons, including employees, outsourced/subcontracted/third party employees, customers, local communities, migrant workers, indigenous people, women, men, LGBTQI+ individuals, disabled persons, pregnant women, elderly people, and all other relevant stakeholders and all other relevant stakeholders, on an equal basis, and to avoid human rights violations in all forms.

Recognizing the importance of conducting business in accordance with international principles, the Group has joined **the United Nations Global Compact (UNGC) and the Global Compact Network Thailand (GCNT)** to collectively advance the Sustainable Development Goals and exchange human rights best practices with domestic and international network partners.

Management Approach

Human Rights Policy

To ensure that the Group's business operations are free from human rights violations, the Group has established a human rights policy and associated practices to prevent violations across all business activities. The Group upholds and respects human rights as set out in the Universal Declaration of Human Rights, together with relevant conventions and treaties on the treatment of labor, the UN Declaration on the Rights of Indigenous Peoples, the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (ILO Declaration). These commitments have been formalized through policy commitment and human rights commitment. The Group additionally places high priority on the employment of people with disabilities and elderly individuals, to support livelihood generation and access to dignified employment, and to advance human rights equality in a tangible manner.

Scan to access the Human Rights Policy

Governance Structure and Roles and Responsibilities

The Board of Directors and the Corporate Governance and Sustainability Committee exercise the highest level of oversight, with resources and responsibilities for human rights management clearly allocated to relevant executives. Human rights management, integrated within the Group's broader sustainability management framework, is overseen by the Corporate Governance and Sustainability Committee, a sub-committee of the Board of Directors, which has been mandated to govern sustainability policy and management across the Group, including human rights management throughout the supply chain.

Function	Primary Roles and Responsibilities
Executive Management	Define strategy, monitor program progress, review performance outcomes, and approve remediation measures in the event of identified impacts.
Human Resources Department	Drive human rights action plans and monitor alignment with actual operational practices.
Departmental Responsible Officers	Conduct risk assessments and implement preventive measures within their respective operational areas on a day-to-day basis.

Human Rights Management Processes and Measures

Application of Human Rights Due Diligence

The Group has adopted Human Rights Due Diligence (HRDD), aligned with the UN Guiding Principles on Business and Human Rights (UNGP) as the overarching framework for human rights management across all business activities in Thailand. Potential impacts are systematically identified and analyzed, and human rights risks are managed in a structured manner, ensuring the Group maintains effective controls and prevention mechanisms, as well as robust human rights support measures.

All executives and employees across every level of the Group's business operations are required to uphold and demonstrate commitment to the Group's human rights principles and to conduct business in full accordance with them.

The Group is resolute in its commitment to preventing human rights violations against all stakeholder groups, encompassing:

- **Internal Personnel:** Employees at all levels, including temporary workers, outsourced/subcontracted workers, and third-party employees.
- **Supply Chain and Partners:** Business Partners, Suppliers, Contractors, Joint Ventures, and Customers.
- **Communities and Society:** Local communities and vulnerable groups, including migrant workers, ethnic minorities and indigenous peoples, women, men, LGBTQI+ individuals, persons with disabilities, pregnant women, and elderly people, as well as all other relevant stakeholders.
- **Frequency and Review:** The HRDD process is subject to formal review on an annual basis. In addition, a comprehensive risk and impact assessment is conducted every three years to ensure that all measures remain effective and current. Triggered reviews are also conducted immediately upon the occurrence of material changes — such as investment in new projects, expansion into new areas or countries, or commencement of activities in High-Risk Jurisdictions.



Human Rights Due Diligence Process

1. Human Rights Policy Commitment

The Group makes an explicit commitment to respecting human dignity, equality, and the rights to which all human beings are entitled without discrimination. This Policy with international standards including the Universal Declaration of Human Rights (UDHR) and the UN Global Compact.

2. Risk Identification & Assessment

The Group conducts systematic and regular human rights impact assessments and Risk Mapping reviews across the following operational dimensions:

- **Own Operations:** All operational sites of the Group are reviewed to prevent on-site human rights violations.
- **Value Chain:** Assessment is extended to Business Partners, Suppliers, and Contractors throughout the value chain.
- **New Business Relations:** Pre-investment risk assessments are conducted for new investment projects, mergers and acquisitions (M&A), and Joint Ventures.

3.Integration and Mitigation

Assessment findings are applied to develop preventive and impact mitigation measures to reduce risks to acceptable levels, with focus on the following key issues and at-risk groups:

Identified Human Rights Issues: The Group prioritizes the identification and management of both actual and potential material human rights issues, including:

- **Forced Labor and Human Trafficking:** Prevention of forced labor in all its forms.
- **Child Labor:** Rigorous monitoring and prevention measures are in place. The Group's commitment extends beyond the prohibition of child labor to the broader protection of children's rights.
- **Freedom of Association and Collective Bargaining:** The Group is committed to promoting and upholding employees' rights to organize and engage in collective bargaining within agreed frameworks. Policy communications and awareness-building are conducted at all levels to ensure employees can exercise their rights to contribute to and improve their working environment transparently and without discrimination.
- **Discrimination:** A Zero-Tolerance Policy is maintained against discrimination in all forms.
- **Occupational Health and Safety:** The working environment is maintained to the highest standards of safety and health for all personnel. Groups at risk of human rights issues covered: Employees, women, children, indigenous peoples, migrant workers, third-party service provider staff, local communities, and vulnerable groups, including persons with disabilities, LGBTQI+ individuals, elderly persons, and pregnant women.

4.Monitoring and Reporting

The Group continuously monitors the effectiveness of preventive measures and maintains ongoing performance oversight. Transparent public communications and reporting are provided to assure stakeholders of the integrity of the Group's management processes.

5. Grievance Mechanism & Remediation

The Group provides whistleblowing and grievance channels covering human rights issues, legal violations, ethical misconduct, and corruption, accessible to all employees, Third-party personnel, and other stakeholder groups. The Group places the highest priority on the protection of whistleblowers. The grievance process provides strict guarantees of confidentiality and anonymity, ensuring non-retaliation in all circumstances. A confidential database with strictly controlled access has been established, accessible only to directly responsible parties. Fact-finding investigations are conducted by a committee without a conflict of interest to ensure transparency and impartiality.

Contact Channel : Submissions may be directed to chairman.audit.com@energyabsolute.co.th, under the oversight of the Audit Committee.

Transparency Remediation Actions: The Group places utmost importance on the protection and remediation processes for individuals who may be adversely affected by the Group's operations, with an emphasis on maintaining accessible grievance channels in all circumstances, particularly during local emergencies and crises.

The Group will not obstruct or restrict access to remediation processes for any affected party or human rights defender. Remediation measures encompass both monetary and non-monetary forms including couseling and expert support. The Group maintains systematic communication channels for receiving feedback and complaints from all stakeholders.

Affected parties are further provided with direct access to submit complaints to the Chairman of the Audit Committee of the Group, to enable root cause analysis, corrective action, and the implementation of recurrence prevention measures. Where an initial resolution cannot be reached, the Group will establish a protection and remediation mechanism through a Tripartite Task Force comprising representatives from key stakeholders, including local government representatives, community leaders, and relevant regulatory authorities. This mechanism is designed to manage situations appropriately and effectively, with the ultimate objective of achieving a satisfactory resolution for all parties involved.

Key Labor Rights Measures and the Promotion of Diversity, Equity, and Inclusion

The Group adheres to rigorous practices to prevent labor rights violations and promote equality, underpinned by the following key measures:

1. Non-Discrimination and Anti-Harassment

The Group maintains a Zero-Tolerance Policy against discrimination and harassment in all forms across every dimension of employment from recruitment and talent development, through performance evaluation and remuneration, to transfers and separation. The Group is focused on creating a safe and positive workplace, with protective measures ensuring that all employees are free from discrimination, abuse, and harassment in any form, including sexual harassment and other forms of non-sexual harassment. These protections encompass diversity across multiple dimensions, including race, gender identity, gender expression and sexual orientation, religion, nationality, ethnicity, disability, age, social status, educational background, political belief, and marital status.

Scan to access the Non-Discrimination and Anti-Harassment Policy

2.Diversity, Equity, and Inclusion (DEI)

The Group is committed to fostering an open, inclusive organizational culture that respects individual differences (DEI), with a focus on creating equal opportunities and an environment that embraces diversity across all dimensions, including race, nationality, gender identity, sexual orientation, age, religion, and disability.

The Group has implemented proactive and tangible initiatives, including the promotion of employment for people with disabilities to ensure equitable access to income and career stability. Employee quality of life is further enhanced through welfare benefits that exceed statutory requirements, including paternity leave for male employees to promote gender equality and family participation, and leave entitlements to care for hospitalized family members

The Group adheres to living wage principles aligned with the actual cost of living, while conducting regular monitoring of gender pay equity at all job levels to eliminate income-based discrimination. The Group equally upholds fundamental rights at work, supporting the rights to freedom of association and collective bargaining in accordance with labor law, and extending these expectations to business partners.

Explicit prohibitions on child labor and forced labor are enshrined in the Group's Supplier Code of Conduct, supported by rigorous risk assessment processes throughout the supply chain. This ensures that the Group's business growth is founded on the highest standards of respect for human rights and human dignity.

3. Stakeholder Engagement

To ensure that human rights management addresses real and substantive issues, the Group places strong emphasis on inclusive stakeholder voice processes. Public Hearings and Consultation sessions are conducted with communities surrounding operational areas and with vulnerable groups identifying potential impacts. Insights obtained from these consultations are applied to improve the effectiveness and precision of risk management plans and remediation measures.

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Scan to access the Diversity, Equity, and Inclusion (DEI) Policy

Performance Data

Human Rights Assessment

The Group conducts human rights risk assessments based on evaluation criteria encompassing Impact severity and Likelihood of occurrence, applied across operational sites and at the personnel level. The assessment encompasses rights holders and vulnerable groups, including women, children, ethnic groups, indigenous peoples, migrant workers, third-party contract workers, persons with disabilities, LGBTQI+ individuals, elderly persons, and pregnant women. This is conducted to screen for material issues and determine appropriate management approaches. The scope covers own operations, Tier 1 suppliers and contractors, and joint ventures.

Risk Issue Prioritization Criteria

The Group defines five risk impact levels: extreme, high, medium, low, and very low. Impacts assessed at medium through extreme levels are evaluated in conjunction with existing controls to provide a complete picture of enterprise-level human rights risks.

Medium to Extreme Risk Issues: Issues that may cause severe impacts on fundamental rights or are difficult to mitigate and remediate, for which the Group prioritizes the establishment of rigorous proactive prevention measures.

Low Risk Issues: Issues for which effective control measures and management systems are already in place.

Human Rights Risk Assessment Results: Own operations (including joint ventures) and tier 1 suppliers/contractors

Business Type	% of Total Assessed in the Last Three Years	% of Total Assessed Where Risks Have Been Identified	% of Risk with Mitigation Actions Taken
Own Operations	100	0	100
Joint Venture	100	0	100
Contractors and Tier 1 Suppliers	100	0	100

Management of Salient Human Rights Issues

While the comprehensive risk assessment covering 100% of the Group's operational sites identified no high-risk issues, the Group continues to maintain active vigilance over Salient Human Rights Issues to prevent potential impacts on a sustained basis.

Summary of Inherent Human Rights Risks and Mitigation Measures

Risk Topic	Inherent Risk Details	Mitigation Measures
1. Labor Rights	Risk of child labor, forced labor, and human trafficking within upstream supply chains, including crude palm oil (CPO) sourcing and critical minerals for the battery business such as lithium and cobalt.	• Enforce Supplier Code of Conduct with 100% compliance verification • Conduct traceability audits to trace the origin of high-risk raw materials.
2. Community Rights	Risk to land rights and traditional livelihoods of communities surrounding operational areas arising from project expansion.	• Conduct Stakeholder Engagement processes prior to project commencement • Maintain an easily accessible whistleblowing mechanism with anonymity protection.
3. Diversity, Equity, and Inclusion (DEI)	Risk of discrimination or harassment against vulnerable groups in relation to remuneration and career advancement opportunities.	• Zero-Tolerance Policy against all forms of discrimination and harassment • Proactive promotion of employment for people with disabilities and other vulnerable groups.

Number of human rights complaints

Year	2023	2024	2025
Number of human rights complaints	0	0	0

The Group's sustained commitment to fair and equitable treatment of all personnel has resulted in zero material human rights violations during the reporting period, with no complaints of discrimination or harassment arising from the Group's operations. This outcome not only reflects the effectiveness of the Group's HRDD process but also affirms its commitment to operating as a fair and transparent organization to international standards, maintaining a track record of zero instances of labor standard non-compliance.

Building Human Rights Awareness and Organizational Culture

The Group is committed to cultivating an organizational culture that respects human dignity, embedding human rights awareness as an integral part of its operational practices through a structured training framework, as follows:

1. New Employee Orientation Program

Human rights have been embedded as a core topic in the new employee orientation curriculum. 100% of new employees are required to complete training on human rights and the Code of Business Conduct, instilling foundational understanding and policy-aligned conduct from the first day of employment.

2. Employee Human Rights Training

The Group provides ongoing human rights training covering employees at all levels and in relevant departments, with the following structure:

- **Responsible Function:** Delivered by the Human Resources department.
- **Core Training Content**
  - Human Rights Policy: To ensure employees understand the scope, commitments, and their own rights and responsibilities under international standards.
  - Anti-Bullying and Harassment: Emphasizes respect for individual differences and the prevention of workplace violence in all forms, verbal, physical, sexual, and non-sexual harassment, along with guidance on complaint management and reporting channels. Dedicated training for executives and line managers at all levels is provided to strengthen their capability in handling bullying and harassment complaints with emphasis on effective listening, complainant confidentiality, and the absolute prevention of retaliation in order to cultivate a safe and mutually respectful working environment that meets international standards.

Code of Business Conduct and Non-Discrimination Policy: To promote a fair and safe working environment for all.In addition to training sessions, post-training assessments are conducted to measure employee comprehension, and policy reminders are communicated regularly through internal channels to ensure that employees can correctly apply human rights principles in their day-to-day work.

Scan to access the Sustainability Performance Data

Success stories

Enhancing Employee Welfare for Quality of Life and Sustainable Equality

The Group is firmly guided by the principle that employees are its most valuable resource and the cornerstone of sustainable growth. Accordingly, the Group is committed to building an organizational culture that gives tangible expression to respect for human rights and human dignity through the establishment of flexible and comprehensive welfare policies that represent one of the organization's most notable achievements in human capital management, as outlined below:

- **Promoting Gender Equality and Family Well-being:** The Group provides fully paid paternity leave of up to 15 days for male employees to support their role in childcare and to share the responsibilities of their partners, a tangible measure in the promotion of gender equality.
- **Protecting the Rights of Female Employees and Maternal Health:** Female employees are entitled to maternity leave of up to 120 days, providing adequate time for physical recovery and effective early-stage childcare.
- **Respecting Reproductive Rights:** All employees are entitled to paid leave for sterilization procedures and medical recovery for the duration prescribed by a physician, reflecting the Group's respect for individual rights and equitable access to essential healthcare services.

Empowering Equality and Inclusion

The Group believes that respect for human rights begins with the creation of equitable career opportunities. In 2025, the Group implemented proactive employment policies for vulnerable groups to generate stable income and promote dignified social participation.

Support for the Employment of Persons with Disabilities under Sections 33 and 35 of the Person with Disabilities Empowerment Act. In 2025, the Group's disability employment activities comprised:



Direct Employment (Section 33)

Direct recruitment into the Group's core organizational structure to enable career learning and growth alongside general employees.

