



# PSGC

## ESG Performance Report for Listed Companies in 2025

PSG CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : PSG CORPORATION PUBLIC COMPANY LIMITED      Symbol : PSGC

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

PSGC is committed to minimizing environmental impacts arising from its business operations. To support this commitment, the Company has established an Occupational Health and Safety Policy, together with environmental management practices implemented under the Companys Corporate Social Responsibility Policy. These policies and practices provide the framework for managing environmental impacts associated with the Companys operations.

The Companys environmental management approach covers key environmental aspects, including energy and climate management, waste and pollution control, and water resource management.

The Company conducts its business in alignment with internationally recognized sustainability principles. PSGC aligns its operations with **the United Nations Sustainable Development Goals (SDGs)** as a guiding framework for its environmental management approach, particularly **Goal 12: Responsible Consumption and Production** and **Goal 13: Climate Action**, which support sustainable resource management and proactive responses to climate-related challenges.

PSGC also strictly complies with applicable environmental laws and regulatory requirements. This includes adherence to the Enhancement and Conservation of National Environmental Quality Act, as well as environmental obligations specified in Environmental Impact Assessment (EIA) reports for the Companys projects.

Efficient resource utilization is another key principle in PSGCs environmental management approach. The Company promotes the reuse of surplus construction materials wherever feasible in order to reduce environmental impacts. At the same time, PSGC continuously raises awareness among employees, contractors, customers, business partners, and other stakeholders regarding responsible resource use and effective waste management practices.

Environmental awareness and environmental impact mitigation are also integrated into operational practices across the organization. For example, efficient electricity consumption at the Companys headquarters is incorporated as part of internal operational practices. In addition, PSGC continues to consider the development of a comprehensive environmental management system covering its operations from project planning and construction activities to energy use, waste management, and post-use material handling.

Furthermore, the Company implements measures to control dust and noise emissions at construction sites and surrounding communities, ensuring compliance with applicable environmental laws, regulatory requirements, and relevant operational standards.

Reference link for environmental policy and guidelines : <https://www.psgcorp.co.th/storage/document/cg/corporate-social-responsibilities-policy-th.pdf>

Page number of the reference link : 5

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

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

Review of environmental policies, guidelines, and/or goals over the past year : No

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

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

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

### Information on other environmental management

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

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

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

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

## Energy management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

PSGC is committed to improving energy efficiency and promoting responsible energy management across its operations. Effective energy management not only contributes to cost efficiency but also supports the reduction of environmental impacts and strengthens the Company's long-term sustainability performance.

The Company's headquarters is located at AIA Sathorn Tower, an environmentally responsible and energy-efficient building certified under the LEED Platinum standard. This reflects PSGC's commitment to operating within a workplace environment that prioritizes energy efficiency and environmental responsibility.

In 2024, PSGC continued to implement workplace energy conservation initiatives by encouraging employees to switch off lighting during break periods and reduce electricity consumption in common areas, meeting rooms, and workspaces when not in use. The Company also implemented a work-from-anywhere policy to enhance workplace flexibility while supporting reduced energy consumption associated with office operations and commuting.

In 2025, PSGC further strengthened its energy efficiency initiatives by transitioning its corporate and executive vehicles used at the headquarters in Thailand to electric vehicles (EVs), totaling four vehicles. This initiative supports cleaner energy use and contributes to reducing greenhouse gas emissions associated with transportation.

In addition, the Company continues to explore opportunities to improve energy efficiency across its offices and operational facilities beyond the headquarters, including the gradual upgrade of IT equipment and electrical appliances to higher energy-efficiency standards.

To further enhance its energy management practices, PSGC expanded the scope of energy consumption data collection in 2025 to cover all construction sites and operational locations in Thailand and the Lao PDR. This initiative aims to establish a comprehensive energy baseline that accurately reflects the Company's energy consumption across its operational activities.

The collected data will be used to analyze energy consumption patterns and identify opportunities to improve energy efficiency throughout the organization. Once a comprehensive energy baseline has been established, PSGC will utilize the data to define measurable energy reduction targets and implement initiatives aimed at improving operational efficiency and reducing overall energy consumption, in alignment with relevant national and international sustainability frameworks.

Through these initiatives, PSGC seeks to continuously improve energy efficiency while supporting environmentally responsible operations and sustainable business growth over the long term.

### Information on setting goals for managing energy

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

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

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

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	2025	2030 : Reduced by 10%

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, PSGC expanded the scope of electricity consumption data collection to cover both electricity consumption at the Company's headquarters in Thailand and electricity consumption associated with its construction projects in the Lao PDR.

Based on the collected data, total electricity consumption for the year amounted to 176,774 kWh, consisting of 51,140 kWh in Thailand and 125,634 kWh in the Lao PDR.

Electricity consumption in Thailand included 40,209 kWh used at the Company's headquarters and 10,931 kWh associated with electricity consumption from electric vehicles (EVs) used as corporate and executive vehicles. Electricity consumption from construction project operations in the Lao PDR totaled 125,634 kWh.

Overall electricity consumption in 2025 increased by 13.5% compared with 2024. However, the scope of electricity data collection in 2025 differs from that of the previous year, as the Company expanded its data coverage to include additional operational areas. In addition, PSGC relocated its headquarters to a new office with a larger usable area and transitioned part of its corporate fleet to electric vehicles. These factors contributed to a structural increase in electricity consumption during the reporting period.





To ensure an appropriate year-on-year comparison, electricity consumption at the headquarters in Thailand was analyzed separately. Electricity consumption at the headquarters totaled 40,209 kWh in 2025, representing an increase of 9.6% compared with 2024. This increase was primarily attributable to operational changes, including an increase in the number of employees and the expansion of office space.

#### Data Notes

1. The Company transitioned from conventional vehicles to four electric vehicles (EVs) beginning in February 2025.

2. PSGC relocated its headquarters in April 2025, resulting in an increase in office space and potentially higher electricity consumption associated with the expanded facility.
3. The Resettlement construction project expanded its construction area during 2025. As a result, an additional temporary project office was established near the construction site, and electricity consumption from this location began to be recorded from mid-2025.

### Diagram of performance and outcomes in energy management

Energy Consumption		
	2024	2025
 Headquarters electricity (kWh)	36,666	40,209
 EV electricity consumption (kWh)	-	10,931
 Project electricity (Lao PDR)	119,109	125,634
 Total electricity consumption	155,775	176,774

Energy Consumption

### Information on electricity management

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

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	32,484.00	155,775.00	176,774.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	32,484.00	155,775.00	176,774.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	523.94	1,997.12	2,325.97

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

#### Electricity Consumption Intensity <sup>(1)</sup>

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	18.35000000	20.71000000	17.90000000

Remark: <sup>(1)</sup> 1. Total electricity consumption intensity is calculated based only on electricity usage and the floor area of the head office and offices located in Thailand. 2. In 2025, the Company relocated its head office, resulting in an increase in office space starting from May 2025 onward.

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

	2023	2024	2025
Total electricity expense (Baht)	222,245.38	250,957.38	257,906.73
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.02	0.01	0.01
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.01	0.01	0.01
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	3,584.60	3,217.40	3,393.51

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

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

### Information on fuel management

#### Companys fuel consumption

	2023	2024	2025
Diesel (Litres)	N/A	37,566.00	48,056.00
Gasoline (Litres)	1,329.10	6,765.00	1,189.00
LPG (Kilograms)	0.00	450.00	1,005.00

Additional explanation : Not include external fuel consumption

#### Companys fuel expense <sup>(\*)(2)</sup>

	2023	2024	2025
Total fuel expense (Baht)	46,256.45	203,764.78	88,329.04
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.00	0.01	0.00
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.00	0.01	0.00

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

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

Remark: <sup>(2)</sup> 1. The fuel and energy expenses are calculated based solely on the usage volume of the head office building in Thailand. 2. The fuel and energy expenses, including electricity charging costs for four electric vehicles (EVs) used by executives and as company pool cars, which were replaced and put into operation in 2025.

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

## Water management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	50.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

PSGC recognizes the importance of responsible water use, as water is a critical resource for both construction activities and office operations. The Company has therefore established water management practices across its operational areas, including the headquarters and construction project sites, to promote efficient water use and minimize unnecessary consumption.

PSGC has developed water management practices covering both office operations and project activities. These practices aim to promote responsible water use while minimizing water loss. Key measures include encouraging employees and contractors to use water efficiently, optimizing water consumption during construction activities, and conducting regular inspections of water supply systems and related equipment to ensure operational efficiency and prevent unnecessary water loss.

At the Company's headquarters, PSGC promotes responsible water use among employees and conducts regular inspections of plumbing systems and related equipment to maintain system efficiency and prevent leakage. Within construction projects, water is used for operational purposes associated with construction activities. In particular, water spraying is applied along roads and transportation routes within project areas to suppress dust and mitigate potential impacts on nearby communities. In most cases, water used for these activities is sourced from public water sources available in the surrounding areas.

PSGC monitors water consumption within project areas to ensure that water resources are used appropriately and efficiently while minimizing potential impacts on local water resources and surrounding communities.

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

#### Details of setting goals for water management

### Information on performance and outcomes of water management

## Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, PSGC initiated the collection and reporting of water consumption data, with the reporting boundary covering water consumption at the Company's headquarters in Thailand. Water consumption associated with construction projects located outside Thailand has not yet been included within the current reporting scope.

Based on the collected data, total water consumption at the headquarters amounted to 67 cubic meters (m<sup>3</sup>) in 2025, representing an increase of 11.7% compared with 2024.

The change in water consumption was primarily attributable to operational adjustments within the office. In May 2025, the Company installed a drinking water filtration system at the headquarters with the objective of reducing the purchase of bottled drinking water. This initiative forms part of PSGC's broader approach to improving resource efficiency while reducing waste generated from plastic packaging.

PSGC plans to further enhance its water data management practices by gradually expanding the scope of water consumption data collection to cover additional operational areas in the future. This will support more comprehensive monitoring and management of the Company's water resources in alignment with its environmental management practices.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	53.00	60.00	67.00
Water withdrawal by third-party water (cubic meters)	53.00	60.00	67.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.85	0.77	0.88
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.00	0.00

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

### Water discharge by destinations

	2023	2024	2025
<b>Total wastewater discharge (cubic meters)</b>	42.40	48.00	53.60

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	10.60	12.00	13.40

#### Water Consumption Intensity<sup>(3)</sup>

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000385	0.00000337	0.00000492
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.00600000	0.00700000	0.00600000

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

Remark: <sup>(3)</sup> 1. Total water consumption per unit is calculated based solely on the usage and area of the head office building in Thailand. 2. In 2025, the Company relocated its head office, resulting in an increase in office space starting from May 2025 onward.

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	4,472.92	4,671.78	4,804.75
Total water withdrawal expense from third-party water (Baht)	4,472.92	4,671.78	4,804.75
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00

	2023	2024	2025
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	72.14	59.89	63.22

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

## Waste management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	50.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

PSGC recognizes the importance of responsible waste management as part of its environmental stewardship and resource efficiency practices. The Company is committed to minimizing waste generated from its operations while promoting appropriate waste segregation and recycling practices to reduce environmental impacts.

Waste management activities are conducted in compliance with applicable environmental laws and regulations, including the Enhancement and Conservation of National Environmental Quality Act, as well as relevant requirements issued by the Pollution Control Department.

The Company adopts a waste management approach that prioritizes waste reduction, proper waste segregation, and the reuse or recycling of materials where possible, with the objective of minimizing environmental impacts and improving resource efficiency across its operations.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Details of setting goals for waste management

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

PSGC encourages employees to participate in initiatives that promote efficient resource use and waste reduction across the organization. The Company previously participated in the Ting To Trash waste segregation initiative, organized by the Securities and Exchange Commission of Thailand (SEC) and the Thai Listed Companies Association. The initiative aimed to enhance awareness among listed companies regarding proper waste segregation practices and to foster a corporate culture that supports greenhouse gas reduction.

Although the program concluded in 2024, PSGC continues to implement waste segregation activities within the organization. The Company also promotes responsible resource consumption through internal campaigns, such as

encouraging double-sided printing and adopting digital systems and information technology solutions to reduce paper usage in daily operations.

On 30 May 2025, PSGC received a certificate of recognition from the Thai Listed Companies Association in recognition of its participation in the Ting To Trash initiative. The program promotes waste management at the source through proper waste segregation, reduction of landfill waste, and the use of digital tools to support efficient waste data collection and management. Participation in this initiative has also helped strengthen employee engagement in responsible resource use and waste segregation practices across the organization.

For 2025, waste data collection covers operations at the Company's headquarters in Thailand only, and does not yet include waste generated from construction projects located outside Thailand.

Waste generated from headquarters operations during 2025 is summarized as follows:

- **General waste:** 1,604.5 kilograms, averaging 133.7 kilograms per month, representing an increase of 69.3% compared with the previous year
- **Food waste:** 512.0 kilograms, averaging 42.7 kilograms per month, representing an increase of 19.1% year-on-year
- **Recyclable waste (plastic and paper):** 157.0 kilograms, averaging 13.1 kilograms per month, representing a decrease of 35.5% compared with the previous year
- **Hazardous waste:** 1.0 kilogram for the entire year

Changes in waste volumes in 2025 partly reflect increased office activities and employee numbers, as well as improvements in the Company's environmental data collection practices.

Looking ahead, PSGC plans to further develop its waste data management system by gradually expanding the scope of data collection to cover additional operational areas of the Company. This will support more effective monitoring and management of waste streams across the organization.

#### Diagram of performance and outcomes of waste management





Information on waste management

Waste Generation (\*)

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	N/A	1,383.00	2,274.50
<b>Total non-hazardous waste (kilograms)</b>	N/A	1,377.50	2,273.50
<b>Total hazardous waste (kilograms)</b>	N/A	5.50	1.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	N/A	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	N/A	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	N/A	0.00	0.00

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

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

## Greenhouse gas management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

PSGC recognizes the challenges posed by climate change, which may affect the Companys long-term business operations. Climate variability and extreme weather conditions may influence the execution of construction projects and other business activities in the future. The Company therefore places importance on greenhouse gas (GHG) management and supports the achievement of United Nations Sustainable Development Goal 13 (Climate Action), which calls for urgent action to address climate change and its impacts.

At the same time, the Company is exploring opportunities to expand its business into the natural resources and energy sectors. Currently, feasibility studies are being conducted for potential investments in Pumped Storage Hydropower (PSH) projects. The Company is also preparing to commence business activities related to coal mine services and maintenance, coal processing, material handling, and coal transportation, as well as the procurement of coal from the XPPL coal mine in the Lao PDR for commercial distribution in both the Lao PDR and Vietnam through the Companys subsidiary.

PSGC recognizes that these business activities may be associated with greenhouse gas management considerations in the future. The Company therefore intends to conduct its operations with due consideration for internationally recognized environmental standards and potential climate-related impacts. Emissions associated with these business activities will be monitored and assessed, and relevant information will be disclosed in future sustainability reporting.

The Company places importance on developing a comprehensive Greenhouse Gas Inventory to enhance the completeness and coverage of its greenhouse gas emissions data. In 2025, the Company expanded the scope of greenhouse gas data collection for both direct emissions (Scope 1) and indirect emissions from energy consumption (Scope 2) to cover a broader range of operational areas. This expanded coverage includes the Companys operations in Thailand and the Lao PDR, as well as construction sites and other operational facilities, in order to ensure that the collected data accurately reflects the Companys overall operational activities.

The collected data will be used to establish a baseline year for the Companys future greenhouse gas emission reduction targets. PSGC plans to conduct GHG data verification prior to announcing its greenhouse gas management and emission reduction plans, which will be aligned with national climate-related targets.

In addition, the Company is considering expanding its data collection to include other indirect greenhouse gas

emissions (Scope 3), covering relevant operational activities such as support functions at the headquarters, construction site activities, and other operational functions. Emission data from these sources will be analyzed to support the development of future policies, measures, and emission reduction initiatives.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

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

### Setting other greenhouse gas reduction targets

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

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2025 : Greenhouse gas emissions 233.60 tCO <sub>2</sub> e	-	2030 : Reduced by 10% in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

The Company continues to enhance its greenhouse gas (GHG) data management and reporting system to support climate change management and environmental disclosure in line with internationally recognized practices. In 2025, PSGC further improved its internal data collection processes to expand the coverage of greenhouse gas emissions information, enabling the Company to better reflect the environmental impacts associated with its business operations.

During the year, PSGC expanded the scope of greenhouse gas data collection to cover operational areas in both Thailand and the Lao PDR, including office premises, operational facilities, and construction sites. However, the current data boundary may not yet fully encompass all operational activities across every location, as the Company continues to further develop its greenhouse gas data management system to enhance data completeness and accuracy.

The calculation of the Company's greenhouse gas emissions in 2025 follows methodologies based on the GHG Protocol

and the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). The inventory currently covers emissions from both direct sources (Scope 1) and indirect emissions from purchased energy (Scope 2) associated with the Company's operational activities.

Based on the collected data, PSGC recorded total greenhouse gas emissions of 233.6 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) in 2025, compared with 213.0 tCO<sub>2</sub>e in 2024. The increase partly reflects the expansion of operational boundaries as well as improvements in the Company's data collection processes, which now capture a broader range of operational activities.

At present, the Company's greenhouse gas emissions data has not yet undergone external verification by an accredited third-party organization registered with the Thailand Greenhouse Gas Management Organization (TGO) or an equivalent body. The reported information is therefore currently used as an internal dataset to support the development of the Company's greenhouse gas management framework and to prepare for enhanced climate-related disclosure in the future.

Looking ahead, PSGC plans to further strengthen its greenhouse gas data management system by expanding data collection to cover a broader range of operational activities. As data completeness improves, the Company will consider conducting external verification of its greenhouse gas emissions data by accredited third-party organizations. This process will enhance data credibility and support the establishment of organization-wide greenhouse gas emission reduction targets in the future.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metric tonne of carbon dioxide equivalents)</b>	24.13	213.00	233.60
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2.98	128.70	143.80
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	21.04	84.30	89.80
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.11	N/A	N/A

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000009	0.000060	0.000086
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.39	2.73	3.07

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

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

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

Verification of the company's greenhouse gas : No  
emissions

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

### Absorption and removal of Greenhouse Gas

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

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

## ESG Performance

Company Name : PSG CORPORATION PUBLIC COMPANY LIMITED      Symbol : PSGC

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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### Human rights

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

##### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

PSGC recognizes that responsible business conduct and respect for human rights are essential foundations for sustainable business growth. The Company therefore integrates social responsibility principles into its corporate policies and operational practices to support responsible engagement with employees, customers, and communities and business partners.

To support responsible business practices, the Company has established a Corporate Social Responsibility Policy, which serves as a framework guiding business operations across the organization. The policy covers the following key principles:

1. Conducting business with fairness
2. Respect for human rights
3. Fair treatment of employees
4. Anti-corruption measures
5. Responsibility towards customers
6. Environmental stewardship
7. Community and social development

The Company recognizes the importance of respecting human rights in all business activities. PSGC is committed to treating all stakeholders with dignity, equality, and fairness, and strictly opposes all forms of discrimination based on gender, age, race, religion, or other personal characteristics.

In addition, the Company does not support the use of illegal labor, including child labor, forced labor, or human trafficking. These principles are reflected in the Company's internal policies and employee management practices.

The Company has also established communication channels that allow stakeholders to raise concerns or complaints related to the Company's operations. Any concerns raised are addressed in accordance with applicable laws and internal policies.

PSGC continues to review its internal policies and practices related to social responsibility and human rights management to ensure alignment with applicable laws and international guidelines.

The Company recognizes the importance of developing a more systematic approach to human rights management. PSGC therefore plans to gradually strengthen its human rights management framework in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Reference link for social and human rights policy and guidelines : <https://www.psgcorp.co.th/storage/document/cg/corporate-governance-policy-th.pdf>  
Page number of the reference link : 18-19

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

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

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

During the reporting year, the Company's construction projects enhanced internal communication practices to strengthen awareness of occupational health and safety among employees. As part of these improvements, the Company introduced additional safety communication guidelines, including the 4C communication framework for site supervisors to support effective work supervision, and the 4 STOP safety practices for operational employees to promote proactive safety awareness and reinforce safe working behavior at construction sites.

Further details on the communication framework and the implementation of the 4C and 4 STOP safety practices will be presented in the Performance and Outcomes for Social and Human Rights Management section in the following part of this report.

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

### **Compliance with human rights principles and standards**

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

## **Information on Human Rights Due Diligence : HRDD**

### **Human Rights Due Diligence : HRDD**

Does the company have an HRDD process : No

The Company addresses human rights considerations through its corporate policies, employee management practices, and grievance channels. These measures aim to prevent potential human rights violations such as discrimination, harassment, or the use of illegal labor.

At present, the Company has not yet implemented a formal Human Rights Due Diligence (HRDD) process. However, PSGC has initiated internal preparations to review existing practices and study international guidelines in order to support the future development of a human rights risk management approach.

Relevant departments, including the Human Resources Department, have been assigned to study international guidelines and review existing practices related to human rights risk management. These efforts are intended to support the future development of a human rights due diligence process that will enable the Company to better identify and manage potential human rights risks associated with its operations.

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

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

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

## Fair labor practice

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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

The Company manages social sustainability topics through corporate policies, human resource management practices, operational procedures, and communication with relevant stakeholders. Social impacts associated with the Company's business activities primarily arise from the Company's own operations, construction project sites, and interactions with stakeholders related to project implementation, including employees, contractors, customers, and communities located near project areas. PSGC focuses on managing key social sustainability topics in the following areas:

- Employee and labor management
- Customer responsibility
- Community engagement and development

These topics are managed through internal operational processes to support responsible business conduct and minimize potential social risks associated with the Company's operations.

#### Employee and Labor Management

Employees are a key driver of the Company's operational success. PSGC therefore places importance on fair human resource management practices, employee capability development, and the provision of a safe working environment. The Company's employee management approach is aligned with internationally recognized labor principles and the disclosure framework of the Global Reporting Initiative (GRI), covering areas such as recruitment, performance evaluation, employee capability development, employee engagement, and occupational health and safety.

##### 1. Recruitment and Hiring

The Company conducts recruitment and hiring in line with workforce planning and business expansion needs. Recruitment processes are carried out fairly and without discrimination, and in compliance with applicable labor laws. Candidate selection is based on knowledge, qualifications, and job-related competencies relevant to each position.

The Company also supports the employment of local labor in order to contribute to local economic development in areas where its operations are located. Recruitment channels include the Company's website and employment agencies. Candidates are selected through testing and interview processes to ensure that the Company recruits individuals who are well suited to its operational requirements. Background verification is

conducted during the hiring process to prevent the employment of illegal labor, including child labor, forced labor, or human trafficking.

In addition, the Company has established succession planning practices to ensure continuity in key management and strategic positions that may become vacant in the future. This process supports the identification and development of qualified personnel whose competencies are aligned with the Company's long-term strategic direction.

## 2. Performance Evaluation

The Company conducts annual performance evaluations through its Performance Management System (PMS), which is based on the Company's core organizational values. Performance assessments consider both Corporate Key Performance Indicators (Corporate KPIs) and Individual Key Performance Indicators (Individual KPIs).

These indicators cover important aspects of organizational performance, including operational performance, customer satisfaction, employee capability development, and organizational management.

The weighting of performance indicators varies depending on employee level, for example:

### **Executive Level (C-Suite)**

Corporate KPIs 70% | Individual KPIs 30%

### **Director / Senior Director Level**

Corporate KPIs 30% | Individual KPIs 70%

### **Employee Senior Manager Level**

Individual KPIs 100%

## 3. Skills and Capability Development

PSGC promotes continuous employee development through training programs and personnel development activities designed to enhance employee competencies and support organizational performance.

The Company places importance on developing employee capabilities in alignment with business strategy and industry trends. Training programs include both technical training and professional development programs.

Training initiatives cover new employee orientation as well as internal training programs aimed at strengthening teamwork and communication skills. Examples of key training programs include:

### ***New Employee Orientation***

All new employees are required to participate in orientation programs covering occupational safety, health requirements, and environmental standards to promote understanding of workplace safety practices, particularly for construction project operations.

### ***Core Competency Development***

The Company places importance on soft skill development to support employee performance and collaboration. Examples include: Human-AI Collaboration for Productivity, Insight & Impact, a training program designed to enhance employees ability to use Generative AI tools to improve productivity and work efficiency Team Building activities to strengthen collaboration and coordination among departments

## 4. Employee Motivation and Engagement

The Company believes that employee motivation and engagement are essential factors in retaining talented employees and supporting long-term organizational growth. PSGC therefore implements several strategies and initiatives to support employee well-being and engagement.

### ***Fair Compensation and Benefits***

The Company provides fair and competitive compensation based on job responsibilities, cost of living considerations, and benchmarking against compensation practices within the same industry. This approach ensures that employees receive adequate income to support their livelihoods and long-term financial security.

In addition, the Company provides a range of employee benefits for all staff levels, including social security, health insurance, accident insurance, and a provident fund. Additional benefits may include allowances for travel, accommodation during assignments both domestically and overseas, education support for employees children, and funeral assistance.

### ***Employee Well-Being Activities***

PSGC promotes a positive workplace environment and employee well-being through a variety of internal activities aimed at strengthening employee engagement and teamwork. Examples include:

- Team Building activities designed to strengthen relationships and collaboration among employees  
Company Outings to provide recreational opportunities and relieve work-related stress
- Happy Activity programs, organized monthly to promote employee well-being and encourage participation in physical exercise activities approximately 34 months per time
- Happy Birthday activities, organized monthly to celebrate employees birthdays

The Company has also introduced a Work from Anywhere policy to promote work-life balance and enhance flexibility in working arrangements.

### ***Freedom of Association***

The Company supports employees rights to freedom of association through the establishment of a Welfare Committee, which provides a platform for employees to express opinions on working conditions, compensation, and employee welfare. The committee consists of five employee representatives.

## **5. Occupational Health and Safety**

Occupational health and safety is a key priority for PSGC, particularly given the nature of construction activities, which may involve operational risks. The Company implements safety management practices in accordance with applicable occupational health and safety regulations and promotes a strong safety culture across its construction projects. PSGC has established an Occupational Health and Safety Policy to guide the management of workplace safety.

Key safety measures implemented by the Company include:

- Regular inspections of tools, equipment, and machinery
- Safety risk assessments prior to construction activities
- Monitoring and reporting of work-related incidents

The Company also provides safety training programs for employees and contractors working at construction sites. In addition, Morning Talk safety briefings are conducted daily before work begins to promote safety awareness and prevent workplace accidents.

During 2025, the Company further strengthened safety communication initiatives to reinforce safety awareness and promote a stronger safety culture across construction projects. As part of these efforts, the Company introduced two safety communication frameworks: 4C practices for site supervisors and 4 STOP practices for operational employees.

**SHE NEWS** 029/25

**PSGC**  
บทบาทหน้าที่ของหัวหน้างาน โดยใช้นวัตกรรม 4C Safety Behaviors.

**Credit** การเป็นผู้นำ :  
ทำตนเป็นแบบอย่างที่ดี / รู้จริงในเรื่องการทำงาน / ประเมินความเสี่ยงตลอดเวลา

**Communication** การสื่อสาร :  
ทำการสื่อสารสองทางและพูดคุยเป็นเชิงสร้างสรรค์

**Close monitor** การตรวจติดตาม :  
ตรวจสอบและสังเกตการณ์งานอย่างสม่ำเสมอ

**Care** การดูแลห่วงใย :  
เป็นที่พึ่งและขอความช่วยเหลือเพิ่มทีมงาน และดูแลการทำงานและความปลอดภัย 4 ไปด้วยกันเสมอ

**SHE NEWS** 029/25

**PSGC**  
Vai trò thực hiện trường của người giám sát dựa trên hành vi an toàn 4C

**Credit** Lãnh đạo:  
Làm gương tốt và có chuyên môn vững vàng trong công việc. Đánh giá rủi ro thường xuyên.

**Communication** Giao tiếp:  
Giao tiếp hai chiều và trao đổi một cách mang tính xây dựng.

**Close monitor** Giám sát chặt chẽ:  
Kiểm tra và quan sát công việc tại hiện trường một cách thường xuyên.

**Care** Quan tâm và hỗ trợ:  
Làm người hướng dẫn, chăm sóc và phát triển đội ngũ. Luôn quan tâm đến quy trình làm việc và an toàn.

**SHE NEWS** 029/25

**PSGC**  
บทบาท และ หน้าที่ของหัวหน้างาน โดยใช้นวัตกรรม 4C Safety Behaviors.

**Credit** : ความเป็นผู้นำ  
เริ่มต้นเป็นแบบอย่างที่ดี และ มีความรู้จริงใน  
วาทกรรม. ประเมินความเสี่ยงตลอดเวลา.

**Communication** : ภาคนี้นาน  
สื่อสารแบบสองทาง และ คุยคุยในทางสร้าง  
สัน.

**Close monitor** : ภาคนี้นาน  
ภาคนี้นาน และ สังเกตการณ์งานอย่างสม่ำเสมอ

**Care** : ภาคนี้นาน  
เป็นห่วงใย และ อยุ่และสนับสนุนทีมงาน. ดูแลการทำงาน และ ปลอดภัยไป  
ด้วยกันกับทีม.

The 4C framework for site supervisors consists of:

*Credit* - Demonstrating leadership, serving as a role model, possessing strong work knowledge, and continuously assessing potential risks

*Communication* - Promoting two-way communication and constructive dialogue

*Close monitor* - Regularly monitoring and observing site activities

*Care* - Providing mentorship, supporting team development, and ensuring safe work practices

**SHE NEWS** 031/25

**PSGC**  
บทบาทหน้าที่ของพนักงาน โดยใช้นวัตกรรม 4 STOP Safety Behaviors.

**หยุด ดัน** เมื่ออุปกรณ์ป้องกันภัยไม่เพียงพอ

**หยุด ใช้** เมื่อเครื่องมือ/เครื่องจักร ไม่มีระบบป้องกันอันตราย

**หยุด เพื่อน** เมื่อเพื่อนทำงานในลักษณะที่ไม่ปลอดภัย

**หยุด ทำ** เมื่อมีโอกาสจะเกิดอันตราย

**SHE NEWS** 031/25

**PSGC**  
Vai trò thực hiện trường của nhân viên dựa các nguyên tắc 4 STOP Safety Behaviors.

**STOP bản thân lại** Khi thiết bị bảo hộ không đầy đủ

**STOP sử dụng** Khi dụng cụ/máy móc không có hệ thống bảo vệ an toàn

**STOP bạn bè lại** Khi đồng nghiệp làm việc không an toàn

**STOP làm** Khi có khả năng xảy ra nguy hiểm

**SHE NEWS** 031/25

**PSGC**  
บทบาทหน้าที่ของพนักงาน โดยใช้นวัตกรรม 4 STOP Safety Behaviors.

**STOP ดันเอง** เมื่ออุปกรณ์ป้องกันภัยไม่เพียงพอ

**STOP ใช้** เมื่อเครื่องมือ/เครื่องจักร ไม่มีระบบป้องกันอันตราย

**STOP เพื่อน** เมื่อเพื่อนทำงานในลักษณะที่ไม่ปลอดภัย

**STOP ทำ** เมื่อมีโอกาสจะเกิดอันตราย

The 4 STOP framework for operational employees includes:

*Stop Yourself* Stop work if adequate personal protective equipment is not available

*Stop Using* Stop using tools or machinery that lack proper safety protection systems

*Stop Friend* Stop co-workers if unsafe work behavior is observed

*Stop Work* Stop work immediately when potential danger is identified

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes

and labor management goals?

**Details of setting goals for employee and labor management**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training Hours	2025: Training hours: 12 hours per employee per year.	2025: Training hours: 12 hours per employee per year.
• Promoting employee relations and participation	Coverage and assessment of employee participation.	2025: Covers all employees, with a participation assessment score of 6065%.	2025: Covers all employees, with a participation assessment score of 6065%.
• Others : The reported cases of human rights violations.	Zero reported cases of human rights violations.	2025: Zero reported cases of human rights violations.	2025: Zero reported cases of human rights violations.
• Others : The Company's operations have undergone a human rights risk assessment.	Proportion of human rights risk assessment coverage.	-	2025: Human rights risk assessment covers 100% of operations.
• Others : Implementation of mitigation measures for key human rights issues.	Coverage of mitigation measures for key human rights issues.	-	2025: Mitigation measures for key human rights issues cover 100% of relevant areas.
• Safety and occupational health at work	Lost-time injury rate and work-related fatality rate.	-	2025: Lost-time injury rate and work-related fatality rate remain at zero.

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

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

Performance and outcomes for employee and labor management : Yes

In 2025, the Company continued to implement its human resource management practices in alignment with its workforce planning and business direction. Key performance outcomes in employee and labor management are summarized as follows.

**1. Recruitment and Hiring**

The Company recruited and hired new employees in accordance with its workforce planning and business expansion needs. During the reporting year, the Company hired 12 new employees, representing a 50% decrease compared with 2024.

**2. Performance Evaluation**

The Company conducts annual performance evaluations through its Performance Management System (PMS). In 2025, performance evaluations covered 100% of employees who had been confirmed as permanent employees.

Following the evaluation process, supervisors were encouraged to communicate evaluation results to their subordinates and provide constructive feedback to support continuous performance improvement. This approach aims to help employees further develop their capabilities and contribute effectively toward achieving the Company's operational goals.

### 3. Employee Skills and Capability Development

The Company continued to promote employee capability development in accordance with its training plans. As a result, the average training hours reached 28.9 hours per employee per year, exceeding the Company's training target. Details of key training initiatives are summarized as follows.

#### 3.1 Orientation and Legal Regulations Training for New Employees

The Company organizes orientation programs for new employees on their first day of work. In 2025, 12 new employees participated in the orientation program, representing 100% of all new hires.

#### 3.2 Core Competency Development Programs

Several training programs were implemented to strengthen employee competencies, including:

- Team Building Program under the course Mindset for Collaborative and Successful Teamwork for head office employees. A total of 50 employees participated, representing 96% of all employees.



- Human-AI Collaboration for Productivity, Insight & Impact, designed to enhance employees' ability to utilize AI tools to improve productivity and work efficiency. A total of 30 employees participated, representing 100% of the target employee group.
- Occupational health and safety training was provided to all new employees, covering 100% of newly hired employees.

Based on feedback collected during the reporting year, employees expressed satisfaction with the training programs and reported that the knowledge gained from the training could be effectively applied to their work. These outcomes reflect the effectiveness of the Company's employee development initiatives in supporting both employee growth and organizational performance.

### 4. Employee Motivation and Engagement

The Company conducted surveys to assess employee satisfaction with the internal activities organized to strengthen employee participation and engagement. Key initiatives implemented during the year include:

- Happy Activity Programs:

The Company organized various activities to promote employee well-being and engagement, including evening exercise classes after working hours, activities to celebrate the Songkran festival such as traditional water-pouring ceremonies for senior management, team-based step and running challenges to promote health awareness, and gift exchange activities during the New Year celebration.



- Company Outing:

To promote employee well-being and work-life balance, the Company organized outing activities that provide opportunities for employees to relax, socialize, and strengthen relationships with colleagues outside the workplace.

## 5. Occupational Health and Safety

The Company's commitment to fostering a strong safety culture has contributed to achieving its occupational safety targets. During the reporting year, the Lost Time Injury Rate (LTIFR) and work-related fatality rate remained at zero.

Safety training programs were also provided to employees and subcontractors working on construction projects.

Details of safety training activities are summarized as follows:

- XPPL Expansion Phase 1 Project

Period: 1 January – 31 December 2025. A total of 146 participants attended training programs, all of whom were subcontractors (100%). This is because the project was in its final phase, and company employees assigned to the project had already completed the required training in the previous year.

- Resettlement Development Project

Period: 1 January – 31 December 2025. A total of 1,272 participants attended training programs, comprising 4% company employees and 96% subcontractors.

Note: Participants in safety training programs mainly consisted of subcontractors, as they are the primary workforce responsible for operational activities in both construction projects.

Based on the Company's human resource management practices during the reporting year, no incidents related to employee rights violations, sexual harassment (verbal or physical), or discrimination within the organization were reported.

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	62	78	76
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	62	78	76
Male employees (persons)	38	53	51
Percentage of male employees (%)	61.29	67.95	67.11
Female employees (persons)	24	25	25
Percentage of female employees (%)	38.71	32.05	32.89

### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	4	6	5
Percentage of employees under 30 years old (%)	6.45	7.69	6.58
Total number of employees 30-50 years old (Persons)	41	56	61

	2023	2024	2025
Percentage of employees 30-50 years old (%)	66.13	71.79	80.26
Total number of employees over 50 years old (Persons)	17	16	10
Percentage of employees over 50 years old (%)	27.42	20.51	13.16

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	0	3	3
Percentage of male employees under 30 years old (%)	0.00	5.66	5.88
Total number of male employees 30-50 years old (Persons)	23	36	41
Percentage of male employees 30-50 years old (%)	60.53	67.92	80.39
Total number of male employees over 50 years old (Persons)	15	14	7
Percentage of male employees over 50 years old (%)	39.47	26.42	13.73

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	4	3	2
Percentage of female employees under 30 years old (%)	16.67	12.00	8.00
Total number of female employees 30-50 years old (Persons)	18	20	20

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	75.00	80.00	80.00
Total number of female employees over 50 years old (Persons)	2	2	3
Percentage of female employees over 50 years old (%)	8.33	8.00	12.00

#### Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	39	47	46
Percentage of employees in operational level (%)	62.90	60.26	60.53
Total number of employees in management level (Persons)	19	28	24
Percentage of employees in management level (%)	30.65	35.90	31.58
Total number of employees in executive level (Persons)	4	3	6
Percentage of employees in executive level (%)	6.45	3.85	7.89

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	24	31	29
Percentage of male employees in operational level (%)	63.16	58.49	56.86
Total number of male employees in management level (Persons)	12	21	19

	2023	2024	2025
Percentage of male employees in management level (%)	31.58	39.62	37.25
Total number of male employees in executive level (Persons)	2	1	3
Percentage of male employees in executive level (%)	5.26	1.89	5.88

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	15	16	17
Percentage of female employees in operational level (%)	62.50	64.00	68.00
Total number of female employees in management level (Persons)	7	7	5
Percentage of female employees in management level (%)	29.17	28.00	20.00
Total number of female employees in executive level (Persons)	2	2	3
Percentage of female employees in executive level (%)	8.33	8.00	12.00

#### Significant changes in the number of employees

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

#### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (1) (Person)	37	50	47
Bangkok Metropolitan (Person)	15	25	25
Northern (Person)	3	3	4
Central (Person) <sup>(2)</sup>	11	10	6
Northeastern (Person)	4	8	8
Southern (Person)	3	3	3
Eastern (Person)	1	1	1

Remark: <sup>(1)</sup> Employee data is classified by domicile, not by work location

<sup>(2)</sup> This includes the total number of employees whose domicile is in the Central and Western regions.