1 person

Objective: Develop professional skills within the organization



Rights-Based Support (Section 35)

Support for employment in public agencies and capability development centers nationwide to broaden access to opportunity across

17 persons

Objective: Support public agencies across

Support and Operational Areas:

The Group focuses on distributing opportunities to local areas, enabling persons with disabilities to work in their home regions. Coverage extends to the following organizations:

- **Public Health Agencies:** Personnel support provided to HRH Princess Maha Chakri Sirindhorn Hospital (Kalasin Province) and Sub-district Health Promotion Hospitals (HPH) in Buriram, Lampang, and Phitsanulok Provinces.
- **Local Government and Educational Institutions:** Na Duang Municipal School and Na Duang Sub-district Municipality, Loei Province.
- **Capability and Career Development Centers:** Ban Thong Phun Phae Phanat Disability Capability and Career Development Center (Ubon Ratchathani Province), the Foundation for the Development of People with Disabilities (Bangkok), and the Collaborative Learning Center for the Development of Persons with Disabilities in the Southern Border Provinces (Kanchanaphisek Technical College, Pattani Province) This program is not merely a measure of legal compliance, it constitutes an integral component of the Group's HRDD process, aimed at mitigating inequality and fostering Inclusive Growth.

Human Capital Management

Key Performance Highlights



- **Organizational Structure Enhancement**: Operational agility was elevatedthrough the establishment of the Caliber Alliance Team (CAT),an Agile-based cross-functional unit designed to accelerate decision-making and the execution of key organizational strategies.
- **Multi-Level Employee Skills Development**: A structured people development framework was established across all employee levels, from foundational operational skills through to advanced management competencies, delivered through the Management Leadership Program (MLP).
- **AI-Driven Recruitment Innovation**: AI Automation technology was introduced to enhance efficiency across the recruitment and talent selection process.

Growth and Development Strategy (1 - 5 Years)

- **Engagement Score:** Elevate the employee engagement score to 80% by 2027 through the "Boost Employee Engagement" program.
- **Digital and AI-Driven HR:** Full integration of digital technology and AI Automation across all HR processes from recruitment and selection, management, learning and development, and performance management, to organization development and workforce analytics.
- **Personalized Learning and Development:** Implement Individual Development Plans (IDPs) integrated with the qualification system to establish clear and personalized career progression pathways for all employees.
- **Talent Pipeline Succession:** Achieve full Young Talent Successor development plan coverage across all critical roles to ensure uninterrupted business continuity and growth.
- **Diversity, Equity, and Inclusion Culture:** Foster an organizational culture that embraces diversity and encourages the free exchange of ideas providing a solid foundation for sustainable international business expansion.

Introduction and Overview

The Group firmly believes that its people are its most valuable strategic asset and the driving force behind clean energy innovation, particularly amid the accelerating digital transformation and intensifying global competition. Employee management is therefore not merely an operational support function, but a foundational investment in building an agile, purpose-driven organization. The Group prioritizes the transition from traditional human resources management to human capital management, emphasizing transparency, fairness, and shared growth under the E@ DNA organizational identity, encompassing a commitment to innovation and social responsibility. Systematic people management not only mitigates the risk of skills gaps but serves as a principal mechanism for driving the Group toward its organizational objectives through the development of high-potential, future-ready talent that creates genuine shared value for all stakeholders.

Management Approach

Employee Management Policy

The Group manages human resources in accordance with corporate governance principles and internationally recognized human rights standards. Its commitment to fair employment encompasses living wage remuneration aligned with the actual cost of living, reasonable working hours, and the respect for collective bargaining rights in support of employee well-being. The Group further upholds a Diversity, Equity and Inclusion (DEI) policy free from discrimination based on gender, ethnicity, religion, or any other characteristic, complemented by a workplace anti-harassment policy and confidential grievance channels.

The Group communicates policies, regulations, and guidelines relating to labor standards are communicated effectively to all levels of the workforce **communicated globally**, embedded in new employee orientation curricula, and disseminated through the corporate Intranet and internal digital communication platforms. In addition, to promote mutual understanding and respect for diversity, **the Business Code of Conduct has been made available in bilingual format Thai and English**, ensuring that all employees can access and fully comprehend its contents.

Scan to access the Diversity, Equity, and Inclusion Policy

Governance Structure and Roles and Responsibilities

The Group has established a systematic employee management governance structure, with clearly defined roles and responsibilities from the Board of Directors through to the operational level, to ensure that human resources management is aligned with business direction and good corporate governance principles, as follows:

Level	Primary Roles and Responsibilities
Board of Directors	**Highest-Level Oversight:** Define the vision, strategy, and core policy framework for human resources management; oversee employee-related impacts and risks to ensure sustainable organizational growth.
Nomination and Remuneration Committee	**Nomination and Review:** Recommend criteria for executive-level recruitment; evaluate the appropriateness of fair compensation structures in alignment with performance outcomes.
Human Resources Steering committee	**Advisory Role:** Provide policy and strategy recommendations; monitor action plans to ensure timely execution and achievement of defined objectives.
Human Resources Department	**Strategic Operations:** Primary responsibility for translating policy into practice, encompassing recruitment, management, learning and development, employee well-being and engagement, and continuous organization development.

Human Resources Management Processes and Measures

Strategic Human Capital Management

The Group firmly believes that having the right people is the key to driving future energy innovation. Accordingly, the Group places strong emphasis on managing the Employee Lifecycle, from proactive recruitment through to the retention of high-potential talent, as follows:

1. Strategic Talent Acquisition and Employer Branding

To attract talent who are both highly capable and values-aligned with E@ DNA, the Group has transitioned from conventional recruitment toward proactive recruitment, encompassing the following:

- **Job Fair:** University roadshows and participation in job fairs (both onsite and online) to attract Gen Z and fresh graduates, as part of youth employment Initiatives targeting young people with an interest in clean energy technology.
- **Cultural Fit Assessment:** Integration of organizational culture assessment into the selection process to ensure new employees can adapt and co-drive innovation within the Group from the outset.
- **Standardization of Recruitment Practices:** Recruitment standards are reinforced through the enhancement of hiring manager capabilities and the creation of structured interview guides that enable context-specific competency assessment.

2. Internship and Talent Pipeline

The Group places high priority on creating educational opportunities and experiential learning through the EA Internship Program.

- **Integrative Learning:** Cooperative education and work-integrated learning models are prioritized, with designated mentors responsible for transferring specialized skills and collaborative work practices.

3. Senior Expert Re-Employment Program

To preserve organizational wisdom and promote age diversity, the Group has launched a Re-Employment Program.

- **Knowledge Transfer:** Retired technical specialists are invited to return in advisory or instructional roles, transferring advanced knowledge and expertise to the next generation of employees.

Human Resources Management

Fair Compensation and Living Wage

The Group is committed to providing comprehensive and equitable compensation and benefits to promote the well-being and financial security of all employees across every level, structured across the following principal categories:

1. Health and Well-being

- **Group Insurance:** Employees receive healthcare coverage through the Group's corporate insurance scheme. Optional group insurance is also available to extend protection to employees' families, alleviating medical costs and providing peace of mind in caring for loved ones.
- **Preventive Health Surveillance:** Annual risk-based health examinations are provided to all employees, complemented by access to vaccinations at preferential rates to promote workplace health and immunity. Employees' immediate families — including spouses and children (including adopted children), are eligible for equivalent healthcare coverage under the same premium rates and benefit terms as the employee.

2. Long-term Financial Security

- **Provident Fund:** Long-term retirement savings are facilitated through the Group's Provident Fund. Employee contributions are matched by employer contributions in accordance with the Group's prescribed terms, with employees permitted to adjust their contribution rate once annually in alignment with their personal financial planning.
- **Performance-Based Rewards:** Annual performance bonuses are determined with reference to the Group's financial capacity and overall business performance, assessed alongside individual performance evaluation outcomes, to recognize dedication and incentivize high achievement.

- **Long-Term Employee Incentives:** The Group fosters sustained employee commitment and shared organizational growth through the "Trust Fund" program, a long-term incentive scheme delivered in the form of stock-based or partnership participation. The program is designed to provide financial security upon retirement and is open to all employees from operational to sub-senior management levels. Eligible employees are selected based on sustained Grade A performance for two or more consecutive years, recognition as high-potential talent generating significant added value for the Company, and exemplary embodiment of the E@ DNA organizational identity. Benefits are distributed over an average long-term period of more than 3 years to genuinely reinforce long-term value creation and organizational sustainability. Eligible employees additionally receive above-standard benefits, including up to 25 days of annual leave per year and health insurance coverage for actual medical expenses up to THB 2,000,000 per annum.

3. Work-Related Allowances and Reimbursements

- **Off-Site Assignments:** The Group provides expense support for both domestic and international business travel, including a daily allowance for off-site operational expenses, and vehicle and travel reimbursement on an actual cost basis where the use of a personal vehicle has been approved.
- **Other Allowances:** Hardship allowances, cost-of-living supplements, and travel support are provided as appropriate to the working conditions of each operational area.

Supporting a Living Wage

The Group's remuneration management policy adheres strictly to statutory standards, with compensation determined by knowledge, capability, and performance, free from discrimination based on gender, ethnicity, or religion. The following proactive policies and measures govern the Group's wage management practices:

- **Living Wage:** The Group upholds living wage principles, with salary structures encompassing statutory minimum wages to ensure employees and their families can maintain an adequate quality of life in alignment with current cost-of-living indices and prevailing economic conditions. Remuneration structures further take into account the specific characteristics of each business unit and operational location, to ensure competitive positioning in attracting target talent.
- **Compensation Analysis and Benchmarking:** Regular industry compensation surveys and analyses are conducted to maintain competitive and Fair Remuneration standards.
- **Gender Pay Equity Monitoring:** Guided by the principle of Equal Pay for Equal Work, the Group regularly monitors and analyzes Gender Pay Gap data across all levels.
- **Supply Chain Cascading:** This policy is communicated to business partners through the Supplier Code of Conduct, encouraging all supply chain partners to adopt equivalent fair wage practices to improve the quality of life of workers throughout the value chain.

Elevating Workforce Capability Toward a Sustainable Innovation Organization

The Group is committed to the simultaneous development of its people and organization under the **"Learn, Lead, Grow Together"** philosophy, in preparation for its evolution into a leading clean energy innovation organization. The details of implementation in accordance with internationally recognized frameworks are as follows:

1. Learning Methods: Internal and External

The Group applies the 70:20:10 Learning Model to create a high-efficiency learning ecosystem:

- **70% Experience-based Learning:** Emphasis on on-the-job training and proactive initiatives such as "EA Inside EA," which empowers employees to propose innovative ideas and address real operational challenges.
- **20% Social Learning (Coaching, Mentorship & Networks):**
  - **Coaching & Mentorship:** Senior executives are required to conduct structured 2-way feedback sessions with high-potential Talent and leadership development program participants, with the aim of transferring professional experience and strategic thinking.
  - **Teams and Networks:** Peer learning through internal networks is actively encouraged, including ISO Management Review meetings and safety network groups, to facilitate the cross-functional exchange of best practices across business units.
- **10% Formal Education:** Onsite Workshops and the @CORE e-Learning platform, enabling employees to access learning resources anytime and anywhere.

The Group is further committed to fostering a continuous learning culture in pursuit of HR management excellence (Capacity Building for Labor Excellence), supporting executives and employees in participating in specialist seminars and workshops with leading industry organizations. Topics covered include foundational training on GHG accounting and reporting under ISO 14064-1 and ISO 14067, to exchange and integrate international sustainability best practices.

Labor governance capabilities are further strengthened through Knowledge Transfer from external Subject Matter Experts on key labor standards and regulatory requirements. This Proactive Learning approach not only elevates individual employee capability in accordance with Individual development plans (IDPs) but also reinforces the Group's tangible commitment to conducting business in full alignment with international human rights standards and ethical principles.

2. Types of Development Programs

The Group has implemented a systematic workforce capability development framework under the "Learn, Lead, Grow Together" philosophy, leveraging technology and proactive learning approaches to drive employee growth in tandem with organizational sustainability. The Group's people development policy encompasses all employee categories, including:

- Permanent employees at all levels from Officer through to C-Level.
- Contractual and part-time employees with particular coverage under Mandatory Courses in Safety, ISO systems, and Compliance to uphold consistent operational and safety standards across the entire organization. This is delivered through the following principal approaches:

Training and Development

Training programs are designed in accordance with organizational Training Needs Surveys, addressing knowledge, skills, and functional competencies in each business line. e-Learning delivery through the @CORE platform enables employees to access learning resources anytime and anywhere, complemented by Onsite Workshops for hands-on practice and online delivery for employees in regional locations.

Training for Sustainable and Climate Transition

The Group's learning strategy goes beyond conventional skills development, prioritizing Reskilling and Upskilling to prepare the workforce for the low-carbon economy under the principles of Just Transition. This ensures that all employees are equipped to adapt and grow alongside technological change and the evolving direction of green business, as follows:

- **Workforce Transition and Career Development (Bio-to-SAF):** The Group actively supports employees in the biodiesel business in transitioning to new career pathways within the Sustainable Aviation Fuel (SAF) business, building upon their existing foundational skills and advancing toward higher-level clean energy technology expertise, to preserve both career security and institutional knowledge. In parallel, research and development capabilities are cultivated to enable the elevation of existing products into high-value, environmentally friendly product lines.
- **EV and Battery Lifecycle Expertise:** Building comprehensive knowledge and expertise across the full EV ecosystem, from battery manufacturing processes and high-performance energy storage systems to battery recycling technologies under Circular Economy principles, supported by a dedicated EV research unit that serves as a center of learning for future technologies.
- **Renewable Energy Business Expansion (Wind and Solar):** Preparing the workforce to support the expansion of wind and solar power generation capacity through training in smart energy management technology and preventive maintenance, ensuring employees are equipped to operate new power plants at peak efficiency in full compliance with international safety standards.
- **Ongoing Climate and Carbon Literacy:** Developing a climate-ready workforce at all employee levels through corporate carbon footprint calculation curricula, enabling personnel to analyze and optimize operations in alignment with the Group's Net Zero greenhouse gas emissions targets.

The knowledge and skills gained through the above capability development initiatives are channeled into real-world innovation through the "EA Inside EA" program, an initiative that empowers employees to translate their clean energy expertise into tangible solutions, driving the organization toward sustainability in a concrete and measurable manner. Support functions are equally encouraged to contribute ideas for process improvement, operational streamlining, and the adoption of new technologies to enhance internal efficiency, further strengthening the core operations of the organization.

Future Readiness and Career Transition Planning

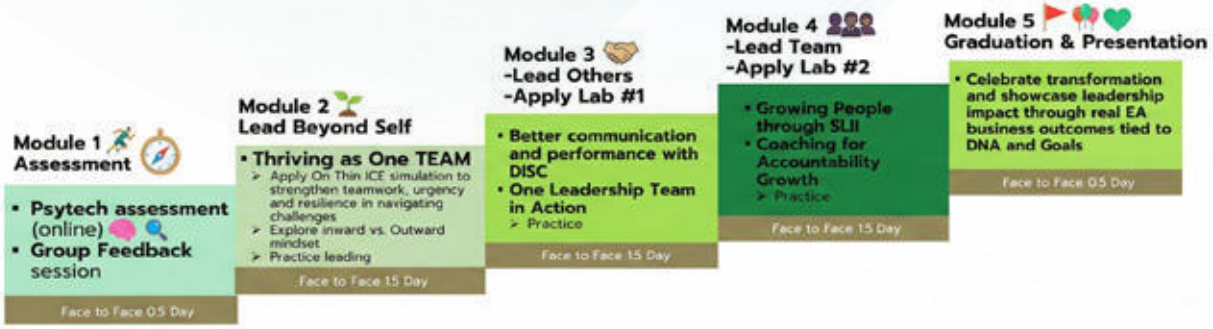
The Group's qualification program enables employees to chart their own career advancement pathways through Individual Development Plans (IDPs), cultivating self-development motivation, strengthening organizational commitment, and preparing employees for critical future roles.