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (3) (Person)	24	25	25
Bangkok Metropolitan (Person)	16	18	18
Northern (Person)	3	3	3
Central (Person)	2	1	1
Northeastern (Person)	3	3	3
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Remark: <sup>(3)</sup> Employee data is classified by domicile, not by work location

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	21	24	26
Total male employees working abroad (Person)	19	22	24
Total female employees working abroad (Person)	2	2	2

#### Employment of workers with disabilities

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

#### Information on compensation of employees

##### Employee remuneration by gender

	2023	2024	2025
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	2023	2024	2025
<b>Total employee remuneration (baht)</b>	85,409,753.91	112,219,205.58	128,744,334.46
Total male employee remuneration (baht)	47,962,541.96	74,345,694.25	90,959,025.14
Percentage of remuneration for male employees (%)	56.16	66.25	70.65
Total female employee remuneration (baht)	37,447,211.95	37,873,511.33	37,785,309.32
Percentage of remuneration for female employees (%)	43.84	33.75	29.35
Average of remuneration of employees (Baht/persons)	1,377,576.66	1,438,707.76	1,694,004.39
Average of remuneration for male employees (Baht/persons)	1,262,172.13	1,402,748.94	1,783,510.29
Average of remuneration for female employees (Baht/persons)	1,560,300.46	1,514,940.44	1,511,412.36
Rate of average of remuneration between female employees and male employees	1.24	1.08	0.85

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

All employees, regardless of their level, are eligible to participate in the provident fund. They can contribute a portion of their salary, ranging from 3% to 15%, to the fund, and the Company will also make contributions proportional to their length of service at a rate of 3% to 10% of their salary.

In 2025, the employees who passed their probation period participated in the Provident Fund with a portion of 87.5% of all the employees who passed the probation period.

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

All employees, regardless of their level, are eligible to participate in the provident fund. They can contribute a portion of their salary, ranging from 3% to 15%, to the fund, and the Company will also make contributions proportional to their length of service at a rate of 3% to 10% of their salary.

Implementation of Investment Governance Code for : Yes

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

**Participation in provident fund membership**

**Details of provident fund participation**

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	57	66	72
Number of employees joining in PVD (persons)	52	60	63
Number of PVD members / Total employees (%)	83.87	76.92	82.89
Number of PVD members / Total eligible employees (%)	91.23	90.91	87.50

**Amount of provident fund**

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,256,971.27	2,757,860.00	3,961,102.65
Total amount of provident fund contributed by employee (baht)	N/A	N/A	5,115,969.15

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PSG CORPORATION PUBLIC COMPANY LIMITED	Yes	76	72	63	82.89	87.50

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

Policy and guidelines on promoting savings : Providing education or information on selecting

through the provident fund for appropriate investment policies  
non-participating employees (PVD)

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

The Company provides knowledge and information regarding the provident fund, including guidance on selecting appropriate investment policies, to new employees as part of the orientation program.

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	17.40	36.65	28.92
Total amount spent on employee training and development (Baht)	660,000.00	602,467.00	408,938.91
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000611	0.000349	0.000205
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000240	0.000169	0.000150

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

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

#### Number of working hours

	2023	2024	2025
Total number of hours work (Hours) <sup>(4)</sup>	155,864.00	103,680.00	153,504.00
Total number of hours worked by employees (Hours)	155,864.00	103,680.00	153,504.00

Remark: <sup>(4)</sup> The total number of working hours comprises: 1. Working hours of employees based at the head office in Thailand 2. Working hours of employees at overseas construction projects. Note: the working hours for head office employees are based on estimations, as the Company discontinued the practice of recording employee time in and out since 2022.

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

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

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

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

### Information on promoting employee relations and participation

#### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	12	7	14
Total number of male employee turnover leaving the company voluntarily (persons)	10	4	11
Total number of female employee turnover leaving the company voluntarily (persons)	2	3	3

	2023	2024	2025
Proportion of voluntary resignations (%)	19.35	8.97	18.42
Percentage of male employee turnover leaving the Company voluntarily (%)	83.33	57.14	78.57
Percentage of female employee turnover leaving the Company voluntarily (%)	16.67	42.86	21.43

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

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

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

### Information on customer management plan

#### Customer management plan

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

The Company believes that building trust and maintaining strong relationships with customers are key factors in supporting sustainable business growth over the long term. PSGC therefore places importance on maintaining quality standards in its construction services across all stages of project execution. The Company also actively seeks and considers feedback from customers in order to continuously improve its operations and enhance service delivery to better meet customer expectations.

To maintain service standards and strengthen customer confidence, the Company has established customer management practices covering the following key areas.

#### 1. Responsible Products and Services

PSGC recognizes that quality, safety, and operational standards are critical factors in maintaining customer confidence. Failure to meet expected service standards could negatively affect customer relationships, the Company's reputation, and long-term business opportunities.

The Company therefore places strong emphasis on ensuring that construction services are delivered with a focus on quality and safety. Project operations are conducted in accordance with the ISO 9001:2015 Quality Management System, which provides a framework for controlling operational processes and ensuring that the Company's construction services meet internationally recognized quality standards and are delivered in line with customer requirements.

## 2. **Communication and Disclosure of Information to Customers**

The Company places importance on transparent, honest, and fair communication with its customers. PSGC strives to provide accurate, clear, and sufficient information regarding its services and project operations so that customers are able to make informed decisions in their business engagements with the Company.

The Company avoids providing misleading or inaccurate information regarding its services and adheres to responsible business practices in its communications with stakeholders.

Throughout the project lifecycle, PSGC maintains regular communication with customers to provide updates on project progress and to receive feedback, suggestions, and concerns. This communication process enables the Company to continuously improve its operations and ensure that project delivery meets agreed requirements and customer expectations.

## 3. **Customer Satisfaction and Relationship Management**

PSGC places importance on strengthening long-term relationships with its customers by maintaining consistent service standards and responding appropriately to customer needs.

The Company monitors project performance and gathers feedback from customers during project execution in order to assess customer satisfaction. Feedback received from customers is considered as part of the Company's efforts to improve operational processes and enhance service quality.

These practices support the continuous improvement of the Company's services and contribute to maintaining positive long-term relationships with customers.

## 4. **Customer Data Privacy and Protection**

PSGC recognizes the importance of protecting customer personal data. The Company has established practices and measures governing the collection, use, and disclosure of personal data in accordance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA).

Measures have been implemented to control access to information, manage data storage, and ensure the security of customer data. These measures are intended to ensure that customer information is protected and maintained with appropriate confidentiality in accordance with the Company's data protection standards.

## **Information on setting customer management goals**

### **Setting customer management goals**

Does the company set customer management goals : Yes

### **Details of setting customer management goals**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	customer satisfaction score	2025: -	2025: Attain a customer satisfaction score exceeding 80.0%
• Responsible production and services for customers	the case of complaints related to violations of consumer rights	2025: -	2025: Ensure zero complaints related to violations of consumer rights.
• Protection of customer personal information	The case of reported incidents of cybersecurity breaches or customer data leaks.	2025: -	2025: Maintain zero reported incidents of cybersecurity breaches or customer data leaks.

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, PSGC continued to implement its customer management approach in accordance with the Company's policies and operational practices, with the objective of maintaining service standards and strengthening customer confidence. Key performance outcomes relating to customer management are summarized as follows.

#### 1. Responsible Products and Services

To reinforce its commitment to maintaining consistent service quality, the Company continues to operate under the ISO 9001:2015 Quality Management System.

PSGC has been certified by the Management System Certification Institute (Thailand) (MASCI) for the period 2022-2025, covering its construction service operations. This certification supports the Company's efforts to maintain operational standards in line with both national and international requirements and provides assurance to customers that construction services are delivered under an appropriate quality management framework.

#### 2. Customer Data Privacy and Protection

The Company places importance on the protection of customer personal data and the security of information systems. Internal policies and practices have been established to support appropriate data management and information security. Key policies implemented by the Company include:

##### *Personal Data Protection Policy*

This policy establishes internal practices for the collection, use, disclosure, and processing of personal data relating to the Company's stakeholders, including customers. It aims to ensure that personal data is managed in a secure and appropriate manner, in compliance with applicable laws and relevant data protection practices.

##### *Information Security Policy*

The Company has established an information security policy to guide the management of its information systems, including data classification, access control, and periodic review of security measures. These practices are intended to enhance data security and ensure the reliability of the Company's information systems.

In 2025, no incidents relating to data security breaches or customer data leakage were reported, in line with the Company's target.

### 3. Communication of Information to Customers

PSGC places importance on transparent and responsible communication with customers. The Company has established guidelines for employees responsible for customer engagement to ensure that information regarding project execution and services is communicated accurately, clearly, and appropriately.

In 2025, no complaints were reported relating to violations of customer rights or inappropriate or misleading communication regarding the Companys services, in line with the Companys target.

### 4. Customer Satisfaction and Relationship Management

The Company continues to monitor and assess customer satisfaction in key construction projects as part of its efforts to enhance service quality and strengthen long-term customer relationships. Customer satisfaction results for key projects are as follows:

*XPPL Project, Sekong Province, Lao PDR*

Customer satisfaction has been assessed since the commencement of the project in 2022. The project recorded a satisfaction score of 88.0% in 2024, increasing to 90.8% in 2025.

*Resettlement Development Project*

This project commenced in 2024, with its first customer satisfaction assessment conducted at the end of 2024, resulting in a score of 82.7%. In 2025, the satisfaction score was 80.8%.

In addition, the Company plans to expand customer satisfaction assessments to cover all construction projects, as well as future business operations, in order to systematically analyze the results and develop improvement plans aimed at enhancing customer satisfaction in the long term.

#### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

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

Companys channels for receiving complaints from : Yes  
customers/consumers

Telephone : 02-018-7190-8

Fax : 02-018-7199

Email : info@psgcorp.co.th

Companys website : www.psgcorp.co.th

Address : PSG Corporation Public Company Limited

11/1 AIA Sathorn Tower, 21st Floor South Sathorn Road,  
Yannawa, Sathorn, Bangkok 10120

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

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

PSGC is committed to conducting its business alongside the improvement of community and societal well-being. The Company recognizes that construction activities may have impacts on surrounding communities, including economic, social, and quality-of-life aspects of people in the project areas.

The Company therefore places importance on systematically managing community-related impacts, while fostering positive relationships with local communities through responsible business practices. At the same time, PSGC supports long-term community development in areas where it operates, both in Thailand and the Lao PDR.

This approach is aligned with sustainable development principles and disclosure practices under the Global Reporting Initiative (GRI) Standards in relation to community and social impacts. The Company's community and social management approach is structured into two main areas, as follows.

#### 1. Community and Social Management within Business Processes (CSR in Process)

PSGC places importance on managing potential impacts on communities arising from construction activities. The Company aims to mitigate negative impacts while contributing positively to community development alongside its business operations. Key areas of implementation include:

- *Employment and Skills Development*

The Company promotes the employment of local workers in project areas to create economic opportunities for surrounding communities. In addition, PSGC supports the development of work-related skills relevant to construction activities in order to enhance workforce capabilities over the long term.

- *Occupational Health, Safety, and Community Well-being*

The Company implements safety measures in project areas to reduce risks and potential impacts on surrounding communities. These measures include the installation of traffic and safety signage in construction zones and along access routes to enhance safety for community members.

- *Reduction of Social Inequality*

PSGC supports economic development and quality of life in project areas, with the aim of contributing to the reduction of social inequality. This is achieved through creating employment opportunities and improving access to essential resources within local communities.

#### 2. Community and Social Management beyond Business Processes (CSR after Process)

In addition to managing operational impacts, the Company emphasizes maintaining strong relationships with communities through ongoing corporate social responsibility (CSR) activities. Key areas of implementation include:

- *Education Support*

The Company supports educational development in local communities through the provision of educational materials and learning equipment, aiming to enhance access to education for youth in project areas.

- *Promotion of Religion and Culture*

PSGC regularly participates in and supports local religious and cultural activities in order to preserve local traditions and strengthen relationships with the community.

- *Sports and Recreation*

The Company supports sports and recreational activities, including the provision of sports equipment, to promote health and well-being among community members.

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social management goals : Yes

### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Ensure zero conflicts or disputes arising from the operations	the case of conflicts or disputes	2025: -	2025: Ensure zero conflicts or disputes arising from the operations

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

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, PSGC continued to implement its community and social management approach, focusing on mitigating impacts arising from construction activities while supporting improvements in the quality of life of communities surrounding its project areas. Key performance outcomes are summarized as follows.

1. **Community and Social Management within Business Processes (CSR in Process)**

The Company implemented measures to mitigate potential impacts on communities arising from construction activities, particularly in relation to safety and the well-being of people in surrounding areas.

PSGC installed traffic warning and safety signage in construction areas and along project-related access routes to reduce risks associated with shared road usage between project operations and local communities.

In addition, the Company promoted the employment of local workers in project areas to create economic opportunities for surrounding communities, while supporting the development of construction-related skills. These efforts contribute to enhancing workforce capabilities and supporting local economic development over the long term.

2. **Community and Social Management beyond Business Processes (CSR after Process)**

In 2025, the Company carried out a corporate social responsibility (CSR) activity to support community development in areas surrounding its project sites, with a focus on education and youth well-being.

PSGC provided educational materials and sports equipment to Lat Keum School, located in Ban Lat Keum, Nga District, Oudomxay Province, Lao PDR. The school has a total of 85 students, ranging from kindergarten to Grade 5, and is located approximately 3 kilometers from the Companys Lat Keum construction project. This initiative aimed to support access to education, promote youth development, and encourage health and well-being through sports activities, in alignment with the Companys long-term community development approach.

**Diagram of performance and outcomes in community and social management**



**Benefit from implementing social development project**

Financial benefits

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

Non-financial benefits

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

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## ESG Performance

Company Name : PSG CORPORATION PUBLIC COMPANY LIMITED      Symbol : PSGC

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

##### Policy on Good Corporate Governance

The Board of Directors of the Company recognizes the deep importance of good corporate governance and understands the centrality of the latter to business operations. This is because the Company's policy of good corporate governance helps to ensure that the Company is tightly and efficiently managed, performance is continuously monitored, business activities are guided by sound ethical principles, and data release is transparent, comprehensive and lawful. Beyond this, the policy also builds confidence in the Company, creates sustainable growth in shareholder returns, and deepens and improves relationships with stakeholders.

Given this, the Company has established a policy to guide its corporate governance that is in line with the guidelines laid out by the Stock Exchange of Thailand for publicly listed companies. This policy has the goal of helping directors, executives and staff to better understand and apply these principles when discharging their duties. These policy documents shall be reviewed at least one (1) time per year and shall be published on the Company website, where they may be consulted by shareholders, investors, stakeholders, and members of the public. The Company's corporate governance policy is built on the following principles.

- The Company shall treat all shareholders equally.
- The Company shall treat all stakeholders in the Company fairly.
- To generate the greatest shareholder value, the Company shall build long-term added value, operate with care and consideration, and meet its responsibilities fully and comprehensively. The Company shall also ensure that conflicts of interest do not arise, and that it takes full responsibility for its decisions and actions.
- The Company operations shall be guided by the principles of transparency, ethics, and accountability. To guarantee that stakeholders and shareholders enjoy equal access to Company news, information shall be released in a timely fashion. This shall extend to include both financial and non-financial information, and a dedicated department shall be responsible for managing the release of this to investors and to members of the public.
- Business operations shall also be carried out with care, especially with regard to risk management. The Company shall thus engage in an ongoing process of risk assessment and reduction.
- A code of conduct outlining the responsibilities and ethical standards required of executives and staff shall be available, and the Board of Directors, management, and staff shall be expected to adhere strictly to the principles outlined within this. This code of conduct underlines the importance of clients and customers, and because these are key to the Company's success, products shall always and everywhere meet the highest standards, and aftersales services shall be honest, fair, and exemplary. In accordance with the requirements of the Stock Exchange of Thailand, the good corporate governance policy shall also underscore the importance of internal control and audit systems, and executive supervision shall ensure that the policy is tightly enforced. This shall thus help to ensure that the Company operates within the relevant legal and ethical framework, and that it generates long-term shareholder value.

- To ensure that they are fully apprised of the roles of and responsibilities incumbent on the Board of Directors and executives, members of the Board of Directors and other senior executives are encouraged to attend training sessions offered by the Thai Institute of Directors Association and other providers.

## Overview of the Policy and Guideline on Corporate Governance

The Company's Board of Directors recognizes the importance of corporate governance. It ensures that the Company's operations align with the principles set forth by the Stock Exchange of Thailand (SET). The Company has updated its Corporate Governance Policy to comply with the SET's 2017 Corporate Governance Code for Listed Companies, which includes guidelines from the Good Corporate Governance for listed companies developed in 2006 and 2012. This policy outlines eight key principles for the Board of Directors to follow.

- **Principle 1** Recognize and acknowledge the roles and responsibilities of the Board of Directors in their position as leaders of an enterprise for which they sustainably create value
- **Principle 2** Define sustainable business goals and objectives
- **Principle 3** Develop and expand the effectiveness of the Board of Directors
- **Principle 4** Recruit and develop senior executives and implement exemplary human resource management
- **Principle 5** Promote innovation and responsible business leadership
- **Principle 6** Ensure that appropriate internal controls and risk management systems are in place
- **Principle 7** Maintain the Company's reputation for exemplary financial management and disclosure
- **Principle 8** Support and encourage shareholder participation and maintain open channels of communication with these

The full Corporate Governance Policy is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.

Reference link for the full version of corporate governance policy and guidelines : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Policy and guidelines related to the board of directors**

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

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

### **Nomination of directors**

The Board of Directors shall supervise the nomination and selection of directors to have a transparent and clear process in order to obtain a Board of Directors that has qualifications in accordance with the specified requirements.

### Guidelines

1. The Board of Directors has appointed and assigned the Nomination and Remuneration Committee to perform its duties of selecting and nominating directors. To maximize benefits for the Company and its shareholders, the Company establish criteria for director appointment, specifying the requirements for knowledge, abilities, experience, qualifications, vision, and independence of decision-making.
2. The Nomination and Remuneration Committee shall carry out its duties as assigned by the Board of Directors. Its duties and responsibilities regarding nominations were as follows:
  - A. To consider the appropriate structure and composition of the Board of Directors Committee to suit the business size, type and complexity. Also, the Committee shall consider the directors profession, experience, and specialized expertise necessary for the nature of the Companys business.
  - B. To consider the independence of each independent director, to ensure the person is qualified and in alignment with the particular features of the Company. With regard to their independence, this should at a minimum meet the requirements set out by the Securities and Exchange Commission.
  - C. To specify the principles and policies governing appointment to the Board of Directors and its committees, including the qualifications and experience required to be a director.
  - D. To recruit and select suitably qualified persons to be nominated for consideration to be appointed as a director of the Company to replace those directors retiring by rotation and/or when positions become vacant and/or new positions are opened.
  - E. To recruit and select suitably qualified persons to be nominated for consideration to be appointed as the Chief Executive Officer to propose to the Board of Directors for approval.
  - F. To perform any other duties regarding nominations as assigned by the Board of Directors.

#### Board structure

- The minimum number of directors on the Board of Directors is five, elected during a shareholders' meeting. At least half of the directors must be Thailand residents.
- The Company's Board of Directors is diverse, comprising qualified individuals with various skills, experiences, and unique capabilities that benefit the Company. Each director has relevant experience in the Company's primary business or industry. The term of service for each director is three years.
- The composition and qualifications of directors and independent directors are in line with the Good Corporate Governance principles and regulations established by the Stock Exchange and the Securities and Exchange Commission of Thailand.
- The Company has established clear policies and procedures that permit the Chief Executive Officer and senior executives to take on director positions at other companies as required, as long as such appointments do not interfere with their duties and responsibilities to the Company. Such appointments must be approved by either the Board of Directors or an authorized representative of the Company.
- At least one non-executive director must possess knowledge and experience relevant to the Company's business.

#### Directors' Qualifications

- The Company directors must meet the required qualifications and must not possess any characteristics prohibited by the Public Company Limited Act B.E. 2535 and the Securities and Exchange Act B.E. 2535. They must also not have any characteristics that would be deemed unsuitable for managing publicly owned enterprises, in accordance with the Securities and Exchange Commission Notifications.
- The directors must have the knowledge, competency, skills, and work experience that are beneficial to the Company and must be able to devote sufficient time to perform their duties as outlined in their terms of reference. All directors will be evaluated objectively, regardless of gender, race, religion, age, or any other special abilities.
- A director may serve on the Board of Directors of no more than five listed companies registered with the Thailand Stock Exchange, including appointments as directors of other companies.

- The qualifications of independent directors must comply with the definition of independent directors as specified by the Company.

#### Appointment of Directors

- At each annual general meeting of shareholders, one-third of the directors must resign from their positions. If the number of directors resigning does not exactly equal one-third, the closest number will resign. In the first and second years after the Company's registration, the directors to resign will be selected by lot. In subsequent years, the directors who have been in office the longest will retire. Directors who are retiring due to rotation may be re-elected.

- Directors are elected by a majority vote at the shareholders' meeting in accordance with the following rules and procedures:

A. Each shareholder has a number of votes equivalent to the number of shares they own.

B. Each shareholder must vote to elect one or more directors. If several directors are elected, the votes cannot be divided among them in any proportion.

C. The candidates receiving the most votes in descending order are elected as directors based on the number of directors to be appointed at that time. In the event of a tie vote between the second-highest or lower-ranking candidates, the presiding Chairman shall have a deciding vote.

- If a director's position becomes vacant for reasons other than the end of their term, the NRC shall nominate a qualified individual who does not have any prohibited characteristics, to fill the vacancy. This nomination must be approved at the next Board of Directors' meeting unless the remaining term of the outgoing director is less than two months.

- The individual who replaces a resigned director will hold the position only for the remainder of the previous director's term. A resolution by the Board of Directors, consisting of no less than three-fourths of the votes of the remaining directors, will be considered valid.

- The shareholders' meeting may pass a resolution to remove a director from office before the end of their term with a vote of no less than three-fourths of the number of shareholders attending the meeting and eligible to vote, provided that these shareholders hold at least half of the total shares held by all eligible voting shareholders in attendance.

#### Nomination of Independent Directors and Members of the Audit Committee

The term of service for independent directors and members of the Audit Committee (AC) is three years. Independent directors and Audit Committee members who retire due to rotation may be re-appointed. The Company mandates that independent directors must make up at least one-third of the total number of directors on the Board, but not fewer than three individuals. The AC must consist of a minimum of three independent directors.

To comply with the Stock Exchange of Thailand's corporate governance guidelines, the Company has established a requirement that independent directors may serve a maximum of nine consecutive years from the date of their first appointment. In 2025, none of the six independent directors has served for more than nine years (*refer to Appendix 1 for more information*).

As per the Securities and Exchange Commission and the Stock Exchange of Thailand Notifications, all independent directors must meet the following qualifications: -

An independent director is defined as a director who does not have any commercial or related interests that could compromise their ability to make impartial decisions. In accordance with the regulations of the Securities and Exchange Commission, independent directors must possess the following qualifications: -

1) Must not hold more than 1% of the total number of shares in the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company. The shareholdings of any related individuals of the independent director will also be considered.

2) Must not have been or currently be an executive director, employee, staff member, or advisor on payroll, or a controlling person of the Company, its parent Company, subsidiary companies, associated companies, same-level subsidiary companies, major shareholders, or entities that control the Company. This restriction does not apply if the individual has not held such positions for at least two years prior to the date of application to the SEC Office. However, this restriction does not apply to individuals who have previously served as government officials or advisors to a government unit that is a major shareholder of the Company or an entity controlling the Company.

3) Must not be a blood relative or legally registered as a parent, spouse, sibling, or child, including the spouse or child of any other directors, executives, major shareholders, controllers, or individuals nominated as directors, executives, or controlling persons of the Company or its subsidiaries.

4) Must not have or have had a business relationship with the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company that could impede the exercise of impartial judgment. They must also not have been or currently be a major shareholder or entities that control individuals that have a business relationship with the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company. This restriction does not apply if the individual has retired from such a position for at least two years prior to the date of application to the SEC Office.

A "business relationship" as mentioned in the first paragraph, refers to any transaction that results in the Company or its counterparty owing the other party an amount equal to or greater than three percent of the Company's net tangible assets or Baht 20 million, whichever is lower. This includes common business transactions such as renting or leasing real estate, assets, or services, providing, or receiving financial assistance in the form of loans, guarantees, or using assets as collateral, and other similar transactions. The calculation of the value of such transactions is governed by the Capital Market Supervisory Board's Notification on Rules for Connected Transactions. Additionally, debt obligations incurred one year prior to the start of the commercial relationship with the same individual are also included in this calculation.

5) Must not have served as an auditor of the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company and must not be a shareholder, controlling entity, or partner of the contracted audit firm for the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company. This restriction does not apply if the individual has retired from such a position for at least two years prior to the date of application to the SEC Office.

6) Must not have provided professional services of any kind, such as legal or financial advice, and must not have received service fees of more than Baht 2 million per year from the Company, its parent Company, subsidiary companies, associated companies, major shareholders, or entities that control the Company. They must also not be a major shareholder, controlling person, or partner in such a service provider, unless they have retired from such a position for at least two years prior to the date of application to the SEC Office.

7) Must not be a director appointed to represent the Company's directors, major shareholders, or shareholders affiliated with a major shareholder.

8) Must not operate a business that has the same nature as the Company or its subsidiaries and competes directly with them or must not be a significant partner in a partnership, director involved in management, staff member, employee, consultant receiving a regular salary, or shareholder owning more than 1% of the total voting shares in other companies that conduct businesses similar to the Company or its subsidiaries and competes directly with them.

9) Must not have any other qualities that prevent them from independently expressing opinions on the Company's operations.

The independent director may subsequently be assigned by the Board of Directors after being appointed as an Independent Director, with the characteristics specified in Clauses 1 to 9, to decide on the operation of the Company, a parent Company, a subsidiary Company, an associated Company, a same-level subsidiary, a major shareholder, or an entity controlling the Company, in the form of a collective decision.

Reference link for Nomination of directors : <https://www.psgcorp.co.th/en/governance/policies-and->

### **Determination of director remuneration**

When proposing the Board of Directors remuneration to the Shareholders Meeting for approval, the Board shall ensure that the remuneration structure and rates are aligned with the directors' duties and responsibilities. Additionally, the remuneration shall be adequate to attract and retain qualified directors who can effectively lead the organization in achieving its short-term and long-term objectives.

#### Guidelines

1. The Board of Directors has appointed and assigned the Nomination and Remuneration Committee to perform its duties of considering the criteria of remuneration package for the Board of Directors and Sub-Committee members. In this regard, the Company has established criteria for determining remuneration, the Chief Executive Officers remuneration must be approved by the Board of Directors, while directors remuneration shall be proposed to the shareholders meeting for approval.
2. The Nomination and Remuneration Committee shall carry out its duties as assigned by the Board of Directors, and shall have the following authorities and responsibilities with regard to determining remuneration.
  - A. To formulate policy, criteria, and methods of remuneration for the Board of Directors and Sub-committees.
  - B. To propose appropriate levels of remuneration, including both financial and non-financial benefits, for the Board of Directors individually. This shall be considered according to the appropriateness for the scope of duties and responsibilities, and performance. Furthermore, the directors remuneration shall be compared with that of other companies in the same industry and take into account the benefits expected from each director.
  - C. Disclose the details and policy regarding the remuneration, as well as prepare the remuneration report and the opinions of the Nomination and Remuneration Committee which shall be published in Form 56-1 One Report.
  - D. To evaluate the performance and determine the remuneration of the Chief Executive Officer to propose to the Board of Directors Meeting for approval.
  - E. To perform any other duties regarding remunerations as assigned by the Board of Directors.

Reference link for Determination of director remuneration : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

The Company places great importance on maintaining the independence of the Board of Directors from management to ensure effective corporate governance, transparency, and trust among shareholders and stakeholders. The Board of Directors shall appoint a suitably qualified person to be the Chairman of the Board of Directors and ensure that the composition and operations of the Board of Directors facilitates independent decision-making.

#### Guidelines

1. The Chairman of the Board shall not hold the position of Chief Executive Officer to prevent the concentration of power and maintain a balanced management structure. This arrangement enhances corporate governance and ensures effective oversight.
2. The Board of Directors shall comprise at least one-third independent directors, ensuring a proper balance of power and effective oversight of the Company's management. This structure strengthens transparency and accountability.
3. The Company has clearly defined the authority, duties, and responsibilities of the Board of Directors, distinctly separating them from management. No individual shall wield unlimited power, thereby reinforcing transparency and accountability in business operations.

The Chairman of the Board should perform the following duties.

- A. In the event a final decision by the Meeting of the Board of Directors is required and there is an equality of votes, the Chairman shall have a casting vote.

- B. To perform the duties of Chairman of the Board of Directors Meeting ensure that the Meeting is conducted effectively, together with encouraging all directors to participate in the Meeting expressing opinions freely.
- C. To chair shareholders Meeting and ensure that these are conducted according to the relevant laws and articles of association.
- D. To perform his or her duties lawfully, honestly and with integrity, and to safeguard and maximize the interests of the Company, shareholders, and other stakeholders.

Reference link for Independence of the board of directors from the management : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Director development**

The Board of Directors supervises that collectively and individually, directors have knowledge and understanding regarding their roles and responsibilities, the nature of the business, and laws related to the business operation, as well as encouraging all directors to consistently enhancing their skills and knowledge to fulfill their roles.

#### Guidelines

1. The Company emphasizes training and development opportunities to enhance the skills and abilities of all individuals involved in its corporate governance system. This focus helps to ensure the effective and efficient operation of the Company.
2. The management has compiled a collection of relevant documents to assist new directors in performing their duties, understanding the business, and following established guidelines. These materials provide valuable information for onboarding and ensure a smooth transition into the role.
3. A succession plan has been established to address the possibility of the Chief Executive Officer and/ or senior management being unable to fulfill their responsibilities. The plan includes a management development plan to ensure seamless continuity of operations. The development and succession plans are designed to provide a clear path forward in the event of an unexpected absence of top executives and to promote the pipeline of future leaders within the organization.

Reference link for Director development : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Board performance evaluation**

The Board of Directors provides an annual performance evaluation of the Board of Directors, sub-committees, and individual directors. The evaluation results shall also be used to drive further performance improvement.

#### Guidelines

The Board of Directors carries out an annual self-evaluation of its individual members and sub-committees to assess the challenges and obstacles faced during the past year. This evaluation is performed both collectively and individually, and the Board adapts the evaluation method recommended by the Stock Exchange of Thailand to suit the needs of the Company's business operations. Details are as follows: -

#### *Collective self-evaluation of the Board of Directors*

- 1) Structure and qualifications of the Board of Directors
- 2) Board meeting
- 3) Roles, duties, and responsibilities of the Board of Directors
- 4) Relationship between Board of Directors and Executives and their self-development

#### *Collective self-evaluation of the Sub-committees*

- 1) Structure and qualifications of the Sub-Committee
- 2) Sub-committee meeting

### 3) Roles, duties, and responsibilities of sub-committees

#### *Individual self-evaluation of the Board of Directors and the Sub-committee*

- 1) Structure and qualifications of the Board of Directors
- 2) Board meeting
- 3) Roles, duties, and responsibilities of the Board of Directors

Reference link for Board performance evaluation : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

The Board of Directors is responsible for establishing a framework and mechanism for monitoring the policies and operations of the Company's subsidiary and other significant investments at an appropriate level for each business. This includes subsidiary and other businesses in which the Company invests to have the same level of comprehension.

#### Guidelines

The appointment of directors and executives of subsidiary to oversee and manage its operation, or other significant events, is a key governance mechanism that ensures the subsidiary complies with the Company's policy, goals, vision, and strategic plan efficiently. Policies for the appointment of directors and executives to these positions in the subsidiary are outlined as follows:

1. The appointment of directors and executives to a subsidiary shall be carried out with due consideration to ensure that the appointed person is qualified and knowledgeable, possesses work ethics, a sense of responsibility, and leadership qualities which will enable them to manage the subsidiary efficiently, create sustainable growth, build long-term returns and added value for shareholders. In addition, candidates shall be required to balance the interests of all stakeholders, and to ensure that Company policies are strictly enforced.
2. The Board of Directors has assigned the Executive Committee to appoint and transfer the Company's representative to the Board or an executive position in the subsidiary as deemed appropriate. The Executive Committee shall then report this to the Board of Directors, as specified in the Charter of the Executive Committee.
3. Individuals appointed as directors and executives of the subsidiary shall be required to meet the following criteria.
  - A. They shall be fully qualified and shall not possess prohibited characteristics as stipulated by the relevant laws or regulations.
  - B. They shall possess knowledge, abilities, and experience beneficial to business operations.
  - C. They shall possess integrity and leadership qualities that will guide the subsidiary in achieving its goals.
  - D. They shall adhere to the principles of good corporate governance and the Company's Code of Conduct.
4. The roles and responsibilities of individuals appointed as directors and executives of the subsidiary shall be as follows:
  - A. To ensure that all business activities conducted by the subsidiary comply with the relevant laws and regulations.
  - B. To ensure that all business activities conducted by the subsidiary are in compliance with the good corporate governance policy, anti-corruption policy, other relevant policies.
  - C. To define the subsidiary's strategy, policies, goals, and business plans, and to ensure that these are aligned with the business direction of the Company.
  - D. To report the subsidiary's operating results to the Company in an accurate, complete, and timely manner, in particular with regard to significant transactions that may have a powerful impact on the financial position and operating results of the subsidiary, as well as any undertakings outside the scope of the subsidiary's core business.
  - E. To generate appropriate returns for the Company by ensuring that the subsidiary's operations are conducted efficiently and ensure sustainable growth.

Reference link for Corporate governance of : <https://www.psgcorp.co.th/en/governance/policies-and->

### Board Reporting

The Board of Directors is responsible for disclosing its role in preparing financial statements, as outlined in the Company's annual report (Form 56-1 One Report), along with the auditors report. The report must include, at a minimum, the information required by relevant laws, regulations, or requirements.

### Stakeholder Report

For transparency and to prevent conflicts of interest, the Board of Directors has established guidelines for reporting any conflicts of interest among Directors and Executives of the Company. These guidelines ensure that all stakeholders are aware of any potential conflicts of interest and can make informed decisions: -

- On the day they take office, Directors, and Executives, along with any family members who have a relationship with the Company or are shareholders, must submit a stakeholder report to the Company. The report must be reviewed annually or within seven days of any changes to the information.
- Directors and Executives must promptly report any changes in their holdings of the Company's securities to the Securities and Exchange Commission (SEC) within three days of such change.
- The Board of Directors has designated the Company Secretary as the responsible person for filing the reports.

Reference link for the other policy and guidelines : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

### Shareholder

**Shareholders:** The Company acknowledges and upholds the fundamental rights of its shareholders and commits to not engage in any practices that would infringe upon or diminish these rights. It operates with integrity, openness, and accountability, adhering to the principles of good corporate governance, particularly regarding the protection of shareholder rights and fair treatment of all shareholders.

#### • Shareholders rights

The Company recognizes and upholds the fundamental rights of its shareholders, including institutional shareholders, including the right to purchase, sell, or transfer shares, participate in the Company's profits, receive relevant business information, vote in shareholder meetings to appoint or remove directors, appoint auditors, and make decisions regarding important Company matters such as dividend distribution, amendment of the Company's articles and memorandum of association, capital reduction or increase, and approval of special transactions, among others. The Company is committed to not taking any actions that would violate or diminish these rights.