Manager Learning Program (MLP)

The Manager Learning Program (MLP) is designed to develop mid-level leaders with a strong understanding of organizational identity, instilling awareness of their managerial role, team leadership, team-building for growth, and value creation for future organizational advancement, delivered through

Leadership Development

The Leadership Development Program cultivates leaders capable of driving the organization into the future, with emphasis on project-based learning and executive coaching to develop the mindset and people management skills required for the modern era.

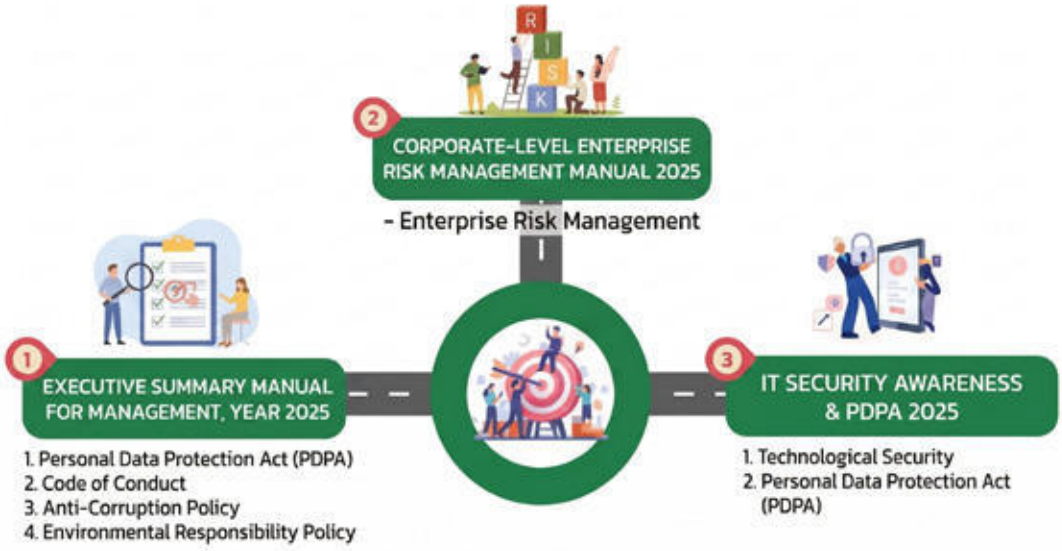


Talent Management

The Group focuses on identifying, selecting, and developing an internal Talent Pool in preparation for critical future roles through Succession Planning. Potential Assessment processes are used in conjunction with Individual development plans (IDPs) to retain and advance the capabilities of high-potential employees.

Learning Culture & Self-Learning

A Self-Learning culture and Continuous Learning ethos are cultivated through internal communications and activities, including knowledge articles, short-form video content, experience sharing, and engagement incentives such as lucky draws upon course completion, to sustain positive learning motivation across the entire organization.



Cultural Education: Embedding the E@ DNA Culture through EA Inside EA

The Group places sustained emphasis on cultivating internal innovation through the "EA Inside EA" initiative, which invites employees at all levels to propose ideas, projects, or process improvements that generate positive outcomes for the organization, society, and sustainability performance. The initiative focuses on digital and innovation transition, developing skills essential in the digital transformation era, including AI for Work and AI automation, with innovation projects designed to solve problems and enhance efficiency, enabling smarter, faster and transparent operations.

A recognition and rewards system is embedded within the initiative, and outstanding innovations are presented at executive forums to facilitate organizational-scale implementation. EA Inside EA is a key mechanism in advancing the Group's vision of becoming a sustainable clean energy innovation organization, empowering employees as "innovation owners" and co-creators of shared organizational outcomes, driving the organization toward growth, resilience, and performance across all dimensions of ESG.

Performance Management System - PMS

The Group is committed to building a performance-driven culture, with quarterly performance reviews (quarterly review) mandated for all employees at every level to promote organizational agility and operational flexibility. A critical component of this approach is the development of appraisal skills, 2-way feedback and coaching capabilities, and employee development competencies among all managers. The system further ensures that all employees have equal opportunity to improve their performance outcomes in a timely manner, through the following key components:

- **Management by Objectives:** Organizational goals are cascaded to the individual level through OKR (Objectives and Key Results) for strategic stretch targets, and PDA (Performance Development Appraisal) for measuring individual achievement and developing business-aligned competencies.
- **Multidimensional and Team-based Appraisal:** 360-degree feedback is used to assess Internal service satisfaction and team collaboration, complemented by behavioral competency evaluation against the E@ DNA framework to maintain organizational culture standards.
- **Agile Conversations:**Transitioning from annual reviews to proactive continuous feedback dialogues between managers and employees for real-time exchange and issue resolution, supported by dynamic goal setting that permits targets and KPIs to be reviewed and adjusted throughout the year.

Organization Development

Strategic workforce planning and internal mobility to ensure organizational agility and readiness for digital-era challenges and an intensifying competitive landscape, the Group has implemented the following:

- Position-specific capability development programs to close skills gaps in emerging technologies.
- Promotion of internal rotation to develop multi-skill capabilities, enhance workforce deployment flexibility, andmotivate employees through cross-functional learning within the Group.
- Forward-looking workforce analysis aligned with short-, medium-, and long-term business plans and innovation expansion requirements, ensuring the Group has the right people available at the right time and in the right numbers.

Employee Support & Well-being Programs

The Group is committed to creating an environment that promotes well-being and supports work-life balance, as follows:

1. Working Hours Management and Work Conditions

- **Working Hours Management:** Unnecessary overtime is minimized through job analysis and real-time digital monitoring of overtime hours. Working hours limitation policies extend to outsourced, subcontracted workers, and suppliers to safeguard the well-being of all workers engaged by the Group.
- **Flexible Working Arrangements:** Hybrid working policies are available for eligible departments and roles, supported by flexible working hours to reduce commuting stress and promote work-life balance.
- **Annual Leave Utilization:** The Group proactively monitors and encourages full utilization of annual leave entitlements to ensure adequate rest for all employees.
- **Monitoring and Flagging System:** Digital attendance recording and HR management systems are used for real-time overtime monitoring, with a focus on transparent and legally accurate overtime compensation calculations for all employees. When departments are identified as having excessive overtime statistics, the Human Resources function collaborates with the relevant department to review workforce planning and improve operational processes to sustainably restore overtime levels to within acceptable norms.

2. Family Benefits and Special Leave

- **Maternity and Childcare Support:** Female employees are entitled to 120 days of maternity leave (primary caregiver), and male employees are entitled to 15 days of paternity leave (non-primary caregiver). A dedicated breastfeeding room is also provided on premises.
- **Paid Family Care Leave:** Employees may take paid family care leave to care for a child, spouse, parent, or family member who is ill or in need of special care, an additional entitlement provided to support family well-being and stability.

3. Employee Benefits and Health Initiatives

- **Workplace Stress Management:** Stress management is promoted through thoughtful workplace environment design and open feedback channels to reduce work-related pressure.
- **Sport & Health Initiatives:** Regular health and wellness activities are organized, including EA Sports Day and support for employee sports clubs, to encourage physical activity and strengthen organizational relationships.
- **Engagement Activities:** Positive energy is fostered through festive activities including Songkran and Christmas celebrations, as well as manager-employee bonding events such as Happy Lunch Together and executive dinner.





Employee Leave Benefits

The Group promotes work-life balance through a comprehensive leave policy covering all life stages. **Annual leave** is provided with a proactive tracking and encouragement system to ensure full utilization each year in support of employee well-being. Six days of **paid personal leave to address urgent needs** or provide family care. Female employees are entitled to maternity leave of up to 120 days; male employees are entitled to 15 days of **paternity leave.** Additional entitlements include sick leave (actual days required), sterilization leave, 3 days of marriage leave, 3 days of bereavement leave (with financial assistance from the Company), 30 days of leave **for ordination or Hajj pilgrimage, and statutory entitlements including military service leave and vocational training leave** all with continued salary payments as prescribed.

Transition & Senior Expert Program

The Group recognizes the critical importance of managing employees through career Transition periods to preserve Organizational Wisdom and provide financial and life security for those approaching the end of their employment or retirement, through the following approaches:

- **Pre-retirement Transition Program:** Financial planning, health, and benefits advisory training is provided for employees approaching retirement, ensuring a smooth and well-prepared transition to post-retirement life.
- **Senior Expert Re-Employment Program:** Focused on maintaining Age Diversity and Technical Specialist succession, this program invites high-caliber retirees to return in advisory or instructional roles for the purpose of Knowledge Transfer to the next generation of employees.

Employee Engagement Program

The Group firmly believes that employee engagement is a critical organizational driver. The Group is committed to creating an environment where employees feel valued, motivated, and empowered to grow alongside the organization's sustainability journey, under the "One EA – Grow Together" ethos. In 2025, the Group elevated its assessment process through the "Boost Employee Engagement" comprehensive engagement survey, enabling proactive, department-level performance improvement. To ensure measurement comprehensively reflects employee motivation and well-being, the Group has integrated four key dimensions into the employee survey:

- **Job Satisfaction:** Measuring External Motivation, e.g. satisfaction with job role, compensation, and working environment.
- **Purpose:** Measuring Internal Motivation, e.g. employees' sense of meaning and alignment of their work with EA's vision as a clean energy leader.
- **Happiness:** Assessing positive attitudes and day-to-day well-being experienced during work.
- **Stress & Well-being:** Monitoring stress levels and work-life balance to inform targeted welfare and health initiative design.



CEO Town Hall: Regular direct communication sessions from the Chief Executive Officer to employees at all levels are held to convey the Group's vision and strategic direction, while providing an open dialogue forum for employees to raise questions and contribute ideas directly, fostering shared understanding and deepening organizational commitment under the E@ DNA organizational identity.

Promotion of Labor Rights and Employee Participation

The Group is committed to respecting labor rights and freedom of association in accordance with international labor standards, and supports effective employee representation mechanisms to ensure fair consultation and collective bargaining processes, as follows:

- **Worker Representatives:** Participation is facilitated through a legally elected "Workplace Welfare Committee," which serves as the primary channel for recommending and improving welfare provisions in accordance with employee needs.
- **Engagement with Labor Union:** The Group recognizes and supports the role of the labor union as an important representative body in protecting the legitimate interests and rights of employee members, with an emphasis on constructive labor-management relations.

- **Collective Bargaining:** Joint consultations between management, the labor union, and the Welfare Committee are held at least quarterly to collectively review employment terms, workplace safety, and plans for improving employee quality of life, ensuring all employees work in an appropriate and equitable environment.

Scan to access the Sustainability Performance Data

Performance Data

- Internal transfer rate: 8.93%
- Female employee ratio across the Group: 29%
- Female representation at senior management level: 20%
- Average annual training hours per employee: 52 hours
- 100% of employees received performance appraisals.
- The biodiesel, renewable power, battery, and commercial electric vehicle businesses recorded local employment at 75%.
- In 2025, no instances of labor standard non-compliance were recorded.
- Investment in workforce development in 2025 generated tangible positive business impacts:
  - **Business Efficiency:** EA Inside EA innovation initiatives delivered measurable cost reductions and efficiency gains, supported by an incentive and rewards system recognizing employee-generated organizational value.
  - **Operational Excellence:** Over 655 employees completed planned training programs, with an average satisfaction score of 90%, and a measurable increase in Empowerment-oriented management behaviors among leaders.
- **Sustainability Goal- Driving a Low-Carbon Organization:** 2025, the Group accelerated the Low-Carbon Transition strategy through workforce development in Decarbonization, equipping employees to analyze and reduce GHG emissions throughout the value chain in pursuit of net-zero targets. In parallel, energy efficiency programs focused on innovative, measurable reductions in energy consumption and operational costs were actively promoted. The practical integration of ESG considerations into waste reduction and carbon footprint initiatives not only advances the Group's environmental objectives but also builds enduring stakeholder trust among international stakeholders.
- A total of 61 interns were successfully hosted during the reporting period. The Group provided comprehensive welfare support covering daily allowances, transportation, meals, accommodation, and life insurance, enhancing the intern quality of life throughout their learning placement.
- Re-employment arrangements were maintained with 12 retired employees across a range of position levels, ensuring that critical organizational expertise is preserved through generational transitions.

Success stories

Organizational Structure Enhancement with the Caliber Alliance Team (CAT)

The Group has elevated the organizational structure to create a management model centered on agility and the capacity for a quick and smooth comeback. The cornerstone of this strategy is the establishment of the Caliber Alliance Team (CAT), an agile team tasked with driving the CEO's and the organization's key strategic initiatives. The CAT unit plays a pivotal role in translating CEO directives into clear targets and KPIs, tracking and driving project delivery, and proposing strategic solutions through structured ideation and analysis. The CAT also serves as a coordination hub for accurate and transparent information dissemination and systematic task tracking. Its scope of responsibility spans key domains including energy innovation and technology, finance and investment, digital solutions, and HR Capital transformation. This structure is designed to generate organizational synergy and provide a robust foundation for driving the Group sustainably into the future.

Performance Modernization

The Group is building a performance-driven culture through the modernization of its Performance Management System (PMS) from annual to quarterly review cycles, to enhance agility in response to a rapidly evolving business environment. Organizational goals are cascaded to individuals through OKR and PDA, with 360-degree feedback and E@ DNA behavioral competency assessments ensuring comprehensive evaluation accuracy. Agile conversations and dynamic goal setting throughout the year complement this reform, working in tandem with precise workforce planning to sustain competitive capability and enduring employee motivation.

Cultivating Future Leaders and an Innovation Culture

This case study highlights the Group's Human Development Structure as a key achievement, particularly the development of crisis-ready role-model leaders through the Leadership Development Program (LDP) and MLP, alongside a robust E@ DNA organizational culture and the application of AI automation for precision-based skill matching in recruitment. Collectively, these elements constitute a solid foundation for the Group's sustainable long-term growth.