With this in mind, the Board of Directors has implemented a policy to promote and facilitate participation by all types of shareholders - Thai, foreign, retail, and institutional investors - in shareholder meetings. The policy details are as follows: -

## **Policy on Promoting and Enhancing Shareholder Participation in Meetings**

### **Shareholders Meeting**

- The Company shall hold an Annual General Meeting of Shareholders as needed, and convene Extraordinary Shareholder Meetings in accordance with Thai laws and regulations set by the Stock Exchange of Thailand.
- The Company actively encourages participation from all types of shareholders, including institutional shareholders, in the shareholder meetings.
- The Company shall ensure that the meeting invitation package, along with its attachments, provides comprehensive information regarding the date, time, location, and agenda of the meeting, as well as the purpose and background of each agenda item and the opinions of the Board of Directors. The information should be presented to allow shareholders sufficient time to prepare for the meeting. The Company will dispatch the meeting invitation and related documents at least seven days prior to the meeting (or as required by law).
- The Company is committed to facilitating full exercise of shareholder rights to attend meetings and cast their votes. To this end, the Company will schedule meetings on working days at hotels or other locations in and around Bangkok that are easily accessible to shareholders.
- To preserve the rights of shareholders to attend the meeting or appoint a proxy, the Company includes information regarding the relevant rules and required documentation in the invitation letter to the shareholder meeting. This ensures that shareholders know and understand the necessary steps to participate in the meeting.
- If shareholders are unable to attend the meeting in person, the Company permits them to appoint independent directors or another representative to attend on their behalf using the appropriate proxy form (Form A, Form B, or Form C), which was included with the meeting invitation.

### **Fair Treatment of Shareholders**

The Company values the rights of all shareholders, including executives and non-executives, foreign shareholders, and minority shareholders. It is dedicated to ensuring fair and equal treatment of all stakeholders. To achieve this, the Board of Directors has implemented the following policies: -

- The shareholder meeting will be conducted according to the agenda specified in the meeting notification. It will not include any unplanned or surprise agenda items, particularly those that require prior preparation time for shareholders or those proposed by the director or executive shareholders.
- The Company permits shareholders who cannot attend the meeting to appoint independent directors or another representative to attend on their behalf through proxy forms A, B, or C (as applicable), which will be sent with the meeting notification. For each agenda item, ballots will be created using a barcode system, and shareholders will be able to cast their votes as they choose. Prior to announcing the results, any pre-cast votes from the proxy forms will be added to the total votes collected on the day of the meeting. The Company will collect the cast ballots before announcing the voting results to ensure transparency and support future audits.
- The Company will ensure full protection of shareholder rights by allowing shareholders to register to attend the meeting even after the registration period has expired.
- In the agenda item for the appointment of directors, shareholders can exercise their voting rights to appoint individual directors.
- The Chairman of the Board of Directors, directors, relevant executives, and chairpersons of subcommittees are responsible for participating in the shareholder meeting and answering shareholder questions. The meeting minutes will document key questions and opinions for future reference.
- To prevent conflicts of interest with any of the Company's stakeholders, the Board of Directors has established a comprehensive policy and procedure for evaluating related transactions. The Board of Directors is responsible for making impartial decisions about the suitability of a related transaction within an ethical framework and in compliance with Stock Exchange of Thailand regulations regarding price and terms, as if it were conducting business with a third party (on an arms length basis). Directors with conflicts of interest are prohibited from participating in or voting on the related transaction. Additionally, the Audit Committee is tasked with reviewing and commenting on related

transactions. The Company will disclose information regarding related transactions in its Annual Report under the section titled Related Party Transactions.

- The Company has implemented a policy to regulate the handling of inside information, which prohibits directors, executives, and those who have access to inside information from disclosing it to third parties without proper justification, and from using such information for personal gain. The policy also requires directors and executives to report any changes in securities holdings as mandated by the Securities and Exchange Commission. To ensure the proper use of inside information, the Company has established clear written rules and regulations (as outlined in the section on the supervision of inside information) and has disseminated these policies to employees at all levels. Additionally, directors and executives who are legally required to report their shareholdings must do so regularly and make this information public in the Annual Report (as detailed in the section on shares held by directors and executives).
- The Company will provide updated information about the Company to the Stock Exchange of Thailand and make it accessible on the Company's website in both Thai and English. The Company also establishes a communication channel with shareholders through its website, enabling shareholders to ask questions and receive information in an equitable manner.
- All directors and senior executives are required to disclose their interests to the Board of Directors for recognition.

The 2025 Annual General Meeting of Shareholders of the Company was held on April 24, 2025, in the form a Hybrid Meeting (Attending in person and via Electronic Media). To facilitate shareholders attending the meeting.

#### Conducting for the meeting

##### *Before the Meeting*

- In 2025, The meeting notice and relevant documents were made available via QR codes by the Company. The Company also urged shareholders to elect independent directors to cast their votes on their behalf rather than attending in person.
- For shareholders to get the most out of the meeting and fully preserve their legal rights, they can inquire about the agenda in advance by emailing [com.sec@psgcorp.co.th](mailto:com.sec@psgcorp.co.th)
- The invitation letter was distributed with information on all topics in both Thai and English. The meeting notice included objectives and reasons, the Board's opinions and significant information according to the Department of Business Development, Ministry of Commerce specifies.

##### *On the Day of the Meeting*

- The Company will employ barcode technology and a specialized shareholders' meeting program to enhance the efficiency, accuracy, and precision of the registration, vote counting, and results display processes during the AGM.
- Meeting attendees included directors, executives, and E.Y. Office Limited (EY) external auditors to respond to shareholders inquiries and acknowledge their viewpoints. The 2025 AGM was attended by a total of 10 directors, which accounted for 100% of the Board. The Chairman of the Board, chairmen of the sub-committees, Chief Executive Officer, and executives gave thorough explanations of the subjects on the agenda and responded to shareholders inquiries.
- The shareholders meeting was conducted according to the agenda that was specified in the invitation letter. The shareholder meeting notice contained objectives and reasons, the Board's opinions, and significant information. Ad hoc agenda items were not added during the meeting.
- The Company shall allocate adequate time for shareholders to voice their opinions and ask questions during the meeting.
- Before the meeting, the Company will clarify the voting process and method for presenting the voting results. If multiple agenda items are on the schedule, the Company will ensure that voting takes place separately for each item, such as the appointment of directors.
- The Company will compile a list of directors who attend or do not attend the meeting and the number of shareholders who approve, oppose, or abstain from voting on each agenda item. The Company will also record

questions and answers, shareholder opinions, and the explanation of the voting process and presentation of the voting results prior to the meeting.

#### *Preparation of Meeting Minutes and Disclosure of Meeting Resolutions*

- The Company will publicly disclose the voting results of each agenda item from the Annual General Meeting through the Stock Exchange of Thailand's information dissemination system and the Company's website the next business day. In 2025, the summary was made accessible after 5:00 p.m. on April 24, 2025, the same day as the AGM.
- In accordance with regulations, the Company will prepare thorough minutes of the Annual General Meeting of Shareholders and submit them to the Stock Exchange of Thailand within 14 days of the meeting date. The Company will also publish the carefully documented meeting minutes, including the voting results and shareholder questions for each agenda item was made accessible to shareholders on the Company's website on May 8, 2025.

#### **Monitoring the Handling of Confidential Information**

The Company implements the following policies to regulate the handling of confidential information: -

- 1) Directors, executives, employees, and temporary workers of the Company are required to keep the Company's inside information confidential.
- 2) Directors, executives, employees, and temporary workers of the Company must not reveal confidential and/or inside information of the Company for personal advantage or to benefit any other individual, either directly or indirectly, with or without compensation.
- 3) Directors, executives, and employees of the Company are forbidden from trading, transferring, or accepting transfers of the Company's securities using the Company's confidential and/or inside information. Additionally, they are prohibited from entering into any other legal agreement based on the Company's confidential and/or inside information that may harm the Company, either directly or indirectly.

In accordance with these policies, directors, executives, employees, and temporary workers within departments with access to confidential information should abstain from trading the Company's securities for one month before releasing financial statements to the public. This requirement extends to the spouses and minor children of the Company's directors, executives, employees, and temporary workers. Any violations of these regulations will be considered a serious offense.

- 4) As required by Section 59 of the Securities and Exchange Act B.E. 2535, directors and executives of the Company must report changes in securities holdings for themselves, their spouses, and minor children to the Securities and Exchange Commission.

Non-compliance with the regulations on the handling of confidential information will result in penalties as specified in the Public Company Act, the Securities and Exchange Act B.E. 2535, and other applicable laws, as well as Company announcements, rules, and regulations, and those of related agencies such as the Stock Exchange of Thailand and the Securities and Exchange Commission.

Reference link for Shareholder : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

#### **Employee**

**employees:** The Board of Directors is responsible for monitoring the management and developing personnel to have sufficient knowledge, skills, experience and motivation.

#### Guidelines

The Company shall treat all employees fairly and equally and has a policy to develop its staff on a regular basis. Additionally, the Company shall ensure a supportive work environment, offer staff appropriate remuneration, and provide opportunities for all employees to participate in the Company's growth. The Company has, therefore, established policies and guidelines for practices as follows:

1. Respect the rights of employees in accordance with human rights principles and labor law.
2. Provide fair employment practices and employment conditions, as well as determine compensation and consider performance under the fair evaluation process.
3. Promote development of personnel by providing training and seminars to develop employees knowledge and skills. The Company shall also cultivate a positive attitude, good moral values, ethics, and a spirit of teamwork among its employees.
4. Provide various benefits for employees as required by law, such as the social security payments. In addition, the Company shall offer voluntary benefits to employees, including medical insurance, provident fund, as well as additional payments to staff to assist with their childrens education, and any funeral expenses that may incur.
5. Ensure that employees perform their duties in a safe manner and maintain a healthy workplace. The Company shall implement measures to prevent accidents and fostering safety awareness among employees, as well as providing training and promoting good hygiene practices, while maintaining high standards of workplace hygiene and safety.
6. Provide employees with the opportunity to voice their opinions or report the unfair treatment or improper conduct within the Company. Protection shall be provided for all whistleblowers.

#### Employee Compensation and Benefits Policy

The Company shall establish remuneration rates that are comparable to other companies of similar size and with due consideration of an individuals position, experience, qualifications, and other relevant personal qualities. In addition, remuneration shall be set in light of the Companys and the individuals annual performance, and with regard to the latter, key performance indicators shall be utilized to assess the extent to which employees have achieved their performance objectives. At all times, the Company shall therefore provide fair and appropriate compensation based on each employees knowledge, abilities, responsibilities, and performance. In addition to their salary, the Company shall also provide employees with benefits that include contributions to the staff provident funds, the provision of uniforms, other forms of financial assistance, and staff training.

#### Personnel Development Policy

The Company shall maintain policies to support the continuous development of employees. Training shall be regularly provided for staff to help individuals to fulfil their responsibilities efficiently and effectively, and to support staff members with potential to develop along their career path. All new hires shall be required to attend an orientation session and then to engage in training related to Company operations. This shall help staff develop their competencies and a commitment to excellence, and to work in accordance with the principles of the Companys quality management system. In detail, staff development shall take the following forms.

1. On-the-job training provides basic instruction to help employees perform their duties correctly, responsibly and to a high standard.
  2. Ongoing staff development shall be carried out according to an annual Company plan. Examples of such development include training in enterprise resource planning systems, in the development of employees business vision, and in their technical and mechanical skills. The goal of this training shall be to improve the capabilities of Company staff and to help these individuals perform their duties more efficiently and more competently, as well as to develop staff in line with the Companys overall policies.
- Post-training testing shall be used to assess whether staff skills and knowledge have improved as intended.

#### Policy on staff retention

The Company shall maintain an active policy of attempting to retain qualified staff. This shall include maintaining a positive and supportive work environment, ensuring that at all levels, staff remuneration (both core salary and other benefits) adequately reflects individual employees knowledge and abilities, and maintaining channels of communication that allow all staff to express their opinions openly and through this, improve the efficiency of Company operations.

Reference link for Employee : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Customer

**Customer:** The Company prioritizes customer satisfaction and the protection of their confidentiality. The Company continually strives to meet customer needs through developing new services and implementing efficient systems and procedures throughout the procurement process, from project selection to after-delivery services. (See further details in the Procurement of Products and Services section).

The Company has established clear policies and guidelines as follows: -

- 1) The Company is committed to ethical marketing practices, providing customers with accurate and complete information about its services without using deceptive, unclear, or exaggerated advertisements. This is to guarantee that customers have the necessary and appropriate information to make informed choices.
- 2) The Company prioritizes customer safety and strives to deliver quality and safe services that meet international standards and comply with relevant safety regulations. The Company's service design, creation, and development processes are focused on meeting customer expectations for quality, standards, and safety.
- 3) Additionally, the Company has established a clear channel for customers to communicate their needs and provide feedback, including a customer service center and an online feedback form on its website. The Company is dedicated to promptly addressing any customer concerns and continuously improving its services based on customer feedback.
- 4) The Company shall keep customer information confidential and will not misuse such information.
- 5) The Company engages in various initiatives to cultivate and maintain sustainable customer relationships.

Reference link for Customer : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Business competitor

**Competitors:** The Company abides by the principle of fair competition, prioritizing quality and maximizing customer benefits. It adheres to standards of ethical competition and will not engage in any deceptive practices in competition.

Reference link for Business competitor : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Business partner

**Business Partners/Creditors:** The Company procures goods and services from business partners in an equitable and fair manner, strictly adhering to the terms and agreements with its partners and trade creditors. The selection process for suppliers of raw materials, subcontractors, and rental of construction equipment has been established with clear policies and guidelines. (Please refer to the Procurement of Products and Services Section for more information.)

- 1) The Company prohibits any actions that infringe on intellectual property rights and encourages its executives and employees to use Company resources and assets effectively, utilize licensed products and services, and avoid practices that violate intellectual property rights.
- 2) The Company has established standardized procedures for conducting commercial transactions with both domestic and international partners, ensuring adherence to all commercial terms and requirements. This helps to promote fairness and transparency in all business dealings and protects the Company's and its partners' interests.

Reference link for Business partner : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Creditor

**Business Partners/Creditors:** The Company procures goods and services from business partners in an equitable and fair manner, strictly adhering to the terms and agreements with its partners and trade creditors. The selection process for suppliers of raw materials, subcontractors, and rental of construction equipment has been established with clear

policies and guidelines. (Please refer to the Procurement of Products and Services Section for more information.)<sup>1</sup> The Company prohibits any actions that infringe on intellectual property rights and encourages its executives and employees to use Company resources and assets effectively, utilize licensed products and services, and avoid practices that violate intellectual property rights.<sup>2</sup> The Company has established standardized procedures for conducting commercial transactions with both domestic and international partners, ensuring adherence to all commercial terms and requirements. This helps to promote fairness and transparency in all business dealings and protects the Company's and its partners' interests.

Reference link for Creditor : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Government agencies**

**Society or Government:** The Company has established a policy to promote legal compliance and prevent corruption in its operations.

Reference link for Government agencies : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Community and society**

**Community/Operation Area:** The Company is committed to minimizing environmental and safety impacts caused by its construction activities in local communities.

**Participation in Community or Social development:** Being socially responsible, the Company is committed to promptly and effectively addressing social and environmental impacts that may arise from its operations. The Company is dedicated to responding to events that affect the community, society, and the environment and encourages its employees to adopt a socially and environmentally responsible mindset.

Reference link for Community and society : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Intellectual Property and Copyright**

**Intellectual Property and Copyright:** The Company has established a policy to ensure compliance with intellectual property and copyright laws. The Company will respect the intellectual property and copyright of third parties and will not use their work or information in any way that infringes on their rights. The Board of Directors is responsible for ensuring that this policy is followed by all employees and stakeholders of the Company, such as only making use of computer programs when the correct license has been obtained. The Company has also established a program that aims to raise awareness of these issues among employees at all levels, as well as to educate them about the social responsibilities incumbent on staff and the Company.

Reference link for the other policy and guidelines : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

### **Business code of conduct**

Business code of conduct : Yes

### **Business Ethical Standards and Code of Conduct**

The Company's Business Ethics and Code of Conduct apply to Directors, Executives, and PSG Corporation Public Company Limited employees, who must abide by the principles outlined in the Code of Conduct.

### **1) Business Ethical Standards**

- 1.1 The Company requires all to abide by its bylaws and regulations to ensure ethical and responsible business practices.
- 1.2 The Company requires all to protect the assets and interests of the Company.
- 1.3 The Company is committed to providing fair, transparent, and professionally ethical treatment to all stakeholders, including customers, employees, business partners, shareholders or investors, creditors, the community in which the Company operates, society, government, and competitors, and independent auditors.
- 1.4 The Company respects the rights of stakeholders in accordance with relevant laws or agreements.
- 1.5 The Company prohibits its employees from engaging in business activities that compete with the Company or that would put the Company at a disadvantage in the marketplace.
- 1.6 The Company encourages its employees to abide by the laws and regulations and supports initiatives that align with this goal.
- 1.7 The Company strengthens the capacity of employees by providing training and development opportunities to enhance their skills and knowledge.

### **2) Ethical Standards and Code of Conduct for Directors and Executives**

- 2.1 The Company's policy demands that its Directors and Executives uphold ethical, honest, and fair conduct in carrying out their responsibilities and oversee business operations in a transparent and trustworthy manner.
- 2.2 The Company requires its Directors and Executives to comply with all relevant laws, regulations, the Company's bylaws, and principles of good corporate governance.
- 2.3 The Company has established measures to ensure its policies' effective and efficient implementation.
- 2.4 The Company ensures that good judgment, independence, and ethics are maintained when making decisions on transactions involving conflicts of interest and related parties. It adheres to the regulations of the Stock Exchange of Thailand when considering prices and conditions as if dealing with an independent third party.
- 2.5 The Company is committed to ensuring the confidentiality and responsible use of the Company's confidential and inside information and refrains from any actions that may result in personal benefit or gain.

### **3) Ethical Standards and Code of Conduct for Employees**

- 3.1 The employees of the Company are expected to carry out their duties with transparency and integrity.
- 3.2 The employees are expected to maintain the confidentiality of the Company's confidential and inside information and not misuse it for personal benefit or advantage.
- 3.3 The employees are expected to observe and comply with the laws, rules, regulations, good corporate governance principles, and related policies while performing their duties.
- 3.4 The Company requires its employees to be accountable and prudent and prioritize the Company's best interests in their actions and decisions.
- 3.5 The Company requires its employees to continuously improve the quality of work and take responsibility for the results of the work performed.

*The full Code of Conduct is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for the full version of business code of conduct : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Policy and guidelines related to business code of conduct<sup>(1)</sup>

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of Conflicts of Interest

#### Conflict of Interest

To prevent conflicts of interest among the Company's stakeholders, the Board of Directors has established a clear policy and procedures to approve connected transactions. The Board is obligated to use its best independent judgment to identify transactions that present conflicts of interest and are considered connected transactions in accordance with ethical standards and the regulations set by the Stock Exchange of Thailand. This includes ensuring that the terms and price of the transactions are determined on an arms length basis. In cases where a director has a conflict of interest in a particular agenda, they must abstain from participating in or voting on that matter. The Audit Committee is responsible for providing opinions on these transactions and ensuring that information about them is disclosed adequately.

#### Guidelines

- All individuals shall be required to perform their duties in the best interests of the Company and to act fairly, lawfully, with transparency and accountability, and according to the principles of good business ethics.
- All individuals shall be required to avoid involvement in any undertaking that may lead to a conflict of interest, that may be in conflict with the Company's best interests or that is similar in nature to any undertaking made by the Company.
- All individuals shall be prohibited from using for their own benefit any information or any other factor that may come into their possession as a result of their position and activities within the Company.
- All individuals shall be prohibited from undertaking any other employment or work of any kind in addition to their work for the Company where this may have an impact on their ability to fulfil their terms of employment.
- Directors and executives shall be required to report to the Company their business interests and holdings and those of individuals connected or related to them when this is relevant to Company operations. This includes reporting on any holdings of Company shares, whether these are held directly or indirectly.
- The Board and executives shall consider and review any connected transactions and the possible conflicts of interest that may arise from these with care, integrity and independence, and according to the principles of good business ethics. This consideration shall be taken in light of the best interests of the Company and shall at all times comply with the requirements laid out by the Stock Exchange of Thailand and the Securities and Exchange Commission. In addition, full disclosure shall be made of all information related to these issues.

The full connected transactions are disclosed in the Company's Annual Report under the Related Party Transactions section.

Reference link for Prevention of Conflicts of Interest : <https://www.psgcorp.co.th/en/about-us/corporate-governance>

### Anti-corruption

The Company recognizes the importance of anti-corruption and intends to operate business with transparency, integrity, ethics, as well as strictly adhere to code of business ethics. Therefore, the Company has established a formal and comprehensive anti-corruption policy that will guide Company practices and help to suppress the risk of corruption occurring in business transactions. As part of this, guidelines have been drawn up for the proper conduct of business activities, thus ensuring that the guiding principles behind the policy take material form and that the policy is in full compliance with the principles of good corporate governance.

### **Anti-corruption policy**

Company activities are guided and directed by the twin lights of transparency and business ethics, and so the Company is committed at all times to abiding by the principles of good governance and acting in accordance with the legal framework for the prevention and suppression of corruption. In particular, this includes opposition to the giving and receiving of bribes, whether that involves individuals in the public or private sector. To this end, the Company has established a corporate structure that clearly defines the extent of individual roles and responsibilities, business processes, and the chain of command within each business unit, and this then helps to maintain and facilitate mutual checks and balances. In addition, the Company has also laid out guidelines for use by directors, executives and staff as follows:

- 1) Directors, executives, staff and all Company units are absolutely prohibited from engaging in all or any forms of corruption, whether that be direct or indirect. Compliance with the Companys anti-corruption policy is regularly assessed.
- 2) Directors, executives and staff are required to report any instances of corruption affecting the Company of which they become aware. These shall be reported to supervisors or to an appropriate member of staff, and individuals making such a report shall be required to cooperate with any subsequent investigation.
- 3) The Company shall act fairly towards any individual reporting incidences of corruption or assisting with the reporting or investigation of these. This shall include the provision of such protection as may be necessary.
- 4) The Board, Executive Committee, and senior management shall act as anti-corruption role models, and shall actively promote the principles of the anti-corruption policy to Company staff and individuals connected with the Company. The anti-corruption policy and associated measures shall be reviewed regularly to ensure that these are still appropriate, given changes to the business, legal and regulatory environments within which the Company operates.
- 5) Individuals found guilty of corruption shall be subject to disciplinary action by the Company, and may be subject to criminal prosecution if this is warranted.
- 6) The Company provides information and training for directors, executives and staff to help individuals understand and abide by the Companys anti-corruption policies and to encourage individuals to carry out their duties responsibly, ethically and with integrity.
- 7) The Company encourages business partners and any other individual or organization with a relationship with the Company to report any violations of the Companys anti-corruption policy.
- 8) As part of its policy of preventing internal corruption and to safeguard the interests of staff, Company recruitment, promotion, training, evaluation, and remuneration is always scrupulously fair and equitable.
- 9) To be particularly clear about the especially high risk of corruption attendant on these, directors, executives, and staff are required to exercise care when engaging in the following:
  - 9.1 The giving and receiving of gifts and the provision of entertainment needs to be conducted with complete transparency. Gift-giving must always be carried out within the bounds of the law and according to the traditions or norms of commercial behavior, and should involve goods and services of an appropriate value.
  - 9.2 The giving and receiving of money for donations or sponsorship needs to be absolutely transparent and in full compliance with the relevant laws. Those making or receiving money in this way need to be absolutely certain that this is not a concealed form of bribery.
  - 9.3 When contacting, or dealing or negotiating with either private- or public-sector bodies or when bidding on contracts with these, all interactions should be transparent and conducted within the relevant legal framework. Directors,

executives and staff are therefore absolutely forbidden from the giving or receiving of bribes as part of their dealings with outside bodies.

*The full Anti-Corruption Policy is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Anti-corruption : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

The Board acknowledges the importance of at all times conducting business ethically, transparently, in accordance with the principles of good governance, and in full accord with the relevant laws and regulations. To this end, the Board has established channels of communication to allow reports of wrongdoing to be submitted to the Company by post and email, along with suggestions, and any relevant information and evidence. This shall then be examined according to the Companys procedures for handling complaints regarding transgressions of the law, incorrect financial disclosure, failures of internal controls, infringements of individual or collective rights, or unethical behavior by executives or staff. Mechanisms exist for referring these matters to the Companys Audit Committee, which has the authority to investigate further and to report on this to the Internal Audit Department (an independent body) for direct reporting to the Audit Committee. This has the authority to order a full investigation of the matter and then to present this to the Board for its consideration.

*The full Whistle Blowing Policy is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.psgcorp.co.th/en/about-us/corporate-governance>

### **Prevention of Misuse of Inside Information**

The Company has established rules on the use of insider information as follows:

- Directors, executives, and staff at all levels shall maintain strict confidentiality with regard to client and Company information.
- Directors, executives and staff at all levels shall refrain from the unauthorized disclosure of client or Company information, and must not seek to benefit from this information for themselves or for others either directly or indirectly, whether this is done in return for financial or other rewards.
- Directors, executives and staff at all levels shall not buy, sell, receive or transfer or trade in Company securities when this involves the use of confidential and/or insider information and/or enter into any legally binding contracts that involve the breaching of Company or client confidentiality and that may cause losses to the Company, either directly or indirectly.

Directors, executives, and staff at all levels who are employed in Company units or departments that are informed of or that have access to insider information shall cease trading in Company securities for a period of 1 month prior to the public disclosure of the relevant financial statements. This regulation extends to include the spouses and children (if these have not yet reached the age of legal majority) of directors, executives, and staff. Individuals in violation of these regulations shall be regarded as having committed a serious violation of Company regulations.

- Directors and Company executives shall report any changes in their, their spouses or their childrens (if these have not yet reached the age of legal majority) shareholdings to the Securities and Exchange Commission as per the requirements of Article 59 of the 1992 Securities and Exchange Act.

Any individuals failing to comply with the regulations governing the use of insider information shall be liable to punishment as specified in the 1992 Public Companies Act, the 1992 Securities and Exchange Act, other statutes, and regulations announced by the relevant regulatory authorities, including the Stock Exchange of Thailand and the Securities and Exchange Commission.

Reference link for Prevention of Misuse of Inside Information : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Money laundering prevention**

The Company conducts its business with transparency and is not involved in money laundering or any illegal activities. All directors, executives, and employees are required to strictly comply with applicable laws and regulations.

- Comply with applicable anti-money laundering laws and regulations, both domestically and internationally.
- Conduct customer and counterparty due diligence (KYC), and monitor and report any unusual or suspicious transactions.
- Strictly refrain from participating in, supporting, or facilitating any form of money laundering.

Reference link for Money laundering prevention : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

#### Guidelines for gifts and entertainment

- Giving or receiving gifts and providing or accepting entertainment services shall be permitted provided that this is at an appropriate level and is in accord with normal traditions, cultural activities, business customs, or social practices. Such activities are thus permitted but these shall be in compliance with Company policy and regulations, and made at a scale appropriate for each individual instance.

- Staff at any level may be authorized or permitted to give souvenirs on behalf of the Company to external bodies at major events.

- No employee of the Company shall demand or offer money, assets, goods, or favors or benefits to another individual or undertaking involved in a business relationship with the Company when this may result in the exercise of an undue influence over a decision, or when this is made with the intention of encouraging a third party to undertake or to avoid undertaking a particular course of action, or in exchange for a wrongly obtained benefit or favor.

- The making or receiving of gifts or entertainment expenses shall be carried out according to the following process:

- The individual responsible for initiating or making the request to give a gift or to pay for entertainment expenses shall draft a memo giving details of the beneficiary of the gift or entertainment services and the intention behind this gift or payment. This shall be submitted together with all supporting information to the individual authorized to release the funds. Approval for the release shall be made by the delegated authority.
- The individual responsible for initiating or making the request shall submit to the Accounts Department evidence that the gift was given or that the entertainment services were provided. This evidence can be in the form of receipts, letters of acknowledgement or photographs.
- Staff shall be permitted to accept gifts or other objects up to a value of one thousand (1,000) baht. In the event that a gift worth more than this cannot be refused, the individual in receipt of this shall inform their supervisor, who shall use the gift as a staff prize or donate it to an external body, as appropriate.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

The Company places the utmost importance on conducting its business in full compliance with applicable laws, rules, and regulations, both domestically and internationally. It adheres to principles of integrity, social responsibility, environmental stewardship, and health and safety, with a view toward sustainable development. The Company also recognizes the potential risks and damages that may arise from non-compliance or non-conformance with applicable

laws, rules, and regulations. Accordingly, the Company has established a compliance policy to ensure that the Board of Directors, management, and all employees strictly adhere to all applicable laws, rules, and regulations, as well as relevant internal and external requirements and corporate policies.

*The full Compliance Policy is published on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Compliance with laws, regulations, and rules : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

The Company requires all directors, executives, and employees to use and safeguard the Company's information and assets appropriately and solely for the benefit of the Company, in accordance with the following principles:

- **Use of Information:** Company information shall be used solely for legitimate business purposes, with due regard to security and in compliance with applicable laws, particularly the Personal Data Protection Act (PDPA), while strictly maintaining the confidentiality of trade secrets and internal information, and not for personal or third-party benefit.
- **Safeguarding of Assets:** The Company's assets, including intellectual property, tools, equipment, and information technology (IT) systems, shall be properly safeguarded against loss, damage, or misuse, and used strictly for business purposes only.
- **Reporting:** Any misuse of the Company's information or assets must be reported immediately.

*The full Personal Data Protection Policy (PDPA) is published on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Information and assets usage and protection : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Anti-unfair competitiveness**

The Company is committed to conducting business on the basis of integrity, fairness, and good business ethics, and for its competitive practices to be absolutely bounded by the principles of fair trade and the relevant ethical and legal considerations. This extends to include the firm opposition to any behavior or action that violates these constraints, such as seeking or exploiting access to confidential information, soliciting or providing any benefits that contravene general practices of fair trade, and using predatory pricing to force competitors to exit the market.

In addition, the Company fully respects intellectual property rights and to this end, a policy is in place to ensure that employees act in compliance with the relevant legal and regulatory frameworks, such as only making use of computer programs when the correct license has been obtained. The Company has also established a program that aims to raise awareness of these issues among employees at all levels, as well as to educate them about the social responsibilities incumbent on staff and the Company.

Reference link for Anti-unfair competitiveness : <https://www.psgcorp.co.th/en/about-us/corporate-governance>

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

The Company supports the use of information technology system with systematic process of tracking and risk management, cyber security, including measures to secure the information technology system in order to cover operations and risk management in respect of information technology, and then formulates the policy on Information Security.

*The full Information Security Policy is published on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Information and IT system security : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Environmental management**

The Company recognizes the importance of corporate social responsibility with regard to the environment, particularly resource use. The Company has thus implemented a policy to reuse materials left over from construction projects and to comply with guidelines for the mitigation of environmental impacts, and the Company shall at all times act in strict compliance with all legal requirements.

*The Company has disclosed its environmental management approach under the business sustainability development section.*

Reference link for Environmental management : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Human rights**

The Company has a policy that supports and protects human rights, and the Company demonstrates deep respect for the intrinsic human value of stakeholders, whether that be employees, or members of local communities and the wider society. All Company interactions are guided by the principles of freedom and equality, and so the Company shall never violate any individuals human rights or engage in discriminatory practices with regard to nationality, ethnicity, religion, language, culture, appearance, gender, age, education, physical ability, or social status or class. The Company will also ensure that its operations do not entail the violation of any human rights such as might occur through the employment of child labor or by allowing sexual harassment to go unchecked. The Company encourages monitoring of its respect for human rights by providing the means for stakeholders to express their opinions and to lodge complaints when Company operations have negatively impacted individuals. The Company will then make due restitution for any transgressions as appropriate.

To support its respect for and engagement with human rights, the Company has developed expertise and knowledge in this area, and encourages all employees to act in accordance with these principles.

Reference link for Human rights : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

Safety and occupational health are top priorities for the Company, as its operations may pose risks that could result in injuries or fatalities. To mitigate such risks, the Company has established an occupational health and safety policy in compliance with the Occupational Safety, Health, and Environment Act, B.E. 2554 (2011), covering both employees and subcontractors. Key measures include:

- Regular inspection of equipment, tools, and machinery to ensure operational readiness, conducted at least on a monthly basis.
- Pre-construction safety risk assessments to identify and mitigate potential hazards.
- Recording and monitoring statistics on workplace injuries and fatalities on a monthly basis to continuously improve safety measures.

In addition, the Company promotes a strong safety culture throughout its operations by:

- Providing continuous safety training led by professional safety officers to employees and subcontractors.
- Encouraging knowledge sharing on accident prevention and emergency response through daily Morning Talk sessions.
- Organizing safety meetings with subcontractors as appropriate.

*The full Occupational Health and Safety Policy is published on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for Safety and occupational health at work : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

*Remark:*

<sup>(1)</sup> - The Company has disclosed information on social and environmental management under the section "Sustainable Development" - The full Code of Conduct and Corporate Social Responsibilities Policy are published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section. - The full Corporate Governance Policy and Report on Key Corporate Governance Performance are published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.

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

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

In 2025, the Company incorporated ethics and the Code of Conduct into its training and orientation program for new directors, executives, and employees. This information was also disseminated through the Companys internal communication system, ensuring that 100% of directors, executives, and employees acknowledged and understood the required ethical practices. Additionally, in 2025, the Company did not identify any violations of corporate ethics and the Code of Conduct by its directors, executives, or employees.

*The full Code of Conduct is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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

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

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

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

In 2025, the Board of Directors conducted a comprehensive review of the Companys policies, guidelines, corporate governance framework, Board charters, vision, mission, and strategic objectives to ensure alignment with evolving business conditions and adherence to good corporate governance principles. This review, conducted at least once annually, aims to enhance the effectiveness of corporate governance by reinforcing the roles, duties, and responsibilities of the Board and executives in accordance with the 2017 Corporate Governance Code for Listed

Companies, which the Company has adopted as a best practice framework. Additionally, the Company has consistently communicated and monitored the implementation of these policies, guidelines, corporate governance principles, Board charters, vision, mission, and strategic objectives among the Board of Directors, executives, and employees to ensure compliance and ongoing operational alignment.

In 2025, the Board of Directors, executives, and employees have fully complied with the established policies, guidelines, corporate governance principles, Board charters, vision, mission, and strategic objectives as defined by the Company.

### **Implementation of the CG Code for listed companies**

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

The Company remains committed to the principles of good corporate governance and accountability to its shareholders and stakeholders.

### **Good Corporate Governance Principles Not Fully Implemented**

In 2025, the Company successfully adhered to many aspects of the Good Corporate Governance Principles for Thai Listed Companies. However, certain principles or specific criteria could not be fully implemented. To address these gaps, the Company has established appropriate alternative measures, as follows:

- The Chairman of the Board is not an Independent Director.  
The Board of Directors is responsible for selecting a suitable individual to serve as Chairman of the Board. While the Chairman is not an independent director, he exercises fair and transparent supervision of the Company, ensuring that decisions are made in the best interests of the Company rather than for the benefit of any individual party. Additionally, the Chairman actively promotes open discussions, encouraging both representative directors and independent directors to freely express their opinions.
  
- The Board of Directors includes female directors.  
While the Board of Directors aims to ensure diversity in its composition, as of 2024, the appointment of female directors has not yet been achieved. However, the Nomination and Remuneration Committee remains committed to promoting diversity within the Board and ensures that the recruitment process is conducted without discrimination based on gender, age, race, or nationality.
  
- The Company should establish a Corporate Governance Committee and a Sustainability Committee.  
Currently, the Board of Directors oversees corporate governance and sustainability matters and conducts an annual review of the implementation of corporate governance principles. While a formal Corporate Governance Committee and Sustainability Committee have not yet been established, the Board remains fully committed to upholding the highest corporate governance standards.

The Company acknowledges the significance of good corporate governance principles, despite some of them still being in the process of implementation. The Company remains committed to enhancing its practices and adapting to the evolving requirements of the business landscape.

*The full Corporate Governance Policy and Report on Key Corporate Governance Performance are published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

## Other corporate governance performance and outcomes

### Disclosure and Transparency Performance

In 2025, the Company's disclosure and transparency performance was as follows:

- The external auditor issued an unqualified opinion with no material observations.
- The Company disclosed its annual and latest quarterly financial statements, as well as at least one year of historical annual financial statements, through the SET information disclosure system and on the Company's website.
- The Company had no instances of late submission of quarterly or annual financial reports that resulted in regulatory sanctions or the imposition of warning signs.
- The Company was not required by regulatory authorities to revise its quarterly or annual financial statements.
- The Company prepared and disclosed its Management Discussion and Analysis (MD&A), including explanations for changes in financial performance, on a quarterly and annual basis through the SET information disclosure system and the Company's website.

- In 2025, the Company had no violations or breaches of the law that resulted in criminal actions, civil sanctions, or administrative actions.

- Financial Assistance to Non-Subsidiaries and Non-Affiliates

In accordance with best practices, the Company does not provide financial assistance to entities that are not subsidiaries or affiliates, except in cases where lending or loan guarantees are explicitly stipulated under a joint venture agreement in proportion to the Company's shareholding. In 2025, the Company did not engage in any lending transactions, loan guarantees, or any form of financial assistance to non-subsidiary and non-affiliate entities.

- Equitable Treatment of Shareholders Regarding Share Repurchases and Communication Restrictions

In 2025, the Company fully complied with all regulations concerning share repurchases and did not engage in any actions that restricted shareholders from communicating with one another. There were no violations or non-compliance cases that resulted in fines, charges, or civil actions imposed by regulatory authorities.

- Investor Relations

The Company has provided channels to disclose and clarify the company information to ensure that all stakeholders can access clear, equitable, accurate, comprehensive, and timely information through the Investor Relations Department. This department is responsible for communicating with shareholders, institutional investors, securities analysts, investors, and interested parties in general. In 2025, the Company communicated its financial and operational information through the following diverse channels:

- Create and circulate the Press Release to the media.
- Respond to inquiries from shareholders, general investors, as well as analysts through the telephone number 02-018-7190-8 and email [ir@psgcorp.co.th](mailto:ir@psgcorp.co.th)
- Create the Company Snapshot to disclose on SET website.
- Regularly updated the Company website with comprehensive and current information to ensure effective information disclosure by the company, allowing shareholders, investors, and interested parties to access accurate and timely company information.