Care in Crisis: Employee Flood Relief Measures in Southern Thailand

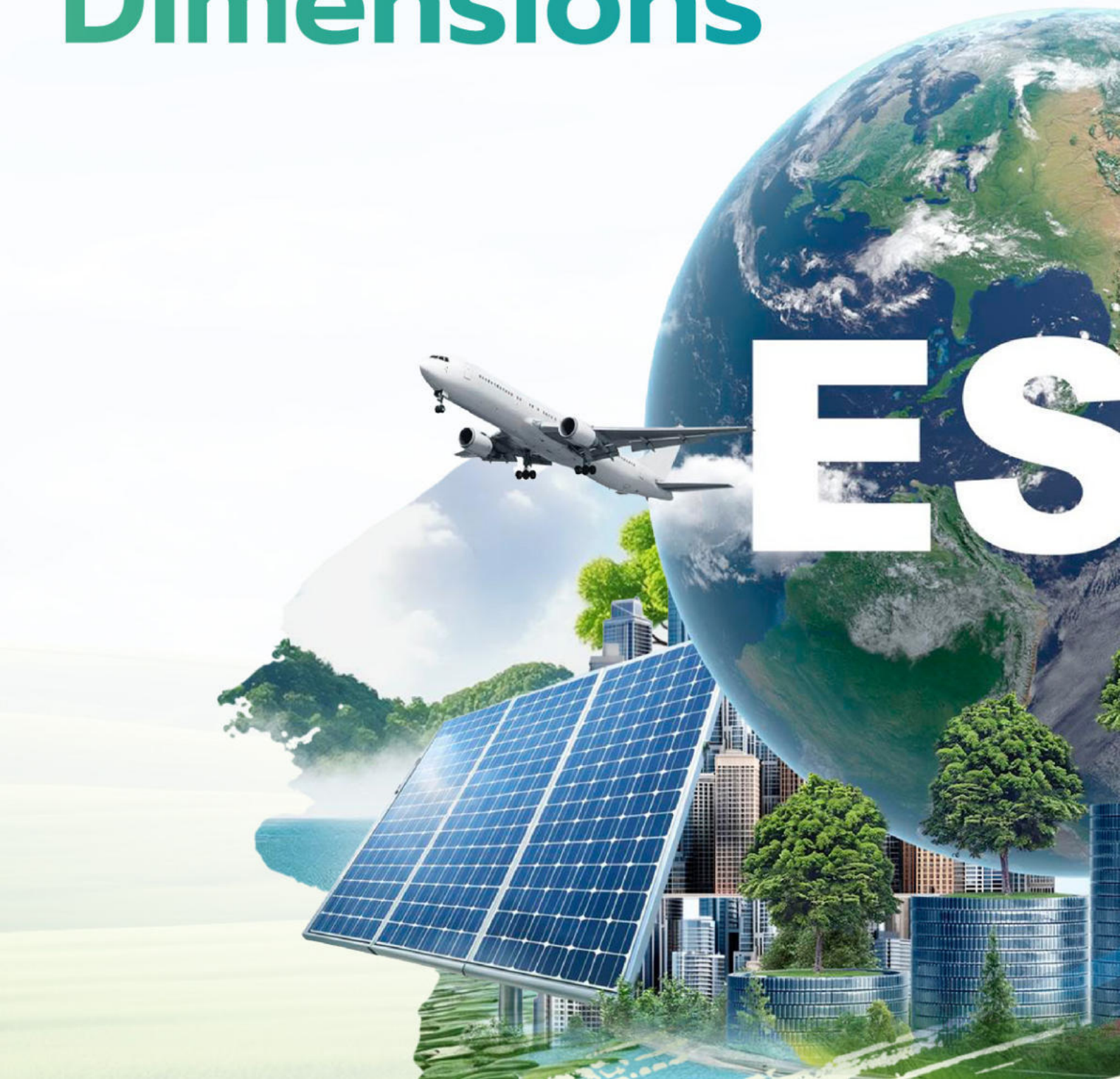
Recognizing the hardship experienced by employees and their families as a result of the 2025 flash flooding in Southern Thailand, the Group took proactive and concrete relief action in support of its people during the crisis:

- **Initial Relief Payments:** Emergency assistance funds of over THB 110,000 were distributed to support immediate living needs.
- **Housing Recovery Support:** Actual-cost reimbursements of over THB 100,000 were provided to support the repair and restoration of employees' homes.
- **Special Leave Entitlement:** Five additional working days of special leave (not deducted from annual leave) were granted to allow employees time to manage and restore their homes to their pre-flood condition.

These measures reflect the E@ DNA organizational culture of responsibility and mutual care, ensuring every employee can navigate difficult times with confidence and security.


DRINK UP

Economic and Corporate Governance Dimensions





Corporate Governance and Business Ethics

Key Performance Highlights



- Maintained Dow Jones Sustainability Indices Best-in-Class ranking for the fifth consecutive year in the Electric Utilities sector in 2025, with an overall score improving to 83 points from 80 points in the prior year.
- Achieved a perfect score of 100% in the Annual General Meeting quality assessment.

Growth and Development Strategy (1–5 Years)

Ethics Integration: Maintaining the target of 100% of employees completing annual training on the Code of Business Conduct and Anti-Corruption Policy, to cultivate an organizational culture of integrity

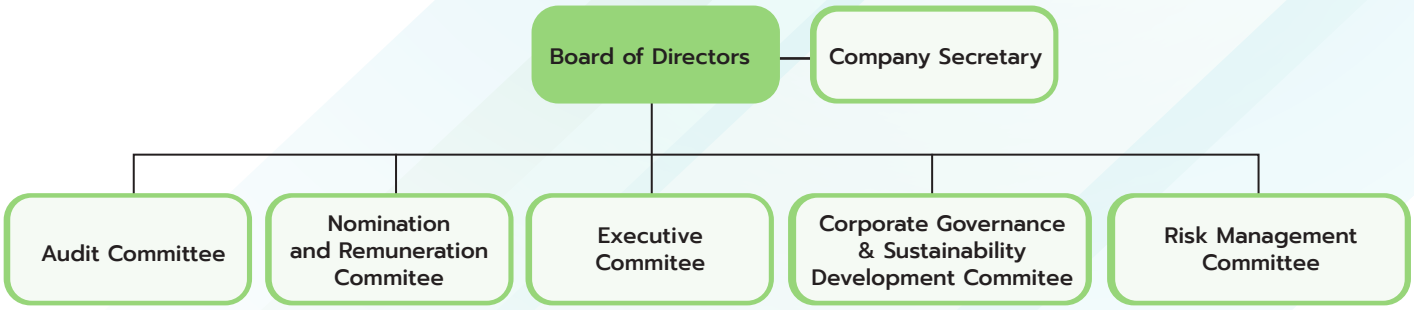
Introduction and Overview

The Group recognizes the fundamental importance of good corporate governance and has adopted the corporate governance principles prescribed by the Stock Exchange of Thailand and the Securities and Exchange Commission as the guiding framework for its operations. This is to ensure an efficient, transparent, and accountable management system that builds confidence and trust among shareholders, investors, stakeholders, and all relevant parties.

Management Approach

The Board of Directors has established a Company Handbook in written form, encompassing the organizational culture (vision, mission, and values), Code of Business Conduct, Code of Conduct for Directors, Management and Employees, Corporate Governance, Corporate Social Responsibility, and Anti-Corruption Policy. All directors, executives, and employees are required to acknowledge, understand, and strictly adhere to these provisions. Compliance monitoring mechanisms are in place, and adherence is designated as a binding obligation for all directors, executives, and employees. The Board further promotes the dissemination of the Company Handbook to all stakeholders and relevant parties through the Group's website, with an annual review of the Handbook mandated to ensure currency and continued relevance.

Board Governance Structure and Roles and Responsibilities



Scan to access the Corporate Governance Policy

Scan to access the Code of Business Conduct

Scan to access the Anti-Corruption Manual

Board Structure and Roles

The Board of Directors comprises distinguished individuals with diverse knowledge, expertise, and experience as reflected in the Board Skills Matrix, encompassing essential competencies in strategy, energy innovation, and ESG-related sustainable development. All directors are committed to fulfilling their fiduciary duties with diligence and integrity, in the best interests of shareholders and all stakeholders. The Board plays a pivotal role in setting the Group's vision and strategic policies, and appoints sub-committees to provide in-depth deliberation of specialist matters. The Board further oversees management and the company secretary in ensuring strict compliance with applicable laws, regulations, and the Code of Business Conduct, establishing a transparent, accountable, and highly effective governance mechanism across the Group. The structure, roles, and responsibilities of the Board of Directors and its sub-committees, together with key operational details, are set out as follows:

Roles and Responsibilities of the Board of Directors and Sub-committees

Committee	Key Roles and Responsibilities
Board of Directors	• Define the Group's vision, strategy, policies, and operational direction. • Oversee management in executing approved policies effectively and efficiently to maximize value for the Group and shareholders. • Be independent from management to monitor operational performance, assess executive conduct, and determine remuneration.
Executive Committee	• Review and screen operational direction, business plans, and strategies; oversee business operations in alignment with Board-approved policies, objectives, action plans, business strategies, and budgets. • Review the Group's operational regulations and procedures manuals.

Committee	Key Roles and Responsibilities
Audit Committee	• Review financial reports, data completeness, and assess the appropriateness of accounting principles in the financial statements. • Review to ensure that management has established adequate and appropriate internal controls, including IT system internal controls, that sufficiently cover all potential risks, including corruption risk, as well as the approach for communicating the importance of internal controls throughout the organization. • Review the effectiveness of internal audit performance against established standards.
Risk Management Committee	• Establish risk management policies; oversee and support effective risk management covering all business activities of the Group, including corruption risk; review and assess measures to maintain risks within acceptable levels. • Monitor implementation, review risk management reports, and ensure the adequacy and continuity of risk management practices.
Corporate Governance and Sustainability Committee	• Review corporate governance policies and practices; plan CSR and stakeholder-related activities. • Advise on the development of a sustainability policy framework aligned with international standards and meet stakeholder expectations for sustainable growth. • Formulate sustainability and climate change policies consistent with relevant laws and regulations across economic, social, environmental, and governance dimensions, and assess sustainability-related risks and opportunities.
Nomination and Remuneration Committee	• Review director and senior executive recruitment policies; nominate and select candidates with appropriate integrity, ethics, and qualifications. • Review director and senior executive performance evaluation systems. • Oversee succession planning and senior executive development plans. • Oversee director development plans to enhance knowledge, understanding of roles, and relevant laws and regulations. • Review remuneration structures and propose remuneration for the Board, sub-committees, and senior executives.

Board Composition

The Group places high importance on a well-balanced Board structure to ensure efficient and transparent decision-making. The Board of Directors currently comprises 12 members, with the following composition:

- **Non-Executive Directors:** 9 members (representing 75% of the total Board), providing independent oversight of management.
- **Independent Directors:** 4 members (33.33%)
- **Clear Separation of Roles:** The Group requires the Chairman of the Board to be a non-executive director and a separate individual from the Chief Executive Officer (CEO), ensuring a clear distinction between policy-setting, oversight and management, and strengthening check and balance systems.



Director Qualifications and Skills

The Board of Directors possesses a diverse qualifications and skills aligned with the Group's business strategy. A below Board Skills Matrix is established based on directors' experience, educational background, and training.

Board Skills Matrix

Director Name	Director Type	Tenure[1]	Areas of Expertise
Mr. Somchainuk Engtrakul	Chairman of the Board (Non-Executive Director)	17 years 9 months	• Economics • Insurance and Life Assurance • Law • Negotiation • Leadership
ACM. Chainan Thumasujarit	Independent Director	13 years 6 months	• Energy and Utilities • Engineering • Internal Audit • Risk Management • Governance
M.R. Bravochat Chatchai	Independent Director	15 years 1 months	• Law • Internal Audit • Risk Management • Governance • Negotiation
Mr. Somboon Ahunai	Independent Director	10 years 8 months	• Banking • Petrochemicals and Chemicals • Information and Communication Technology • IT Security • Engineering • Internal Audit
Mr. Somphop Keerasuntonpong	Independent Director	5 years 8 months	• Securities and Capital Markets • Engineering • Finance • Fund Management • Business Administration
Mrs. Anjali Jalichandra	Director (Executive Director)	1 year 8 months	• Business Administration • Accounting • Media and Publishing

Director Name	Director Type	Tenure[1]	Areas of Expertise
Mr. Charoenchai Prathuangsuksri	Director (Non-Executive Director)	1 year 8 months	• Petrochemicals and Chemicals • Business Administration • Energy and Utilities • Industrial Materials and Machinery • Sustainability
Mr. Chatrapon Sripratum	Director (Executive Director)	1 year 5 months	• Finance • Engineering • Business Administration • Change Management • Leadership
Mr. Vasu Klomkliang	Director (Executive Director)	1 year 5 months	• Banking • Securities and Capital Markets • Finance • Engineering • Business Administration
Mr. Supant Mongkolsuthree	Director (Non-Executive Director)	1 year 5 months	• Economics • Business Administration • Information and Communication Technology • IT Management
Mr. Nasis Prasertsakun	Director (Non-Executive Director)	1 year	• Economics • Business Administration • Insurance and Life Assurance • Finance • Investment and Securities
Mr. Vichak Apirugnunchai	Independent Director	1 Month	• Insurance and Life Assurance • Public Administration • Law • Auditing • Internal Audit

Note: (1) Tenure as of 31st December 2025

Director Training and Knowledge Development

New Director Orientation

Newly appointed directors are provided with comprehensive information about the Group, including regulations and key business information relevant to their directorial duties. The Company Secretary is responsible for furnishing details on organizational structure, business nature, Group business structure, Articles of Association, and the Company Manual. This consolidates key corporate policies and practices, covering organizational culture, Code of Business Conduct, Code of Conduct for Directors, Management and Employees, Good Corporate Governance, and Anti-Corruption Policy. This ensures that newly appointed directors have a thorough understanding of the business context and applicable regulations prior to commencing their duties.

The Group actively encourages directors and senior executives to continuously develop their knowledge and exchange experience to elevate the effectiveness of both the full Board and sub-committees, through the following actions:

- **External Training Courses:** Participation in key training courses offered by leading institutions, including the Thai Institute of Directors (IOD), the Stock Exchange of Thailand, and specialist programs relevant to the clean energy and technology sectors, is actively supported.
- **Site Visits:** Organized visits to the Group's facilities and project sites are conducted to provide directors with in-depth understanding of innovation, production processes, and the management of community and environmental impacts at actual operational areas.

Director and Senior Executive Remuneration

The Nomination and Remuneration Committee is responsible for establishing director remuneration policies and criteria, and presenting these to the Board of Directors for subsequent shareholder approval. The remuneration determination process takes into account the appropriateness of the remuneration in relation to directors' roles, responsibilities, and contributions.

In addition to full Board remuneration, the Group takes into account the additional responsibilities arising from sub-committee membership. Sub-committee remuneration is submitted by the Board for approval at the shareholders' meeting. Senior executive remuneration is reviewed by the Nomination and Remuneration Committee and submitted to the Board of Directors for final approval.

Conflict of Interest Prevention and Management

The Group is committed to transparent and equitable business conduct, underpinned by the following key conflict of interest prevention measures:

- **Transparent and Accountable Shareholding Structure:** The Group has established a clear shareholding structure, with no cross-holding with major shareholders, to prevent the transfer of benefits and ensure fairness for all shareholders. Comprehensive details of the shareholding structures of the Group are fully disclosed in the Annual Report.
- **Separation of Roles and Decision-Making Authority:** Clear and practical delineation of roles, responsibilities, and accountability is maintained among the Board of Directors, management, and shareholders, establishing an effective check and balance mechanism, independently from undue interference in respective responsibilities, and ensuring that all decisions are made in the best interests of the Group.

- **Conflict of Interest Reporting System:** All directors and executives are required to prepare and disclose formal "Conflict of Interest Reports" covering themselves and their related parties. These reports serve as the database for monitoring and governing related party transactions in strict compliance with applicable regulatory requirements.

Anti-Corruption and Anti-Bribery

Policy and Risk Management

The Group has established a robust risk management system that covers corruption and fraud risks across all operational processes. Risks and management measures are reviewed on a regular basis to ensure that internal controls remain appropriate to evolving circumstances and that risks are maintained at acceptable levels in accordance with international standards

High-Risk Operations & Corruption Risk Assessment

The Group has established rigorous policies and operational procedures to manage corruption and misconduct risk across all functions, with particular emphasis on activities assessed as High-Risk Operations, aligned with the Group's zero-tolerance principle, as follows:

- **Coverage of Fraud and Corruption Categories:** The Group's operational manuals are designed to provide comprehensive coverage of all categories of fraud and corruption, with particular emphasis on bribery, corruption in all forms, improper gifts and hospitality, extortion, and conflict of interest.
- **Operational Control Measures in Processes:** To effectively manage corruption risk, particularly in high-value and complex large-scale projects. The Group has integrated preventive controls into Core Operational Procedures as follows:
    - **Rigorous Procurement Process:** For large-scale, high-risk projects, mandatory review by the Procurement Committee is required at every stage to ensure justification and full transparency throughout the procurement process.
    - **Internal Controls and Audit:** Robust internal controls are in place, including segregation of duties and multi-level approvals. The Internal Audit function conducts regular reviews of high-value project processes to prevent corruption.
    - **Ongoing Risk Assessment:** Corruption risk assessments are conducted periodically across all business units and operational areas, including licensing and tax management, to ensure measures remain responsive to evolving risks.
    - **Training and Whistleblowing:** Mandatory anti-corruption training is provided with particular emphasis on employees in high-risk roles, supported by reliable whistleblowing channels with robust whistleblower protection mechanisms.