- In 2025 the Company received a Very Good CGR rating from the Thai Institute of Directors Association (IOD).

Corporate Governance Structure

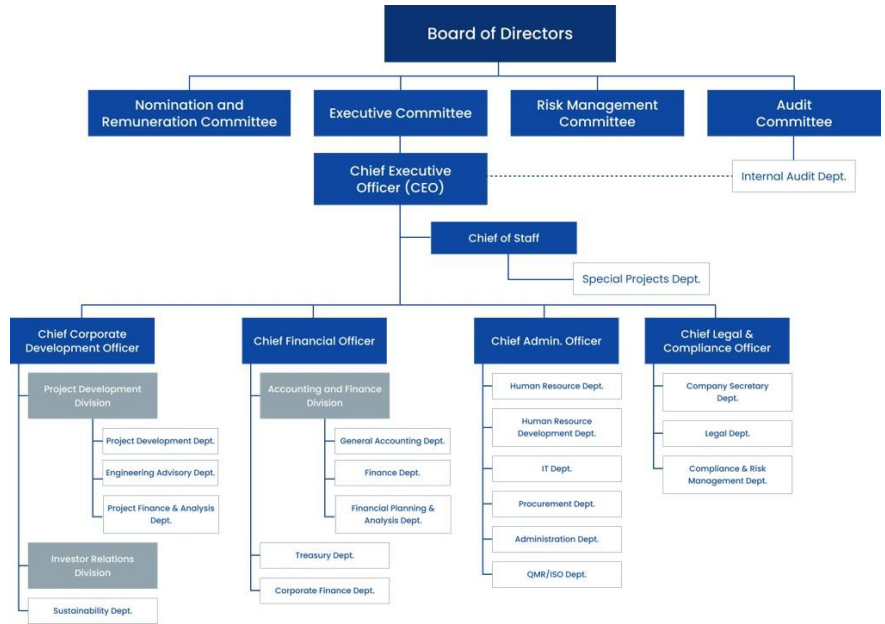
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Oct 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors<sup>(2)</sup>

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		10		10	
	10	0	10	0	10	0
Executive directors	1		1		1	
	1	0	1	0	1	0
Non-executive directors	9		9		9	
	9	0	9	0	9	0
Independent directors	6		6		6	
	6	0	6	0	6	0
Non-executive directors who have no position in independent directors	3		3		3	
	3	0	3	0	3	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	100.00	0.00	100.00	0.00	100.00	0.00
Executive directors	10.00		10.00		10.00	
	10.00	0.00	10.00	0.00	10.00	0.00
Non-executive directors	90.00		90.00		90.00	
	90.00	0.00	90.00	0.00	90.00	0.00
Independent directors	60.00		60.00		60.00	
	60.00	0.00	60.00	0.00	60.00	0.00
Non-executive directors who have no position in independent directors	30.00		30.00		30.00	
	30.00	0.00	30.00	0.00	30.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	63		64		65	
	63	0	64	0	65	0

Remark: <sup>(2)</sup> Pol. Gen. Chaiwat Getvorachai, Ph.D. resigned from the position of Director on February 11, 2026

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. VAN HOANG DAU  Gender: Male  Age : 66 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : General  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Oct 2021	<p>Energy &amp; Utilities, Corporate Management, Strategic Management, Leadership, Negotiation</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. DAVID VAN DAU  Gender: Male  Age : 42 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 3,513,287,671 Shares (78.923028 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://www.set.or.th/en/market/product/stock/quote/PSGC/major-shareholders">https://www.set.or.th/en/market/product/stock/quote/PSGC/major-shareholders</a></p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>27 Oct 2021</p>	<p>Economics, Construction Services, Energy &amp; Utilities, Corporate Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D.  Gender: Male  Age : 66 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Criminal Justice Administration and Society  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,493,150 Shares (0.033542 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Oct 2021	Leadership, Strategic Management, Risk Management, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. KHAMMANY INTHIRATH, Ph.D.  Gender: Male  Age : 70 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>27 Oct 2021</p>	<p>Economics, Energy &amp; Utilities,  Engineering, Risk Management, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. SOUPHANH KEOMIXAY, Ph.D.  Gender: Male  Age : 74 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>27 Oct 2021</p>	<p>Economics,  Corporate Social Responsibility,  Sustainability,  Governance/  Compliance,  Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PRAPAS VICHAKUL  Gender: Male  Age : 70 years  Highest level of education : Master's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>27 Oct 2021</p>	<p>Governance/  Compliance,  Strategic Management,  Energy &amp; Utilities,  Mining, Engineering</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. NOPADOL INTRALIB  Gender: Male  Age : 76 years  Highest level of education : Master's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,294,521 Shares (0.051544 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>9 Nov 2021</p>	<p>Law, Strategic Management, Risk Management, Governance/ Compliance, Negotiation</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. A.SubLT. DARMP SUKONTASAP, Ph.D.  Gender: Male  Age : 68 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>9 Nov 2021</p>	<p>Accounting,  Finance, Audit,  Internal Control,  Governance/  Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. DHANA BUBPHAVANICH</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Oct 2021	<p>Finance, Accounting, Governance/ Compliance, Strategic Management, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D.  Gender: Male  Age : 58 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 10,958,904 Shares (0.246182 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Oct 2021	Engineering, Strategic Management, Governance/ Compliance, Business Administration, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

#### Diagram of list of the board of directors

Board of Directors



**Mr. Van Hoang Dau**  
Chairman of the Board of Directors  
Authorized Director



**Mr. David Van Dau**  
Director  
Chairman of Executive Committee  
Member of Risk Management Committee  
Member of Nomination and  
Remuneration Committee  
Authorized Director  
Chief Executive Officer



**Pol. Gen. Chaiwat Getvorachai, Ph.D.**  
Independent Director  
Chairman of Audit Committee



**Khammany Inthirath, Ph.D.**  
Independent Director  
Chairman of Risk Management Committee  
Member of Audit Committee



**Souphanh Keomixay, Ph.D.**  
Independent Director  
Chairman of Nomination and Remuneration  
Committee

Board of Directors



**Mr. Prapas Vichakul**  
Independent Director  
Member of Audit Committee



**Mr. Nopadol Intralib**  
Independent Director  
Member of Risk Management Committee  
Member of Nomination and Remuneration Committee



**Darnp Sukontasap, Ph.D.**  
Independent Director  
Member of Audit Committee



**Mr. Dhana Bubphavanich**  
Director  
Member of Executive Committee



**Chaiyod Chirabowornkul, Ph.D.**  
Director  
Member of Executive Committee

Board of Directors

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. Gender: Male Age : 66 years Highest level of education : Doctoral degree Study field of the highest level of education : Criminal Justice Administration and Society Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,493,150 Shares (0.033542 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	11 Feb 2026	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. VAN HOANG DAU	Chairman of the board of directors		✓		✓	✓
2. Mr. DAVID VAN DAU	Director	✓				✓
3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D.	Director		✓	✓		
4. Mr. KHAMMANY INTHIRATH, Ph.D.	Director		✓	✓		
5. Mr. SOUPHANH KEOMIXAY, Ph.D.	Director		✓	✓		
6. Mr. PRAPAS VICHAKUL	Director		✓	✓		
7. Mr. NOPADOL INTRALIB	Director		✓	✓		
8. A.SubLT. DARMP SUKONTASAP, Ph.D.	Director		✓	✓		
9. Mr. DHANA BUBPHAVANICH	Director		✓		✓	
10. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D.	Director		✓		✓	
<b>Total (persons)</b>		<b>1</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>2</b>

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	30.00
2. Construction Services	1	10.00
3. Energy & Utilities	4	40.00
4. Mining	1	10.00
5. Law	1	10.00
6. Accounting	2	20.00
7. Finance	2	20.00
8. Corporate Social Responsibility	1	10.00
9. Sustainability	1	10.00
10. Data Analysis	1	10.00
11. Negotiation	2	20.00
12. Corporate Management	2	20.00
13. Engineering	3	30.00
14. Leadership	4	40.00
15. Strategic Management	7	70.00
16. Risk Management	3	30.00
17. Audit	3	30.00
18. Internal Control	2	20.00
19. Governance/ Compliance	6	60.00
20. Business Administration	1	10.00

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

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

Additional explanation :

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

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

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

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

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

The Company's Board structure consists of a majority of independent directors, exceeding half of the total Board members. This composition ensures a balance of power and effective oversight of the Company's management, enhancing efficiency and transparency. Additionally, the Company has clearly defined roles and responsibilities, preventing any one person from having excessive control.

Reference link for the measures for balancing the power between the board of directors and the management : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

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

Board charter : Have

#### Roles, Duties and Responsibilities of the Board of Directors

- The BoD is authorized to conduct business within the boundaries of laws and regulations set forth by the Company and relevant agencies.
- The Company's written corporate governance policy has been established and reviewed as necessary to ensure its relevance and compliance with current regulations and best practices.

- The Company's Code of Conduct outlines the expectations for ethical and professional behavior for the Board of Directors and employees. By committing to this code in writing, they agree to carry out their duties with honesty, integrity, and fairness towards all stakeholders. The Company regularly monitors compliance with the Code of Conduct and may take disciplinary action against those who violate it.
- The Board of Directors and employees are responsible for independently and carefully assessing the appropriateness of transactions involving conflicts of interest and connected transactions. They must adhere to the principles of good ethics and comply with the regulations of the Stock Exchange of Thailand regarding pricing and terms, as if the transactions were being conducted with a third party (Arm's Length Basis). The Audit Committee is responsible for providing its opinion on these transactions and for properly disclosing information about them in the Annual Report, under the section on Related Party Transactions.
- The Company has established a clear and written internal control system at both the management and operational levels. The internal control system ensures the proper use of Company assets for maximum benefit, with a clear division of duties among working, monitoring, and evaluating levels to ensure effective checks and balances. The financial system is also subject to internal control, with a financial reporting system in place to keep line management informed.

The Company has engaged an independent auditing firm to offer internal audit and accounting system services. The firm is tasked with evaluating the Company's efficiency and compliance with laws and regulations. It provides recommendations on improving the Company's internal control system and submits its audit findings directly to the Audit Committee.

- The Company has a system in place to identify and assess business risks, including measures to prevent and manage such risks that could impact the Company's operations. An early warning system is established to monitor the Company's compliance with laws and regulations, and a risk management report is prepared to ensure that the Company is well-equipped to handle potential risks.
- The Board of Directors and Audit Committee regularly review the sufficiency of the internal control and risk management systems and express their opinions on their effectiveness. This information is disclosed.

#### Scope of Authority of the Chairman of the Board of Directors

- 1) Has the authority to break ties in voting during Board of Directors meetings.
- 2) Preside over the meetings of the Board of Directors, ensuring that they are conducted efficiently and effectively, with participation from all members and independence maintained.
- 3) Oversee and ensure that the Shareholders' Meeting is conducted effectively, fairly, and in accordance with relevant laws and regulations.
- 4) Fulfill responsibilities with integrity and fairness while maximizing benefits for the Company, its shareholders, and other stakeholders in accordance with applicable laws and regulations.

#### Scope of Authority of the Board of Directors

- 1) Perform duties in accordance with the law, objectives, the Company's bylaws, and resolutions of Shareholders Meetings, except for matters that require approval from the shareholders' meeting, such as connected transactions, acquisition or disposal of assets, and purchase or sale of significant assets. These actions must be conducted in accordance with the regulations of the Stock Exchange of Thailand or other governmental agencies.
- 2) Establish the policies, vision, mission, strategies, objectives, and overall business direction for the Company and to provide guidance and oversight for the executive team to ensure their performance aligns with established policies and plans, with the goal of maximizing shareholder value and promoting sustainable growth.
- 3) Establish reliable accounting systems, financial reporting systems, and auditing functions, and to ensure the effectiveness and appropriateness of the internal control and internal audit systems.
- 4) Appoint or make changes to the individuals authorized to sign on behalf of the Company.

- 5) Set up the Company's internal policies and procedures to ensure the effective and efficient operation of the business.
- 6) Consider and approve significant matters, including the Company's strategic direction, budget, major investment projects, delegation of authority, and any other elements required by law.
- 7) Review and approve the company's organizational and management structures, and assessing the performance and appropriate remuneration for the chief executive officer. The board is empowered to delegate to the CEO responsibility for altering the company's organizational, management and administrative structures as appropriate at all levels up to that of senior management. The actions of the CEO must however be in accordance with the company's vision, policies, strategies, and operational direction, as established by the board of directors.
- 8) Review and approve the appointment of the Board of Directors and the Chief Executive Officer. The Board may delegate authority to one or more members of the Board of Directors or other individuals to carry out actions on behalf of the Board, under its supervision. This delegated authority may be exercised within the time frame determined by the Board and may be altered, amended, or revoked as deemed necessary by the Board.

The Board of Directors' approval authority must not include situations where the designated person or persons have conflicts of interest or stand to gain or lose regarding the Company or its subsidiary companies (if any). However, they may approve transactions in the normal course of business under general commercial terms, provided the amount and authority have been established beforehand, and in accordance with the guidelines, conditions, and procedures set by the Stock Exchange of Thailand regarding connected transactions, asset acquisition or disposal, and the regulations of the Securities and Exchange Commission of Thailand.

In addition, the authorization given to the Board of Directors must be in accordance with the laws and regulations of the Company and relevant agencies, such as the Stock Exchange of Thailand and the Securities and Exchange Commission. Directors or other individuals who may have conflicts of interest with the Company or its subsidiary are prohibited from voting on any related matter.

- 9) Be responsible for overseeing the performance and conducting of the executive team and performing their duties with diligence and caution.
- 10) Ensure that there is no conflict of interest between the stakeholders and the Company, the Board of Directors is responsible for preventing such conflicts.
- 11) The following authorities must be approved by the Shareholders Meeting, and directors or individuals with conflicts of interest must abstain from voting on those items. For items iii-viii, a majority vote of directors present at the meeting and at least three-fourths of votes from shareholders present and entitled to vote at the shareholders' meeting are required for approval.
  - i. Matters must be approved by the Shareholders' Meeting as required by laws.
  - ii. Transactions in which a director has a conflict of interest and fall within the scope of the laws or the regulations of the Thai Stock Exchange, which require approval by a Shareholders' Meeting.
  - iii. The sale or transfer of a significant portion of the Company's assets to other parties.
  - iv. The purchase or acceptance of transfer of a business from another Company.
  - v. Execution, amendment, or termination of a lease that covers the entire or a significant portion of the Company's operations, as well as the appointment of another party to manage the Company's business or a merger of the Company's business with another with the aim of sharing profit and loss, require approval from the Shareholders' Meeting.
  - vi. An additional amendment to the Company's memorandum of association or articles of association.
  - vii. Capital increases and decreases, debt issuance, mergers, and acquisitions, or the dissolution of the Company require approval from the shareholders' meeting.
  - viii. Other matters defined by securities laws and/or regulations of the Stock Exchange of Thailand that must be resolved by a meeting of the Board of Directors and Shareholders, using the previously established voting criteria.
- 12) The Board of Directors must promptly inform the Company of any direct or indirect benefits or losses from a contract related to the Company's operations or any changes in ownership of the Company's shares or other securities.

13) The form 56-1 One Report must clearly state the Board of Directors' responsibilities in preparing the financial reports, along with the auditor's report. This should address key issues as outlined in the codes of conduct for the Board of a listed Company on the Stock Exchange of Thailand.

14) The responsibility of the Board of Directors to prepare and provide the audited balance sheet and income statement of the Company at the end of each fiscal year is outlined in the Annual Report, along with the auditor's report. This review and approval process is proposed for consideration at the Shareholders' Meeting.

15) The annual general meeting of shareholders must be held within four months after the end of the Company's fiscal year.

16) The Board of Directors must hold a meeting at least once every three months.

*The full Board of Directors Charter and Report on Key Corporate Governance Performance are published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link for the board charter : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls

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

The Audit Committee (AC) is responsible for providing oversight and support to the executive team and is comprised of four Independent Directors who serve three-year terms. The Committee meets regularly with the auditors, internal auditors, the internal audit firm and executives from the Company, and at least one member must have expertise in accounting and finance. The Committees purpose is to help ensure that the financial reporting process is transparent, accurate, and in compliance with laws and regulations.

#### Scope of Authorities and Responsibilities

1. Provide oversight to ensure the accuracy and completeness of the Company's financial reports, by collaborating with the external auditor and financial reporting executives. They may offer suggestions and insights for the auditor to review or examine any transactions that warrant attention during the audit process.
2. Ensure the appropriateness and effectiveness of the internal control and internal audit systems by collaborating with external auditors and the internal audit team, preserving the independence of the internal audit unit, and giving approval for the appointment, transfer, and termination of the internal audit leader or any other units related to internal audit.
3. Ensure that the Company's operations follow the Securities and Exchange Act, the rules and regulations of the

Stock Exchange of Thailand, and any other applicable laws relevant to the Company's operations.

4. Select, appoint, and dismiss the Company's external auditors, determine the audit fee, and consider factors such as the auditors' credibility, availability of resources, experience of lead auditors, and independence. The AC must then make recommendations to the BoD for approval at the annual Shareholders' Meeting. Additionally, the AC must hold an annual meeting with the external auditors without the presence of the executive team.

5. Consider the disclosure of information regarding connected transactions or transactions that may result in conflicts of interest and provide recommendations on these transactions to be presented to the Board of Directors' Meeting and/or Shareholders' Meeting.

6. Review and evaluate the Company's financial and risk management policies. The policies must be in line with the guidelines set by the Board and must be approved by the AC.

7. Include the Audit Committees activities in the Annual Report, which must be signed off by the AC Chairman and consists of the following information: -

i. Opinion on the adequacy and effectiveness of the internal control and internal audit systems.

ii. Opinions on the effectiveness of the Company's internal control system.

iii. Evidence in support of reappointing the external auditor for another term.

iv. Opinion on the Company's compliance with laws and regulations, including the Securities and Exchange Act, the Stock Exchange of Thailand's rules, and other relevant laws and regulations.

v. Opinions on transactions involving conflicts of interest.

vi. The number of Audit Committee meetings and each member's attendance at those meetings.

vii. Opinion or overall observations received by the Audit Committee during the performance of its duties as mandated by its charter.

viii. Any other relevant issues that the Board of Directors believes shareholders and investors should be aware of while carrying out their responsibilities and authorities.

8. Report the performance of the Audit Committee to the Board of Directors at least annually.

A. Prepare a report on corporate governance to be included in the Company's annual report, which must be signed by the Chairman of the Audit Committee. The report should provide information on the Committee's performance and activities related to corporate governance.