Ethics Promotion through Communication and Training

To ensure that the high-risk operations controls described above are effectively implemented in practice, the Group has established structured communication and training processes to build a Zero-Tolerance Culture, as follows:

- **Internal Training and Communication:** The Group continuously communicates the Anti-Corruption Policy to directors, executives, and all employees through online channels and internal activities. Training comprehensively covers the key elements of corruption and bribery, equipping employees with the ability to identify risk patterns and make decisions in accordance with the Code of Business Conduct, and appropriately use of the whistleblowing channel. This training is mandatory for new employee orientation and annual training programs. In 2025, 100% of employees completed the training and passed the associated knowledge assessment.
- **External Communication:** In addition to internal controls, the Group communicates the anti-corruption commitment to external parties at least annually, with particular focus on suppliers, business partners, and intermediary agents involved in core operational procedures. Policy notification letters and business conduct guidelines are issued to ensure that all steps within the Value Chain are free from bribery and improper gain.
- **Monitoring and Whistleblowing:** The Group's Anti-Corruption Policy and whistleblowing channels are published on the Company's website and notice boards, ensuring all stakeholders have easy access to complaint and reporting mechanisms upon encountering potential corruption-related conduct in any operational area. The Company ensures strict protection for whistleblowers and



Whistleblowing and Complaints Mechanism

Recognizing the importance of enabling both internal and external stakeholders to participate in transparent corporate governance, the Group has established formal whistleblowing and complaints policies and mechanisms. These mechanisms address suspected violations of laws, the Business Code of Conduct, or any conduct suspected of giving rise to corruption, with the following operational structure and protection measures:

Operational Structure and Oversight

- **Independent Oversight:** To ensure the highest level of independence and credibility, all complaints are directed to the chairman of the audit committee, who holds primary responsibility for overseeing all investigations.
- **Investigation:** Upon receipt of a complaint, the Group conducts a root cause analysis and impartial investigation carried out by a committee with no conflict of interest.
- **Confidentiality:** All report details and whistleblower information are maintained with the strictest confidentiality in a restricted-access database.

Reporting Channels

Stakeholders may submit whistleblowing reports along with supporting evidence through multiple available channels.

Letter to the Complaint Officer



Chairman of the Audit Committee

Address: Energy Absolute PCL.
No. 89, AIA Captial Center Building, 16th Floor Ratchadaphisek Road, Dindaeng Bangkok 10400

Letter to the Complaint Officer



chairman.audit.com@energyabsolute.co.th

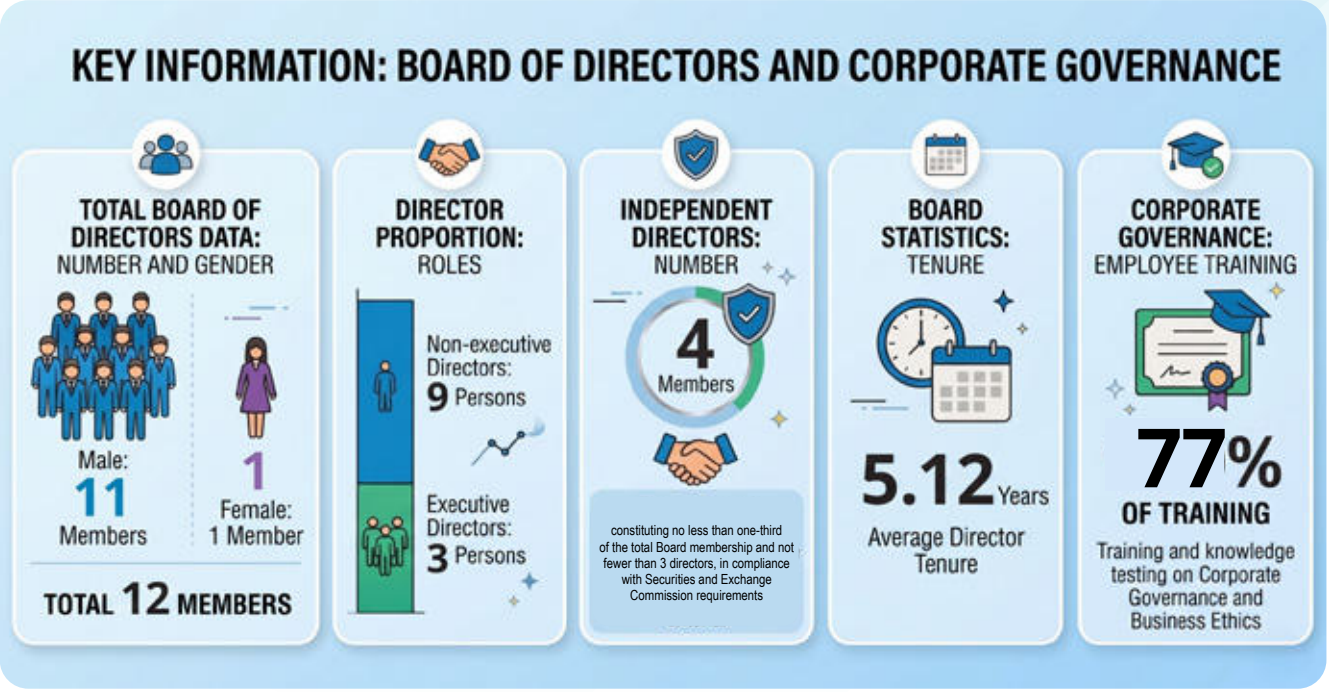
Website

www.energyabsolute.co.th/complaints

Whistleblower Protection

The anonymity mechanism allows whistleblowers to submit reports confidentially or remain entirely anonymous, ensuring their personal safety and alleviating any concerns about retaliation.

Performance Data



Indicator	2025
Number of material corporate governance complaints	0
Number of material violations of the Business Code of Conduct	0
• Business Ethics	0
• Corruption or Bribery	0
• Money Laundering or Insider Trading	0
• Conflict of Interest	0
• Customer Data	0
• Environment, Health and Safety	0
• Human Rights Violations	0
• Discrimination or Harassment	0

In 2025, the Group recorded no significant breaches of its Code of Conduct. Additionally, there were no fines or convictions related to corruption and bribery cases.

Annual General Meeting Quality Assessment Results

The Company holds an Annual General Meeting (AGM) each year to present operational performance to shareholders. In 2025, the Company achieved a perfect score of 100% in the AGM Quality Assessment conducted by the Thai Investors Association, a distinction maintained for nine consecutive years.

Anti-Corruption Policy Performance:

In 2025, the Group conducted a comprehensive review of the Anti-Corruption Measures Handbook to ensure alignment with applicable legislation and the Group's operational context. The Anti-Corruption Policy was communicated both internally and externally. In-house training on the Anti-Corruption Measures Handbook was delivered to directors, executives, and all employees, followed by knowledge and comprehension assessments. The policy was also communicated to business partners, stakeholders, and the public, alongside a formal declaration of the "No Gift Policy."



Success Stories

- **Crisis Management:** In response to allegations involving a former executive, the Board resolved to engage an independent advisory firm to conduct a Special Audit of procurement processes, ensuring transparency and accountability as part of the Group's risk management and governance framework.
- **Sustainability Governance:** The Group maintained its Dow Jones Sustainability Indices Best-in-Class ranking for the fifth consecutive year in the electric utilities sector in 2025, with an overall score improving to 83 points from 80 points in the prior year. This reflects the continuous qualitative improvement of the Group's business operations against international ESG standards, alongside a reaffirmed commitment to anti-corruption principles.
- In 2025, the Company received a 3-Star rating in the Corporate Governance Assessment (CG 2025).

Risk Management

Risk management is a fundamental component of good corporate governance and the foundation for driving the Group toward sustainable growth. The Group has elevated the risk management practices to align with international standards, adopting the Enterprise Risk Management (ERM) framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) as the basis for developing the Group's Risk Management Manual, providing a structured approach to identifying, assessing, and managing risks that may affect business operations.

The Group's risk management encompasses all dimensions of sustainability, with particular emphasis on Environmental, Social, and Governance (ESG) Risks and Climate Change Risk, both of which may materially affect the value chain and the Group's competitive positioning. These practices enable the Group to proactively prepare for future challenges and support the enduring creation of long-term sustainability.

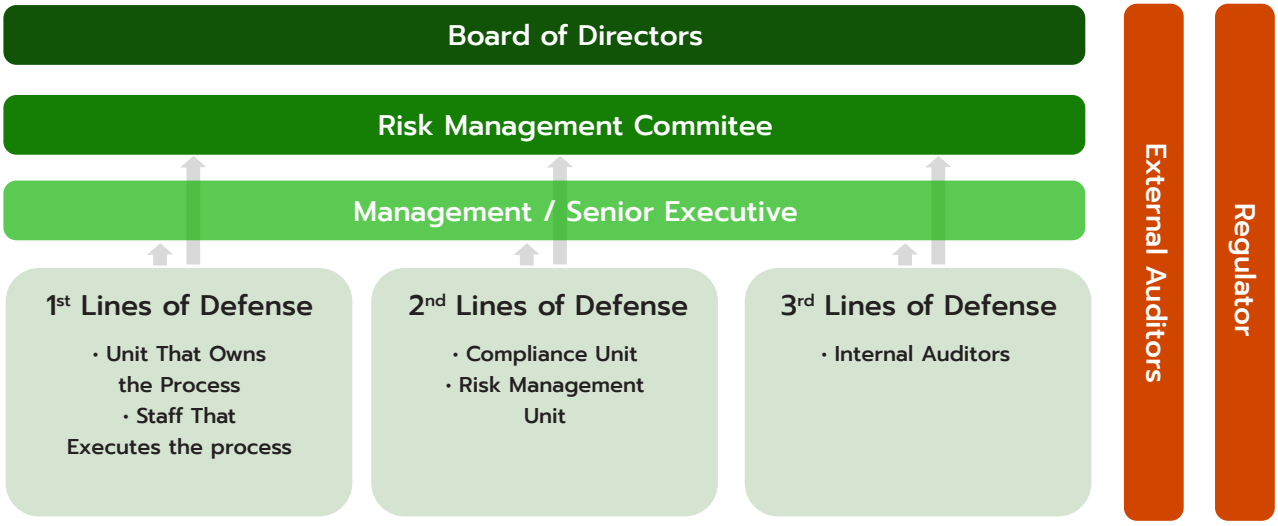
Management Approach

Risk Management Policy

To mitigate the risk of adverse business impacts and enhance decision-making in the event of risk materialization, the Group has established a Risk Management Policy encompassing three principal risk categories, strategic risk, preventable risk, and external risk, encompassing all risk types, as well as ESG risks.

Scan to access the Risk Management Manual

Governance Structure and Roles and Responsibilities



The Risk Management Committee has been appointed by the Board of Directors to establish risk management policies and frameworks that are effective and consistent with good corporate governance principles. The Committee also reviews and assesses risk management measures to prevent, mitigate, and reduce risks that may arise in the Group's business operations. The Committee further monitors the progress of risk management activities and conducts regular reviews of risk management reports to ensure that risks are managed within acceptable levels, while fostering a robust and comprehensive risk management culture aligned with the Group's sustainable growth objectives.

The Risk Management Committee comprises at least ๕ directors, with no fewer than half being independent directors, ensuring impartiality, transparency, and effective risk oversight. No fewer than half of the Committee's members must possess knowledge or experience in at least one of the following areas – finance, accounting, law, risk management, or Group business operations – to support well-informed deliberation and decision-making. The Committee appoints one chairperson to oversee, facilitate, and direct committee meetings, as well as to set the overall direction of the Group's risk management activities.

The Risk Management Working Committee, operating under the Corporate Governance, Risk Management and Compliance function, is appointed by the Risk Management Committee to provide systematic operational support for the Group's risk management activities. The Working Committee is responsible for regularly reporting risk status and operational progress to the Risk Management Committee, ensuring transparency and enabling informed decision-making.

In the event of a risk or incident that may materially affect the Group's business operations, the Corporate Governance function is required to immediately report to senior management and the Chairman of the Risk Management Committee, enabling timely and appropriate response and mitigation measures.



Risk Management Processes and Measures

The Group applies the COSO Enterprise Risk Management (ERM) Framework to embed risk management as an integral component of Good Corporate Governance, enabling the organization to identify emerging opportunities and remain alert to business impacts through the following 4-step core process:

Risk Identification

The Risk Management Working Committee employs the following risk identification methods:

1. Identify past incidents based on the assessor's experience and analyze the likelihood of risks by reviewing recorded issues and errors from historical operational processes.

2. Step-by-step review of each process stage as documented in a work procedure manual, to assess whether any events may cause disruption, errors, or losses within each activity.

3. Structured brainstorming with relevant internal and external personnel to collectively identify events that may cause damage to assigned work activities.

4. Structured questionnaires administered to activity owners to identify the nature and impact of errors and risks, complemented by other methods to reduce respondent bias.

5.Use checklists to enable managers and departmental staff to review work procedures and work standards at defined assessment intervals, such as every 3, 6, or 12 months.

Risk identification and root cause analysis should incorporate information covering the following:

1. Potential losses or events that may have a negative impact on the organization.

2. Uncertainties that may affect the achievement of organizational objectives and strategies.

3. Events that may cause the organization to miss revenue-generating opportunities, business prospects, or external recognition.

4. Risks across all dimensions, including strategic, financial, personnel, operational, reputational, legal, tax, IT systems, and environmental risks.

5. Risks arising from both internal and external causal factors.

Risk Assessment

Following the completion of risk identification, the Group conducts a risk assessment through the following 4 steps:

1.Risk Rating Scale: Applied in assessing risk within each business unit, based on two evaluation dimensions – likelihood of occurrence and potential impact – used to determine the degree of risks in both quantitative and qualitative terms.

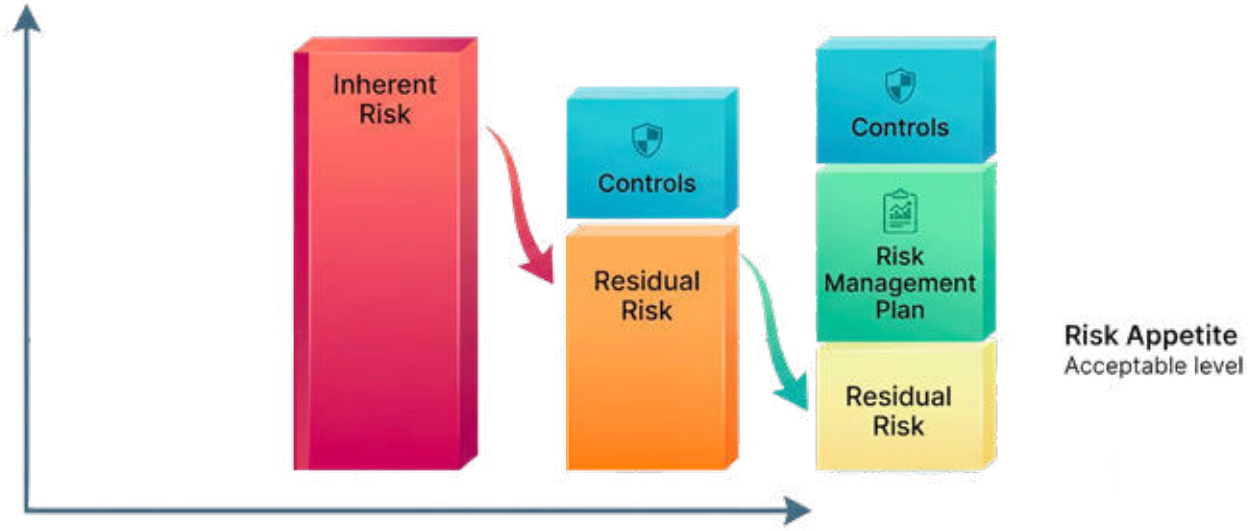
2. Risk Prioritization: Following the establishment of risk rating criteria by each department, risks are ranked by severity using the Risk Assessment Matrix as illustrated in Table below

Risk Assessment Matrix			Likelihood				
			Very Low	Low	Medium	High	Very High
			1	2	3	4	5
Impact	Very High	5	5	10	15	20	25
	High	4	4	8	12	16	20
	Medium	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Very Low	1	1	2	3	4	5

3. Risk Control Measures: Existing controls are evaluated to determine residual risk, assessing whether the level of each risk factor exceeds current control effectiveness.

4. Risk Appetite: Defines the level of Residual Risk the Group is willing to accept after taking existing controls into consideration, identifying whether current risk levels exceed control effectiveness. Risk Appetite is maintained in accordance with the COSO ERM Framework, reviewed annually, and reported on a regular basis to the Risk Management Committee by the Corporate Governance, Risk Management and Compliance function.

Residual Risk may be reduced by enhancing the effectiveness of Risk Control Measures or by avoiding activities and businesses that give rise to such risks. Once senior management approval is obtained and the budget is allocated, risk management planning may proceed accordingly.



Risk Management

Upon completion of risk identification and assessment, the Group applies the following risk management principles:

1. Risk Acceptant: Where risk is within acceptable levels, a formal risk management plan may not be required.

2. Risk Reduction/Risk Control: Identifying and implementing control activities to reduce risk levels.

3.Reduce Likelihood: Control measures that directly address the causes of potential losses, with emphasis on reducing the probability of occurrence.

4. Reduce Impact: Minimizing the extent of damage after an event has occurred — particularly suitable for external risks that are difficult to control, through approaches such as risk diversification.

5. Risk Avoidance: A decision not to engage in a risk-generating situation, or to discontinue activities that give rise to such risks.

6. Risk Transfer: Transferring the responsibility or financial burden of potential losses to another party or engaging a third party to manage the risk.

Monitoring and Evaluation

To maximize the effectiveness of the Group's risk management, a continuous and regular monitoring and review system is essential. Each business unit determines its assessment cycle according to prescribed timeframes, including monthly, quarterly, or annual reviews. A clearly structured risk status reporting system is required, covering monitoring and reporting frequency, report format, management presentation methods, and provisions for exception reporting in the event of extraordinary occurrences. The Group further applies the Three Lines of Defense (3 LOD) model in risk governance, with clearly defined roles and responsibilities as follows:

1. 1st Line of Defense: Operations managers own and manage risks on a day-to-day basis, maintaining effective internal controls, identifying, assessing, controlling, and mitigating risks, and implementing policies in alignment with organizational objectives.

2. 2nd Line of Defense: The Corporate Governance, Risk Management and Compliance function operates independently of the first line with responsibility for overseeing and managing risks separately from operational functions. It sets risk targets, reports enterprise-wide risk information, and monitors specific risk categories across the organization. All activities are conducted in alignment with the COSO ERM Framework, with regular risk status reporting to the Risk Management Committee. In the event of any incident with a material impact on the Company's operations, immediate escalation to senior management and the Chairman of the Risk Management Committee is required.

3. 3rd Line of Defense: The Internal Audit function provides independent assurance to the Board and senior management on the effectiveness of risk management, regulatory compliance, and operational procedures, applying international audit standards systematically to improve internal control effectiveness. Internal audit of the Enterprise Risk Management process is conducted on a biennial basis.

To reinforce confidence in the effectiveness of its risk management processes, the Group undertakes regular external expert reviews and places importance on the appropriate rotation of external auditors and reviewers. In addition, the Group prepares Risk Status Reports on a continuous and scheduled basis, enabling timely monitoring of risk status and associated response measures.

Environmental, Social, and Governance Risk: ESG Risks

The Group recognizes the importance of sustainability risk awareness, particularly risks related to climate change that may impact the business and its value chain. The Group has conducted comprehensive assessments of risks and opportunities expected to manifest across three-time horizons: short-term (by 2030), medium-term (by 2040), and long-term (by 2050), through climate scenario analysis covering both physical risk and transition risk.

Physical Risk: Climate change may give rise to both acute physical risks and chronic physical risks. The principal physical risks with potential impacts on the Group include:



Cyclones
Strong winds may cause damage to wind turbines and solar panels. Transmission lines and inverters face risk of operational disruption.



Flooding
Flooding may cause damage to solar cells and electrical systems, including inverters, substations, and storage systems. It may necessitate investment in elevated platforms and improved drainage systems.



Extreme Heat
Extreme Heat may reduce solar panel efficiency. Inverters and battery storage systems face overheating risk, leading to increased maintenance costs.



Water Stress
Insufficient water for solar panel cleaning may reduce generation efficiency. Projects in arid areas may face higher water procurement costs.

Transition Risk: The transition to a low-carbon economy may give rise to risks across policy and legal, technology, market, and reputational dimensions.



Policy and Legal
Potential introduction of carbon tax policies or legislation.



Technology
Rapid technological obsolescence.



Market
Volatility in the electric vehicle market and shifting consumer confidence.



Reputational
Evolving investor expectations.

Scan to access the TCFD - IFRS S2 Climate-related Disclosures Report

Emerging Risk

The Group recognizes Emerging Risks arising from rapid and uncertain external changes, driven by technological, social, and global economic shifts, as long-term risks (3–5 years) that may materially affect competitive advantage and financial performance. The Group has identified and assessed the following Emerging Risks:

Risk	Impact	Mitigation Actions
Economic		
AI-Induced and Green Workforce Transition Risk	Technological transformation, particularly the advancement of artificial intelligence (AI), alongside the transition toward a green economy is driving increased demand for a highly skilled workforce. This includes capabilities in digital technologies, advanced technical fields, and sustainability competencies. As a result, risks related to talent shortages may arise if the required specialized skills cannot be effectively attracted, developed, and retained.	• **Workforce Transition Strategy:** Encourage employee participation in seminars and training programs in digital technology, clean energy, and sustainability, tailored by role and business function to build adaptive capabilities. • **Internal Knowledge Development:** Establish internal training delivered by subject-matter expert employees to transfer critical skills across departments, fostering a

Risk	Impact	Mitigation Actions
Geopolitical		
Geoeconomic Confrontation and Trade Barrier Risk	International economic and political tensions may give rise to trade barrier measures in various forms, including the imposition of tariffs on exports to trading partner countries or the enforcement of increasingly stringent environmental regulations, potentially affecting the competitive positioning of Thai businesses. Such conditions may also create supply chain risks for the clean energy business, particularly in relation to the import of key raw materials and critical components essential to the production process. If international trade volatility or restrictions materialize, production costs may increase and delays in procuring essential raw materials may occur, adversely affecting business operations.	• **Organizational and Product-Level GHG Reduction Plans:**Develop GHG emission reduction plans at both the organizational and product levels to enhance competitive positioning and mitigate exposure to increasingly stringent environmental regulations imposed by trading partner countries, as well as the risk of trade barrier measures. • **Alternative Material Technology Investment:** Assess and evaluate the feasibility of investing in technologies capable of utilizing substitute or domestically sourced raw materials, to reduce reliance on imported inputs and mitigate long-term supply chain risk. • **Business Continuity Plan, BCP:** Develop and regularly review the BCP to address risks associated with import/export restrictions, tariff changes, and trade regulations that may affect production processes and operations, ensuring the Group can effectively respond to emergency situations and minimize business disruption.

Risk	Impact	Mitigation Actions
Technology		
Technological Obsolescence Risk in Green Energy	The rapid advancement of clean energy technology may generate new solutions that are more efficient, lower-cost, and more sustainable. This may place pressure on the Group to consider adjustments to certain assets, machinery, or equipment within its production processes to support the transition toward technologies aligned with future market demands. If timely adaptation or investment in appropriate technologies cannot be achieved, competitive risks may arise, including the risk of oversupply. This may adversely affect production efficiency, operating costs, and long-term market competitiveness.	• Continuously follow green technology updates: The Risk Management Committee, in collaboration with the Investment function, regularly monitors, analyzes, and assesses developments in clean energy technology to anticipate material changes and plan technology investments or transitions in a timely manner. • Strategic Partnerships for Innovation Access: Foster collaboration with partner companies, research institutes, and universities to accelerate access to new technologies and innovations, including knowledge and experience exchange to enhance adaptability and reduce long-term obsolescence risk.

Risk	Impact	Mitigation Actions
Environment		
Renewable Energy Supply Chain Disruption Risk	Clean energy production relies on certain scarce key raw materials, some of which require repurposing. Shortages or insufficient supply may cause production delays or stoppages, reduce output volumes and directly affect the revenues. This reflects broader supply chain risk, which may be affected by market volatility, increased demand from other industries, or imports and procurement constraints.	• Long-term Procurement Agreements: Partner with key raw material suppliers through long-term procurement agreements to enhance supply security, reduce market volatility exposure, and support production continuity. • Supplier Diversification: Diversify raw material sourcing across multiple domestic and international suppliers to reduce dependency on any single source and enhance long-term supply chain resilience.

Crisis Management and Business Continuity Management Plan (BCP)

The Group recognizes the significance of the impacts arising from unforeseen risks, particularly ESG catastrophic events, which may affect personnel safety, business continuity, and organizational reputation. To strengthen preparedness, the Group has developed a crisis management process and a Business Continuity Plan (BCP), covering critical business units and core organizational processes. Both the BCP and associated procedures are reviewed on a regular basis to ensure continued alignment with the Business Code of Conduct, internal policies, and evolving risk contexts.

Risk Management Training for Executives and Employees

The Group actively promotes senior management awareness of Governance, Risk Management and Compliance (GRC) principles as a critical strategy for operating in conformity with industry requirements and regulations, while enhancing transparency and elevating corporate governance standards. All non-executive directors are further encouraged to participate in risk management training, from both internal and external sources, to deepen their knowledge and understanding of board-level risk governance.

For employees, regular enterprise risk management training is provided at both manager and operational levels, ensuring that all personnel understand and fulfil their roles within the Group's risk management framework.

Since 2024, the Group has developed and deployed a self-learning program across the organization as a mandatory course for all senior executives and employees. Assessment results confirm full pass rates, reflecting comprehensive understanding of the Group's risk management principles and practices at all levels.

Performance Data

The Group's governance and risk management performance is disclosed in the 56-1 One Report 2025. The Group has further integrated ESG risks into its enterprise risk management system to comprehensively reinforce sustainability and strategic decision-making. Examples of ESG risk integration into the holistic risk management system include:

Scan to access 56-1 One Report 2025

1. Climate Risk Assessment and Carbon and Transition Risk: The Group assesses climate change risks, including natural disasters, extreme weather events, and carbon regulatory risks, as disclosed and strategized in the TCFD-IFRS S2 Climate-related Disclosures report. Short-, medium-, and long-term GHG reduction targets and plans have been established, alongside the definition of the Group's Internal Carbon Price.

2. Occupational Health & Safety Risk: Employee and contractor safety risks have been integrated into the ERM system. Systematic accident data collection, safety training, and regular workplace assessments are conducted to proactively identify risk causes and develop appropriate preventive measures. Total organizational accidents have declined continuously for three consecutive years, reflecting the effectiveness of the Group's safety risk management measures and its unwavering commitment to protecting employees and maintaining a safe working environment.

3. Governance & Compliance Risks: Corruption risk, legal compliance, and procurement transparency are embedded in the Group's strategic risk assessment framework. Internal controls, auditor rotation, and third-party verification are applied to reinforce the credibility and integrity of the governance system.**There were no fines or material legal complaints related to ESG issues during the past fiscal year.**

Targets and Progress

In 2025, the Group elevated the risk management and corporate governance approach, strengthening rigor, transparency, and effectiveness by establishing a dedicated Corporate Governance, Risk Management and Compliance function as an independent unit responsible for the systematic oversight and monitoring the risks of the Group.

The function operates in accordance with the COSO ERM Framework. It is mandated to report risk status directly and regularly to the Risk Management Committee, ensuring the Committee can effectively assess risk levels and determine management direction.

This restructuring reflects the Group's commitment to elevating corporate governance standards, transparency, and accountability to all stakeholders, while also addressing the increasing complexity and diversity of the business environment. It also serves as a key foundation for enhancing more effective proactive risk management in the future.

Success Stories

The Group is committed to transparent and accountable corporate governance and risk management. Upon the emergence of allegations relating to procurement processes, the Group responded promptly and appropriately by appointing an independent auditor to conduct a special audit assessing the factual basis of the allegations, the transparency of the process, and adherence to good governance principles.

The special audit findings revealed **no material deficiencies in the procurement process**, reflecting the effectiveness of the Group's internal control systems, regulatory compliance, and corporate governance standards.

This incident is an example of ESG principles embedded in the Group's organizational governance and management processes, demonstrating the Group's accountability, transparency, and readiness for independent scrutiny, which collectively strengthen stakeholder confidence. It further motivates the Group to strengthen and sustain the governance and risk management systems continuously.



Supply Chain Management

Key Performance Highlights

In 2025, the Group systematically elevated the supplier management processes, with a focus on integrating ESG Criteria into procurement practices, as follows:



- **Enhanced ESG Assessment:** The existing supplier evaluation framework was strengthened by incorporating ESG criteria into the assessment process.
- **Code of Conduct Acknowledgement:** Tier 1 Suppliers formally signed and acknowledged the EA Supplier's Code of Conduct and Anti-Corruption Policy.
- **Procurement Process Innovation:** E-Bidding and E-Procurement systems were implemented to enhance transparency, accountability, and upstream fraud risk reduction through clear evaluation criteria.
- **Enhanced Transparency and Governance:** Supplier sourcing and selection processes are implemented systematically in accordance with Work Instructions (WI), adhering to clear price benchmarking and qualification assessment guidelines, ensuring transparency, fairness, and maximum procurement efficiency.

Growth and Development Strategy (1–5 Years)

The Group has established proactive guidelines to ensure supply chain sustainability, with the following key objectives:

- 100% of Tier 1 Suppliers are required to complete an ESG Risk Assessment.
- Proactive ESG risk management with suppliers scoring below 80% required to participate in a Capacity Building program to close performance gaps and establish shared sustainability standards.
- 100% of Tier 1 and new suppliers are required to sign and acknowledge the EA Supplier's Code of Conduct and Anti-Corruption Policy, with new suppliers required to do so prior to commencement of business.

Introduction and Overview

The Group firmly believes that sustainable supply chain management is not an additional cost, but a strategic investment that reduces risk and creates long-term business opportunities. Transparent supply chain management enhances organizational resilience, mitigates legal, labor, and environmental risks, meets international standards and global market expectations, and elevates governance through traceable ESG data. The integration of ESG criteria into the supply chain is considered as a critical mechanism for advancing the Group's strategy, ensuring that every innovation and business unit within the Group's ecosystem, from the biodiesel business and renewable power plants to the battery and commercial EV business, is grounded in responsible sourcing practices. This approach creates shared value for partners while serving as a key driver in the transition to a low-carbon society and the achievement of literally Net Zero greenhouse gas emissions across the entire value chain.

Management Approach

EA Supplier's Code of Conduct

The Group has established the EA Supplier's Code of Conduct which is a set of requirements mandating supplier compliance with ESG and human rights criteria, covering the following principal areas:

Environment: Energy management, greenhouse gas emissions, pollution management, waste reduction, resource use, and the conservation of green areas and Biodiversity.

Human Rights and Labor Practices: Prevention of child labor and forced labor; respect for the right to freedom of association; non-discrimination and anti-harassment; working conditions including the reduction of excessive working hours and occupational health and safety standards.

Governance: Commitment to transparency, opposition to all forms of corruption, and free and fair competition. These policies are integrated into procurement processes and supplier training requirements to ensure that all procurement personnel understand and implement them effectively. To ensure effective communication across the value chain at an international level, the Supplier's Code of Conduct is available in both Thai and English to facilitate understanding and ensure equal compliance across all suppliers.

Scan to access the EA Supplier's Code of Conduct

Governance Structure and Roles and Responsibilities

The Group has established a supply chain management governance mechanism spanning from policy to operational levels, to ensure that all activities are aligned with the Group's sustainability vision and objectives, as follows:

- **Board & Executive Level:**
  - **The Board of Directors and Chief Executive Officer:** Provide overarching oversight of supplier management operations and the Supplier ESG Program, ensuring strategic alignment and that the program receives the highest priority in an organizational.
- **Management Level:**
  - **Head of Supply Chain Department:** Responsible for the continuous review of procurement practices to ensure that business requirements and organizational expectations remain aligned with the Supplier Code of Conduct and ESG requirements, with progress and outcomes reported through the management hierarchy.
  - **Procurement Committee:** Responsible for reviewing and approving procurement decisions for high-value projects to maintain transparency and good corporate governance.
- **Operational Level**
  - **Procurement Department:**Serves as the primary executing body for Supplier Selection, Pre-Risk Assessment, and ESG-based supplier evaluation, as well as communicating guidelines to suppliers and relevant stakeholders.
  - **Relevant Internal Functions:**Department Training is conducted regularly to communicate guidelines and ensure a shared understanding among procurement staff and internal stakeholders.

Supply Chain Management Processes and Measures

The Group is committed to a Sustainable Supply Chain Management Framework, emphasizing the integration of ESG dimensions into business processes to mitigate risk and create shared value throughout the value chain. The key processes are as follows:

- **Supplier Selection and Awarding**

The Group maintains a transparent and equitable supplier selection process. Approved suppliers are registered on the Approved Vendor List (AVL) based on multi-dimensional evaluation criteria, including:

  - **Quality Assurance & Compliance:** Covering product quality, safety, and compliance with applicable laws and regulations.
  - **ESG Management:** Assessing alignment with Occupational Health and Safety (OHS) policy and environmental management, and encouraging suppliers to report on environmental impacts, human rights, anti-corruption, business ethics, and transparency.
  - **Commercial Criteria:** Cost-effectiveness, financial standing, and positive reputation or references.

- **Supplier Risk Assessment and Supplier Screening**

To ensure effective risk management, the Group conducts supplier screening to identify **significant suppliers and high-risk suppliers,** covering the following dimensions:

  - **Business Relevance:** Suppliers with high procurement value, suppliers of goods or services that are difficult to substitute, or suppliers critical to core business operations.
  - **ESG Aspects:** Screening for risks across environmental dimensions (including climate change), social considerations (human rights and labor), and governance (anti-corruption).
  - **Screening Methodology:** In-depth risk analysis across 3 levels:

1.Country-Specific Risk: Political situation, regulatory environment, and human rights status.

2.Sector-Specific Risk: Industry-specific characteristics such as energy-intensive operations or pollution risk.

3.Commodity-Specific Risk: Raw material supply chain structure, land use, and material toxicity.

- **Sustainable Supplier Performance Monitoring and Assessment (Supplier Assessment)**

The Group maintains a systematic and regular sustainability performance monitoring system for suppliers, to ensure compliance with the Supplier Code of Conduct:

  - **Desk Assessment:** Annual assessments are conducted through self-assessment questionnaires, with systematic evidence review by the Group's procurement team.
  - **On-site Assessment:** Physical inspections are conducted at supplier premises by the Group's own personnel (2nd party assessment) or in conjunction with specialist assessors, to evaluate actual working conditions and environmental management. The SMETA standard is applied as the reference framework for assessment criteria, with other internationally recognized certifications such as ISO 14001, ISO 45001, and ISCC.




- **Corrective Action Plan (CAP):** Where assessment results fall below the required threshold, the Group collaborates with the relevant supplier to develop a Corrective Action Plan (CAP), with monthly or quarterly follow-up monitoring and support provided, both remotely and through on-site assistance, to help suppliers elevate their performance to meet the Group's expectations.

Capacity Building and Strategic Collaboration

The Group is committed to enhancing the capabilities of both internal personnel and business partners, building a resilient and sustainable supply chain ecosystem as follows:

- **Supplier ESG Programs**

The Group implements a systematic supplier development program to ensure that sustainability is embedded as a core strategy across all dimensions:

- **Training and Awareness Building:** Online Supplier Training Sessions are provided, particularly for significant suppliers, covering the Group's ESG program, the Supplier Code of Conduct, and the Anti-Corruption Policy, to ensure suppliers understand the Group's standards and expectations and to share best practices.
- **Continuous Improvement Support:** For suppliers that have not yet met the required threshold, the Group provides a Capacity Building Program and advisory support in developing corrective plans until the supplier achieves the required performance standard.
- **Equitable Selection Criteria:** The Group awards additional scoring credits to suppliers with outstanding ESG performance in the selection and contract awarding process.

- **Procurement Personnel Capacity Building**

To enable procurement personnel to serve as effective sustainability champions, the Group has established the following personnel development approach:

- **ESG Role Training:** Department Training is provided to a procurement team regularly and internal stakeholders to communicate the latest policies and practices, including their responsibilities in reviewing and screening suppliers against ESG criteria.
- **Professional Skills Development:** Focused on broadening knowledge in sustainable procurement and risk management, enabling employees to professionally analyze and address complex supply chain challenges.

- **Identification and Management of Negative Supply Chain Impacts (Due Diligence)**

The Group applies comprehensive human rights and environmental due diligence processes to prevent and mitigate adverse impacts:

  - **Proactive Risk Assessment:** Implement ESG risk self-assessment tools and pre-risk assessment tool during new supplier registration to identify high-risk groups.
  - **Monitoring and Corrective Action:** Annual on-site inspections are conducted for high-risk suppliers. Where violations of the Code of Conduct or ESG requirements are identified, the Group initiates immediate investigation and collaborates with the supplier to develop a corrective action plan. In cases of serious violations, the Group reserves the right to terminate the business relationship to uphold the governance standards.

- **Synergy for Sustainability: Environmental Collaboration across the Value Chain.**

The Group is committed to building partnerships across sectors to advance global environmental objectives:

  - **International Standards Collaboration:** Participation in programs and frameworks, including the UN Global Compact, alongside the adoption of the International Sustainability and Carbon Certification (ISCC) standard.
  - **Joint Environmental Programs:** Coordinating with suppliers on decarbonization and Resource Efficiency initiatives to collectively advance Net Zero targets and build Climate Resilience throughout the value chain.

Performance Data

- In 2025, the Group enhanced supplier standards through the Sustainable Supply Chain Management framework, with a total of 877 suppliers on the approved vendor list. All 877 suppliers, comprising 765 existing partners and 112 new partners selected during the year, have successfully completed the ESG assessment criteria.
- In 2025, the Group's procurement from suppliers registered in Thailand accounted for 91% of the total procurement budget, aiming to sustainably support the local economy and the procurement of local goods and services.

Success Stories

- **Elevating Supplier Standards through On-site Assessments:** The Group successfully conducted on-site assessments at key supplier facilities, enabling close monitoring of quality and ESG performance, resulting in tangible improvements to working environments and safety systems among participating suppliers.
- **Supply Chain Resilience through ISO Certification:** The majority of the Group's suppliers hold internationally recognized certifications, including ISO 9001, ISO 14001, and IATF 16949 (automotive standard), providing a critical foundation that supports the Group's electric vehicle innovation business with stability and international recognition.



Cybersecurity and Data Protection

Key Performance Highlights

The Group is committed to elevating information security standards to build confidence among all stakeholders. Key performance highlights are as follows:





• **Zero Data Breach:** The Group maintains the highest level of data security. In 2025, zero cybersecurity breaches were recorded, zero personal data breach complaints were received, and zero instances of customer data being used beyond the scope of consent were identified.

• **Crisis Readiness and Proactive Threat Monitoring:** The Group successfullycompleted Business Continuity Plan (BCP) testing under simulated scenarios, while enhancing threat detection capabilities through the expansion of personnel and processing technology within the 24-hour security operations center (SOC) and network operations center (NOC), ensuring timely incident response.

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Growth and Development Strategy (1–5 Years)

- Enhance cybersecurity by adopting Continuous Threat Exposure Management (CTEM) to strengthen defenses and reduce exposure to increasingly sophisticated cyberattacks and threats.
- Deploy AI Cybersecurity in conjunction with the Group's various internal AI Automation systems to broaden protective coverage through automated detection and enhanced visibility into emerging threat trends.
- Conduct regular cybersecurity incident response drills through simulated phishing email, using varied subjects and content distributed throughout the year to directors, executives, and employees, to assess phishing awareness. Results will be used to further communicate and reinforce understanding of how to identify and respond to phishing threats across the Group.

Introduction and Overview

The Group recognizes that information technology systems and data are critical business assets that require effective care and management. Controlling system usage, access, and security constitutes the most critical mechanism for mitigating risk and preventing organizational data loss. This policy extends to executives, employees, and external parties, building confidence among the Board of Directors and all stakeholders.

Management Approach

Information Security Policy and Procedure

The Group has continuously established information security and cybersecurity management policies, while building employee awareness to ensure correct and appropriate compliance with policies, operational procedures, and applicable laws relating to information systems, to build confidence among all stakeholders, as follows:

- **Continuously Improving Information Security Systems:**Security policies, structures, and processes are regularly reviewed and improved, incorporating emerging technologies such as AI Cybersecurity and Zero Trust principles to enhance protective capabilities. Annual Internal and External Audits are conducted to validate standards.
- **Ensuring Integrity and Protection of Data:** Data security is maintained throughout the full data life-cycle through access control, Single Sign-On (SSO), and Multi-Factor Authentication (MFA), including password and OTP verification, to prevent unauthorized access. Strict compliance with the Personal Data Protection Act (PDPA) is maintained to preserve the privacy and accuracy of customer and employee data.
- **Monitoring and Responding to Information Security Threats:** A 24-hour Security Operations Center (SOC) and Network Operations Center (NOC) are maintained for continuous intrusion monitoring and detection. Annual testing of the IT disaster recovery plan and business continuity plan is conducted to ensure timely emergency response capability.
- **Establishing Individual Responsibilities for Information Security:** All employees are required to take personal responsibility for protecting data and systems with these responsibilities explicitly stated in employment contracts and the Business Code of Conduct. All employees must complete security awareness training to understand their role in threat prevention.
- **Establishing Information Security Requirements for Third Parties:** The information security policy extends to all relevant third parties. Suppliers and service providers must adhere to the Group's established standards and execute confidentiality agreements, while cloud service providers must hold internationally recognized certifications such as ISO 27001.

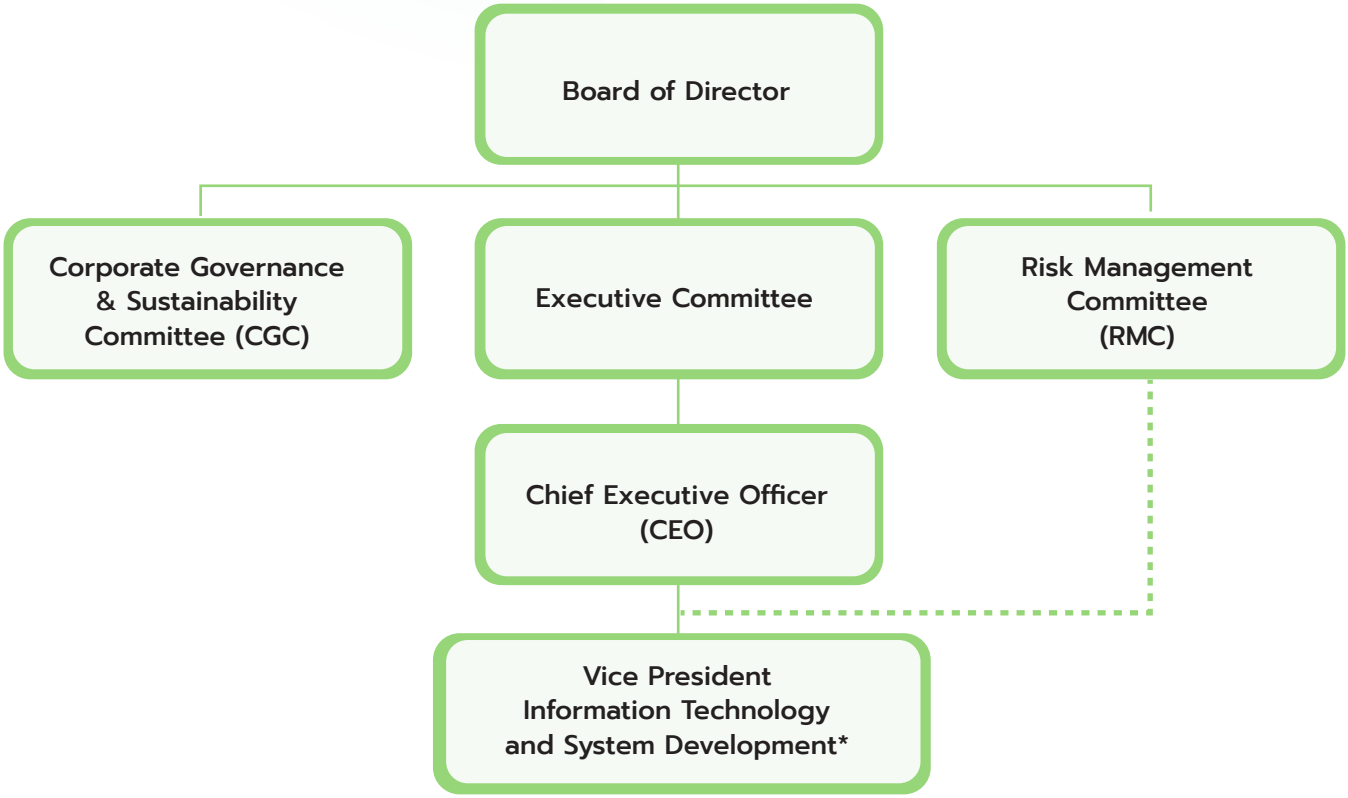
Scan to access the Information Security Policy and Procedure

IT Security Strategy

- Centralize and standardize account management, authentication, and IT system access through Single Sign-On (SSO), supplemented by Multi-Factor Authentication (MFA), emphasizing security, access control, and usage monitoring to elevate overall cybersecurity.
- Provide training and education to all employees on information security and cybersecurity to protect both the organization and individual employees from risk.
- Provide training and education to all employees on the protection of personal data for both employees and all organizational stakeholders, in compliance with the Personal Data Protection Act B.E. 2562 (2019).
- Assess IT and cybersecurity risks across all systems and strengthen defenses through appropriate tools and processes.

Governance Structure and Roles and Responsibilities

IT Security Risk Management Structure



The Group has defined roles and responsibilities from Board level to management level, to ensure that information security and cybersecurity management are effective and aligned with the Group's policies and strategies.

- **Board of Directors:** Responsible for overseeing and monitoring information security and cybersecurity management to ensure appropriateness for the Group's business.
- **Risk Management Committee:** Responsible for overseeing and monitoring IT-related risks, including cybersecurity threats.

- **Information Technology and Information Security Function:** Responsible for supporting information security operations as follows:
    - Establishing, developing, and regularly reviewing the structure, policies, standards, and operational processes for information security and cybersecurity.
    - Assessing security status and monitoring security controls through vulnerability and threat management, including the investigation of security incidents.
    - Fostering an information security and cybersecurity risk culture throughout the organization.

*The Vice President – Information Technology and System Development assumes responsibilities equivalent to those of a Chief Information Security Officer (CISO), with overall accountability for information security governance, including data security awareness, management of IT issues, threats, vulnerabilities, and regulatory changes affecting the organization, as well as conducting independent research as required and reviewing relevant processes.

Data Security Management Processes and Measures

IT System Security, Cyber Threat Management, and Personal Data Protection

The Group recognizes that data and IT systems are business assets requiring effective protection. Establishing rigorous security standards and access protocols is therefore central to mitigating cybersecurity threats and personal data breaches, both of which may affect business continuity, operating costs, and the trust of partners and stakeholders. The Group therefore places high importance on standardized cybersecurity management and robust data governance, alongside continuous enhancement of employee threat-response capabilities to prevent damage from data leakage or misuse. The key management approaches are as follows:

1. Proactive Risk Management: IT risks and cybersecurity threats are designated as principal risk issues requiring rigorous management. An internationally benchmarked operational framework is in place, supported by technology-enabled monitoring and detection, diverse cyber incident response plans for rapid impact management, and regular standards assessments.

2. NIST Cybersecurity Framework: The Group has adopted the NIST Cybersecurity Framework, applied across 5 core functions:



- **Identify:** Understanding the environment and assets to manage risk.
- **Protect:** Establishing control standards to safeguard systems and data.
- **Detect:** Monitoring potential threats.
- **Response:** Mitigating impact and containing damage upon threat detection.
- **Recover:** Restoring systems to normal operation as rapidly as possible.

3. Supporting Measures for Continuity and Maximum Security: The Group is committed to elevating security through comprehensive operations, as follows:

- **Business Continuity Plan (BCP) and IT Disaster Recovery Plan (IT DRP) Testing:** The Group is committed to strengthening information security through the development and testing of both the BCP and IT DRP, covering scenarios such as cloud system outages.
- **Vulnerability Analysis:** Regular security assessments and penetration testing are conducted to prevent intrusion.
- **Internal and External Audit:** Audits are conducted by both internal and independent external bodies to certify compliance with international standards, including ISO 27001, CSA-STAR, and SOC 2 Type II.
- **Awareness-Building Processes:** A clearly defined escalation process for reporting anomalies is in place, alongside security awareness training for employees, to build a data security culture throughout the Group.

Performance Data

- Number of cybersecurity breaches in 2025: 0
- Number of personal data breach complaints received in 2025: 0
- Number of instances of customer data used beyond the scope of consent in 2025: 0
- Successfully completed Business Continuity Plan (BCP) testing.
- Cybersecurity awareness and response capability testing conducted through simulated phishing email distributed to general employees.
- Personnel and tools expanded within the Security Operations Center (SOC) and Network Operations Center (NOC) to enhance cyber intrusion detection and prevention capabilities.
- Web Application Firewall (WAF) upgraded and optimized.



Customer Relations Management

The Group is committed to developing its business partners in accordance with sustainable development principles, providing guidance and assistance across various areas, including knowledge sharing, performance evaluation, and recommendations for improvement. The Group has established the EA Customer Service Code of Conduct to guide business partners in conducting themselves as responsible corporate citizens, alongside concrete socially and environmentally conscious governance, and to serve as a shared standard for business conduct. In developing the Supplier's Code of Conduct, the Group adheres to applicable laws and regulations, as well as internationally recognized charters and standards, including the Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO), the UN Global Compact, and Social Accountability International (SAI).

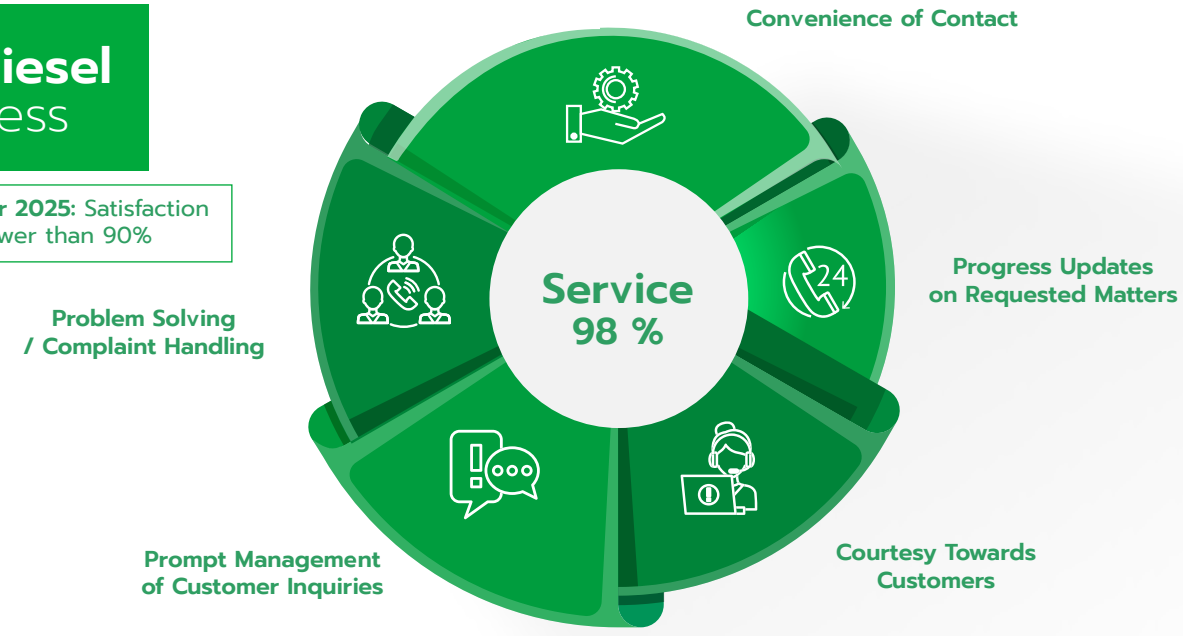
Management Approach

- The Group has established the EA Supplier's Code of Conduct.
- The Group has established the EA Customer Service Code of Conduct.
- The Group has established the EA Business Ethics Code.

Customer Satisfaction Evaluation Results

Bio Diesel Business

Target Year 2025: Satisfaction level not lower than 90%

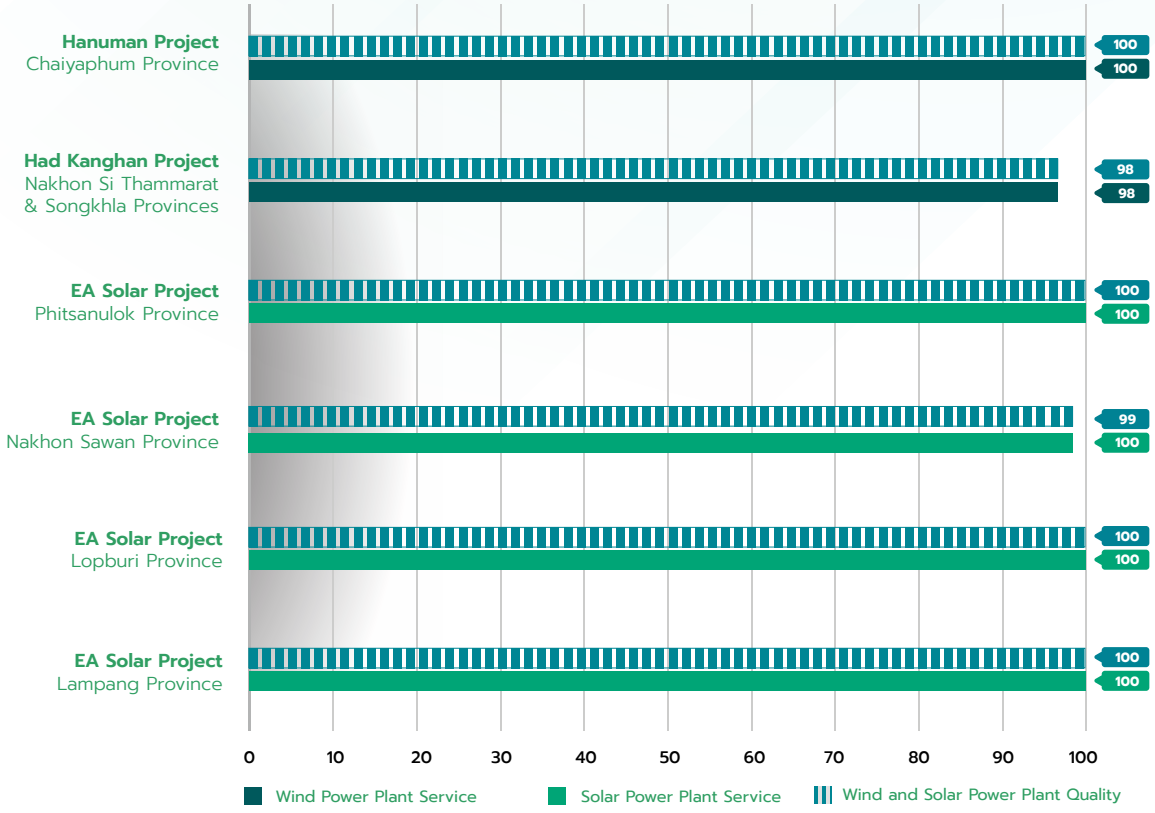


Product 100%



Renewable Power Plant Business

Target Year 2025: Satisfaction level not lower than 90%



GRI content index

Statement of use	Energy Absolute Public Company Limited has reported in accordance with the GRI Standards for the period 1 January – 31 December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 27-28	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	p. 27-28				
	2-3 Reporting period, frequency and contact point	p. 28				
	2-4 Restatements of information	ESG Data Performance				
	2-5 External assurance	p. 27				
	2-6 Activities, value chain and other business relationships	p. 4, 12-16				
	2-7 Employees	p. 105–118				
	2-8 Workers who are not employees	p. 114				
	2-9 Governance structure and composition	p. 122-133				
	2-10 Nomination and selection of the highest governance body	p. 122-124				
	2-11 Chair of the highest governance body	p. 123				
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 18-21				
	2-13 Delegation of responsibility for managing impacts	p. 18-21				
	2-14 Role of the highest governance body in sustainability reporting	p. 20-21				
	2-15 Conflicts of interest	p. 122-125				
	2-16 Communication of critical concerns	p. 131				
	2-17 Collective knowledge of the highest governance body	p. 126–128				
	2-18 Evaluation of the performance of the highest governance body	56-1 One Report 2025				
	2-19 Remuneration policies	p.122-123				
	2-20 Process to determine remuneration	p.122-123				
	2-21 Annual total compensation ratio	ESG Data Performance				
	2-22 Statement on sustainable development strategy	p. 18-19				
	2-23 Policy commitments	p. 18-19				
	2-24 Embedding policy commitments	p. 18-21				
	2-25 Processes to remediate negative impacts	p. 36, 85-88				
	2-26 Mechanisms for seeking advice and raising concerns	p. 131				
	2-27 Compliance with laws and regulations	p. 36, 146				
	2-28 Membership associations	p. 40				
	2-29 Approach to stakeholder engagement	p. 22-26				
	2-30 Collective bargaining agreements	p. 117				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 25-26	*A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.*			
	3-2 List of material topics	p. 26				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 48-51				
GRI 103: Energy 2025	103-1 Energy policies and commitments	p. 49				
	103-2 Energy consumption and self-generation within the organization	ESG Data Performance				
	103-3 Upstream and downstream energy consumption	ESG Data Performance				
	103-4 Energy intensity	ESG Data Performance				
	103-5 Reduction in energy consumption	p. 50				

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 131				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	ESG Data Performance				
	201-2 Financial implications and other risks and opportunities due to climate change	p. 41				
	201-3 Defined benefit plan obligations and other retirement plans	p. 108-109,115				
	201-4 Financial assistance received from government	ESG Data Performance				
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	-				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-				
	202-2 Proportion of senior management hired from the local community	-				
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Data Performance				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	p. 80-94				
	203-2 Significant indirect economic impacts	p. 80-94				
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 147-152				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	p. 147-152				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 122-133				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 129				
	205-2 Communication and training about anti-corruption policies and procedures	p. 129-131				
	205-3 Confirmed incidents of corruption and actions taken	p. 132				
Anti-competitive behavior						
GRI 3: Material Topics 2021	3-3 Management of material topics	-				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-				
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 17				
GRI 207: Tax 2019	207-1 Approach to tax	p. 17				
	207-2 Tax governance, control, and risk management	p. 17				
	207-3 Stakeholder engagement and management of concerns related to tax	p. 22-26				
	207-4 Country-by-country reporting	Not reported				
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 56-59				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESG Data Performance				
	301-2 Recycled input materials used	ESG Data Performance				
	301-3 Reclaimed products and their packaging materials	Not reported				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 48-51				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	ESG Data Performance				
	302-2 Energy consumption outside of the organization	ESG Data Performance				
	302-3 Energy intensity	ESG Data Performance				
	302-4 Reduction of energy consumption	p. 50-51				
	302-5 Reductions in energy requirements of products and services	Not reported				

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			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 52-55				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	p. 53				
	303-2 Management of water discharge-related impacts	p. 52-53				
	303-3 Water withdrawal	ESG Data Performance				
	303-4 Water discharge	ESG Data Performance				
	303-5 Water consumption	ESG Data Performance				
Emissions						
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 41				
	305-2 Energy indirect (Scope 2) GHG emissions	p. 41				
	305-3 Other indirect (Scope 3) GHG emissions	p. 41				
	305-4 GHG emissions intensity	ESG Data Performance				
	305-5 Reduction of GHG emissions	p. 46-47				
	305-6 Emissions of ozone-depleting substances (ODS)	p. 67-69				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	p. 67-69				
Spills						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 36				
GRI 306: Effluents and Waste 2016	306-3 Significant spills	p. 36				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 56-59				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 56-59				
	306-2 Management of significant waste-related impacts	p. 56-59				
	306-3 Waste generated	ESG Data Performance				
	306-4 Waste diverted from disposal	ESG Data Performance				
	306-5 Waste directed to disposal	ESG Data Performance				
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 147-152				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 147-152				
	308-2 Negative environmental impacts in the supply chain and actions taken	p. 147-152				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 105–118				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 107				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 108-109,115				
	401-3 Parental leave	p. 114-115				
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 117				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 72-79				

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			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 72-74				
	403-2 Hazard identification, risk assessment, and incident investigation	p. 74-76				
	403-3 Occupational health services	p. 76				
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 73-74				
	403-5 Worker training on occupational health and safety	p. 77-78				
	403-6 Promotion of worker health	p. 77,115				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 74-75				
	403-8 Workers covered by an occupational health and safety management system	ESG Data Performance				
	403-9 Work-related injuries	p. 78				
	403-10 Work-related ill health	p. 74				
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 105-118				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 110,117, ESG Data				
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 41,110, ESG Data Performance				
	404-3 Percentage of employees receiving regular performance and career development reviews	ESG Data Performance				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95–104, 117–118				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 126-132				
	405-2 Ratio of basic salary and remuneration of women to men	p. 100, ESG Data Performance				
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95–104				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 95,132				
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 98,117				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 98				
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95–104				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 98, 148				
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95–104				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 98, 148				
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95-104				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	p. 103				
Rights of Indigenous Peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95-104				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not reported – no operations in areas with significant Indigenous Peoples' rights risk				

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Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 80-94				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p. 80-94				
	413-2 Operations with significant actual and potential negative impacts on local communities	p. 85-89				
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 147-152				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 147-152				
	414-2 Negative social impacts in the supply chain and actions taken	p. 147-152				
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Disclose on corporate website				
GRI 415: Public Policy 2016	415-1 Political contributions	Disclose on corporate website				
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 158-159				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p. 158-159				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p. 158-159				
Marketing and labeling						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 158-159				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	p. 158-159				
	417-2 Incidents of non-compliance concerning product and service information and labeling	p. 158-159				
	417-3 Incidents of non-compliance concerning marketing communications	p. 158-159				
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 156				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 156				

Topics in the applicable GRI Sector Standards determined as not material

TOPIC	EXPLANATION
[Title of GRI Sector Standard]	
-	-
-	-

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