B. Carry out additional tasks as directed by the Board of Directors with the approval of the Audit Committee.

The Audit Committee is entrusted to call meetings with the executive team, executives, or employees and require them to provide reports and opinions, attend meetings, or submit necessary and relevant documents. The Board of Directors has the authority to modify the Audit Committee's responsibilities and authority as appropriate.

The Audit Committee holds regular meetings at least once every quarter. In 2025, the Committee conducted four meetings with external auditors, internal auditors, accounting and finance management, and executive teams responsible for reviewing quarterly financial statements. The Audit Committee then presents a report to the Board of Directors.

Darmp Sukontasap, Ph.D. has the necessary expertise and experience to analyze and verify financial reports. Ms. Somruedee Halilamien, Chief Financial Officer, serves as the secretary of the Audit Committee.

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

<https://www.psgcorp.co.th/en/governance/policies-and-guideline>

#### **Executive Committee**

## Role

- Corporate governance
- Sustainability development

## Scope of authorities, role, and duties

The Executive Committee has been appointed by the Board of Directors to assist with examining policies, directions, business strategies, organizational structure, business plan, and annual budget. They are also tasked with monitoring and governing the implementation of the approved strategic plan, tasks, and projects. The Committees responsibilities include the review of financial performance, risk management, and other operational aspects as assigned by the Board of Directors.

### Scope of Authorities and Responsibilities

The Executive Committee is responsible for managing the Company's business operations and management, including developing policies, business plans, budgets, administrative structures, and management structures, and proposing appropriate business strategies to the Board of Directors for consideration, approval, and/or resolution. Additionally, the EC monitors and follows up on the Company's performance in line with its policies. The committee's roles and responsibilities are summarized as follows: -

1. Develop the Company's business policies, vision, mission, values, strategies, and goals, including the management structure, to be presented to the Board of Directors for approval.
2. Prepare the Company's business plan, budget, and administrative authority for approval by the Board of Directors.
3. Control, supervise and monitor the Company's business operations in accordance with the business policy, plan, and strategy authorized by the Board of Directors.
4. Consider and approve the Company's projects and its subsidiaries and report progress to the Board of Directors for acknowledgment.
5. Appoint a working group or independent consultant to advise and assist the Executive Committee in making decisions.
6. Perform any other duties assigned by the Board of Directors or required by law and/or regulations of relevant agencies.

The Executive Committee may grant power of attorney to employees in the Company's executive level the financial approval authority in some or many of the issues deemed acceptable.

The financial approval authority granted by the Executive Committee through a power of attorney must not permit approval of issues that may pose conflicts of interest or result in gain or loss to the Company or its subsidiaries, except for those approved under general commercial terms and in the ordinary course of business, subject to pre-defined amounts and authority set by the Board of Directors in accordance with the Stock Exchange of Thailand's guidelines, conditions, and procedures. The Board of Directors is authorized to modify and adjust the extent of the Executive Committee's authority and responsibility as needed or appropriate, as per applicable regulations of the Securities and Exchange Commission of Thailand.

In 2025, the Executive Committee held five meetings to consider matters relating to the Company's ordinary business operations and management, including the formulation of policies, business plans, budgets, organizational structure, and management authorities, as well as business guidelines in line with economic conditions, for submission to the Board of Directors for consideration and approval and/or acknowledgment. The Committee also reviewed and monitored the Company's performance in accordance with the established policies.

### Reference link for the charter

<https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Risk Management Committee

### Role

- Risk management
- Climate-related risks and opportunities governance

### Scope of authorities, role, and duties

The Risk Management Committee (RMC) has been established by the Board of Directors to develop a comprehensive risk management policy for the entire organization. Its responsibility includes monitoring and controlling risk management systems or procedures to effectively mitigate the impacts on the Company's business.

### Scope of Authorities and Responsibilities

The Risk Management Committee is responsible for developing risk management policies for the entire organization and ensuring that risk management methods or procedures are in place to minimize the impact on the Company's operations. The following outlines the scope of authority and responsibilities of the Committee: -

1. Establish appropriate and efficient risk management policies and guidelines.
2. Implement the Company's risk management plans and processes.
3. Monitor and assess the Company's compliance with the risk management framework.
4. Perform any other duties as assigned by the Board of Directors related to the Company's risk management.
5. Report its performance to the Board of Directors for acknowledgement and prepare a report on risk management to be included in the Company's annual information disclosure form or annual report. The report should be signed off by the Chairman of the Risk Management Committee

The Risk Management Committee held two meetings in 2025 to monitor and evaluate the implementation of the Company's risk management plan.

### Reference link for the charter

<https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

The Nomination and Remuneration Committee (NRC) has been established by the Board of Directors to evaluate potential candidates for appointment to the Board of Directors and Chief Executive Officer. This committee is tasked with ensuring that individuals with the right expertise, skills, experience, vision, and decision-making ability are selected to fill any vacancies, in the best interest of the Company and its shareholders. The Nomination and Remuneration Committee also reviews remuneration guidelines for directors and Chief Executive Officer, with remuneration of Chief Executive Officer subject to approval by the Board of Director and all committee remuneration packages subject to approval by the Shareholders' Meeting.

## Scope of authority and responsibilities

The NRC carries out activities assigned by the Board of Directors, with the following roles and responsibilities: -

### Recruitment

1. Determine the appropriate structure of the Board of Directors, including the optimal number of directors based on the Company's size, type, and complexity of the business. The NRC also establishes the necessary qualifications for each director, such as relevant skills, experience, and competencies specific to the core business or industry in which the Company operates.
2. Ensure that prospective Independent Director candidates possess the most suitable qualifications required by the Company and comply with the rules specified by the SEC Office regarding the independence of candidates.
3. Develop criteria and policies for the selection of the Board of Directors and sub-committees, in addition to determining the qualifications required for the members of each committee.
4. Source, select, and nominate eligible individuals to fill positions on the Company's Board of Directors in the event of a term coming to an end, a vacancy occurring, or the need for additional appointments.
5. Recruiting and proposing candidates for the position of chief executive officer, for approval by the board of directors.
6. Carry out any other duties delegated by the Board of Directors.

### Compensation

1. Develop criteria and policies for determining remuneration for the Board of Directors, and sub-committee members.
2. Determine the necessary and appropriate remuneration, including both monetary and non-monetary benefits, for each member of the Board of Directors, based on factors such as their duties, responsibilities, performance, benchmarking with similar organizations, and expected contribution.
3. Publish the remuneration policies and rates in various formats and include the Nomination and Remuneration Committee Report in the Company's Form 56-1 One Report.
4. Assessing the performance of the Chief Executive Officer and proposing appropriate remuneration, for approval by the board of directors.
5. Perform any other tasks related to remuneration as assigned by the Board of Directors.

The NRC reports its performance directly to the Board of Directors and is accountable to the Board of Directors in carrying out its duties.

The NRC held two meetings in 2025. The first meeting was to nominate suitable persons to be appointed as directors to replace those who retired by rotation. The second meeting was to review the remuneration of directors for the year 2025 and consider the performance evaluation of the Chief Executive Officer.

### Reference link for the charter

<https://www.psgcorp.co.th/en/governance/policies-and-guideline>

## Information on each subcommittee

### List of audit committee<sup>(3)</sup>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. POL. GEN. CHAIWAT GETVORACHAI, Ph.D.</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Criminal Justice Administration and Society</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Oct 2021	Leadership, Strategic Management, Risk Management, Audit, Internal Control
<p>2. Mr. KHAMMANY INTHIRATH, Ph.D.</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Oct 2021	Economics, Energy & Utilities, Engineering, Risk Management, Audit
<p>3. Mr. PRAPAS VICHAKUL</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Oct 2021	Governance/ Compliance, Strategic Management, Energy & Utilities, Mining, Engineering

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. A.SubLT. DARMP SUKONTASAP, Ph.D. <sup>(*)</sup> Gender: Male Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	9 Nov 2021	Accounting, Finance, Audit, Internal Control, Governance/ Compliance

Additional explanation :

(\*) Directors with expertise in accounting information review

Remark: <sup>(3)</sup> - Pol. Gen. Chaiwat Getvorachai, Ph.D., resigned from his position as Director, effective February 11, 2026. - Acting Sub Lt. Damp Sukontasap was appointed as Chairman of the Audit Committee, effective February 24, 2026.

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. Gender: Male Age : 66 years Highest level of education : Doctoral degree Study field of the highest level of education : Criminal Justice Administration and Society Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director)	11 Feb 2026	-

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. DAVID VAN DAU  Gender: Male  Age : 42 years  Highest level of education :  Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>27 Oct 2021</p>
<p>2. Mr. DHANA BUBPHAVANICH  Gender: Male  Age : 57 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Oct 2021</p>
<p>3. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D.  Gender: Male  Age : 58 years  Highest level of education :  Doctoral degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Oct 2021</p>
<p>4. Ms. Somruedee Halilamien  Gender: Female  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>19 Nov 2021</p>

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

## Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. KHAMMANY INTHIRATH, Ph.D.	The chairman of the subcommittee (Independent director)
	Mr. DAVID VAN DAU	Member of the subcommittee
	Mr. NOPADOL INTRALIB	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mr. SOUPHANH KEOMIXAY, Ph.D.	The chairman of the subcommittee (Independent director)
	Mr. DAVID VAN DAU	Member of the subcommittee
	Mr. NOPADOL INTRALIB	Member of the subcommittee (Independent director)

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

## Information on the executives

### Information on the executives

### List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. DAVID VAN DAU Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHIEF EXECUTIVE OFFICER (The highest-ranking executive)	1 Dec 2021	Economics, Construction Services, Energy & Utilities, Corporate Management, Leadership

List of executives	Position	First appointment date	Skills and expertise
<p>2. Ms. Somruedee Halilamien<sup>(*)</sup>  Gender: Female  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	Chief Financial Officer	27 Oct 2021	Accounting, Finance, Strategic Management, Audit, Internal Control
<p>3. Ms. Pattamakorn Buranasin  Gender: Female  Age : 45 years  Highest level of education : Master's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief Legal & Compliance Officer	19 Nov 2021	Law, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance

List of executives	Position	First appointment date	Skills and expertise
4. Mr. Jettanachai Padungsupalai Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	(Acting) Chief Administrative Officer	1 Oct 2025	Human Resource Management, Corporate Social Responsibility
5. Mr. Artem Belgesov Gender: Male Age : 31 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Corporate Development Officer	1 Oct 2025	Energy & Utilities, Mining, Finance, Data Analysis, Business Administration

*Additional Explanation :*

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

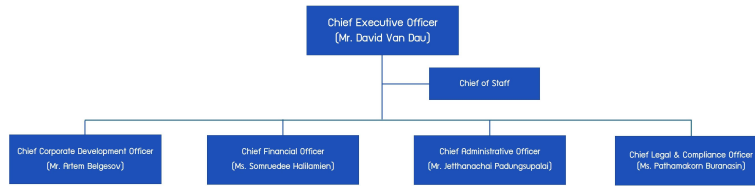
*(\*\*) Accounting supervisor*

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Oct 2025

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



Management Structure

## Remuneration policy for executive directors and executives

Remuneration Policy for the Board of Director, the Executive Committee and Management

### (1) Monetary Remuneration

- The Board of Director's Remuneration: consists of a meeting allowance, which is payable only to directors who attend the meeting.
- The Executive Committee's Remuneration: consists of a meeting allowance. However, a member of the Executive Committee, who is a Company management officer, will not be entitled to a meeting allowance for attending Executive Committee meetings. The meeting allowance will only be paid to a director who attends the meeting.
- The Management's Remuneration: consists of a combination of salary, bonus, and various welfare benefits.
- The Nomination and Remuneration Committee reviews and establishes the appropriate remuneration for the Chief Executive Officer, based on predetermined standards and specific guidelines that serve the best interests of the Company.
- The Company's executive remuneration is determined by the principles and rules established, which are linked to the Company's operational and individual executive performance. The Company uses Key Performance Index (KPIs) to evaluate the performance of its executive team.

### (2) Non-Monetary Compensation and Other Benefits

- Other Remuneration for the Board of Director and the Executive Committee: -None-
- Other Remuneration for Management: includes contributions to the provident fund as part of long-term benefits, as well as other welfare benefits.

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

The Board of Directors has considered and determined the remuneration of the Executive Directors and the Chief Executive Officer, following the review and screening by the Nomination and Remuneration Committee. In determining such remuneration, the Board has taken into account the size of the business and the roles and responsibilities. The remuneration of the Executive Directors and the Chief Executive Officer is at an appropriate level, comparable with the market and other listed companies of similar size, and is sufficient to attract and retain qualified personnel for the Company.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	22,690,670.00	32,071,130.00	37,323,920.00
Total remuneration of executive directors (baht)	196,000.00	154,000.00	140,000.00
Total remuneration of executives (baht)	22,494,670.00	31,917,130.00	37,183,920.00

#### Monetary Remuneration

- The Executive Committee's Remuneration: consists of a meeting allowance.
- The Management's Remuneration: consists of a combination of salary, bonus, and various welfare benefits.

#### **Other remunerations of executive directors and executives**

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	645,438.00	751,206.00	884,015.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

#### Non-Monetary Compensation and Other Benefits

- Other Remuneration for Directors: -None-
- Other Remuneration for Management: Provident fund is a form of retirement savings plan that may be offered to executives as part of their long-term compensation package.

*Remark: Total management remuneration includes management who resigned during the year. (only executives who were members)*

#### **Performance Evaluation and Remuneration of the Chief Executive Officer**

The Nomination and Remuneration Committee is responsible for evaluating the Chief Executive Officers (CEO) performance, utilizing a structured assessment framework comprising 10 key evaluation criteria, each with a maximum score of 5 points, in accordance with the guidelines set by the Stock Exchange of Thailand (SET). In determining the CEOs remuneration, the Nomination and Remuneration Committee conducts a comprehensive benchmarking analysis, comparing the remuneration levels with those of companies in the same industry and of similar size. The assessment also considers the CEOs performance, the Company's overall operational results, and leadership in driving the organization toward its defined vision, mission, and strategic objectives. Based on these evaluations, the Committee submits its recommendations on the CEOs remuneration for consideration and approval by the Board of Directors. For 2025, the Nomination and Remuneration Committee assessed the CEOs performance as "very good" awarding an overall score of 4.07.

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

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

## Other significant information

Other significant information

## Assigned person

### List of persons assigned for accounting oversight<sup>(4)</sup>

General information	Email	Telephone number
1. Ms. Sukol Homsuwan	sukol.h@psgcorp.co.th	02 018 7190-8

Remark: <sup>(4)</sup> The profile is provided in Appendix 1.

### List of the company secretary<sup>(5)</sup>

General information	Email	Telephone number
1. Ms. Pathamakorn Buranasin	pathamakorn.b@psgcorp.co.th	02 018 7190-8

Remark: <sup>(5)</sup> The profile is provided in Appendix 1.

### List of the head of internal audit or outsourced internal auditor<sup>(6)</sup>

General information	Email	Telephone number
1. Mr. Kobchok Sae-ung	kobchok.s@psgcorp.co.th	02 018 7190-8

Remark: <sup>(6)</sup> - The detailed profile of the Company's internal auditor is provided in Appendix 3. - KPMG has assigned Ms. Naipaporn Sagulyat, Partner, as the responsible person for internal audit duties. Her detailed profile is provided in Appendix 3.

### List of the head of the compliance unit<sup>(7)</sup>

General information	Email	Telephone number
1. Ms. Pathamakorn Buranasin	pathamakorn.b@psgcorp.co.th	02 018 7190-8

Remark: <sup>(7)</sup> The profile is provided in Appendix 3.

## Head of investor relations

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

## List of the head of investor relations

General information	Email	Telephone number
1. Mr. Chanchalerm Chukaviroj	chanchalerm.c@psgcorp.co.th	02 018 7190-8

## Company's auditor

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	4,050,000.00	-	1. Mr. CHATCHAI KASEMSRITHANAWAT Email: chatchai. kasemsrithanawat@th.ey. com License number: 5813  2. Mrs. CHONLAROS SUNTIASVARAPORN Email: chonlaros. suntiasvaraporn@th.ey. com License number: 4523  3. Mr. KITTIPHUN KIATSOMPHOB Email: kittiphun. kiatsomphob@th.ey.com License number: 8050

### Details of the auditors of the subsidiaries<sup>(8)</sup>

Audit fee (Baht)	Other service fees		
381,120.00	-		

*Remark:* <sup>(8)</sup> Subsidiary, there was an audit fee of USD 12,000, and no other expenses were recorded. It's noteworthy that the auditor for both the Company and its subsidiaries is from the same auditing office. Moreover, the proposed auditor has no relationship or conflict of interest with the Company, its subsidiaries, executives, major shareholders, or other connected persons. They are an independent auditor who provides an opinion on the Company's financial statements. Note: The audit fees for subsidiaries mentioned above are calculated based on the exchange rate as of December 30, 2025.

### Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

## Performance Report on Corporate Governance

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

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

The performance of the Board of Directors in the past year can be summarized as follows:

- Approved the review of the Company's vision, mission, values, and quality policy to ensure alignment with its operations.
- Reviewed the charters of various committees, including the Company's corporate governance policy.
- Considered the Company's financial statements and operating results for the year 2024, as presented by the Audit Committee, prior to submission to the Annual General Meeting of Shareholders for approval, as well as the financial statements for the first to third quarters of 2025.
- Considered the financial statements and operating results of the Company's subsidiaries for the year 2024.
- Approved the budgets of the Company and its subsidiaries for the year 2025.
- Endorsed the selection and appointment of the external auditor and the audit fee, as proposed by the Audit Committee, prior to submission to the Annual General Meeting of Shareholders for approval.
- Endorsed the re-appointment of directors retiring by rotation and the directors remuneration, as proposed by the Nomination and Remuneration Committee, prior to submission to the Annual General Meeting of Shareholders for approval.
- Approved the report on the adequacy of the Company's internal control system based on the internal audit report for the year ending December 31, 2025.
- Considered related party transactions for the fourth quarter of 2024 and the first to third quarters of 2025, as reviewed by the Audit Committee.
- Approved the change of the Company's logo and ticker symbol from PSG to PSGC.
- Approved the Company's investment in Nam Tien Limited Liability Company (NT).
- Considered the elimination of the discount on share capital through a reverse stock split and capital reduction, including the relevant amendments to the Company's Memorandum of Association and Articles of Association, prior to submission to the Annual General Meeting of Shareholders for approval.
- Considered the amendments to the Company's Articles of Association relating to electronic meetings and electronic publication, including the transmission of documents or notices via electronic means, prior to submission to the Annual General Meeting of Shareholders for approval.

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

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

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

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mr. VAN HOANG DAU	Chairman of the board of directors	27 Oct 2021	Energy & Utilities, Corporate Management, Strategic Management, Leadership, Negotiation
POL. GEN. CHAIWAT GETVORACHAI, Ph. D.	Director	27 Oct 2021	Leadership, Strategic Management, Risk Management, Audit, Internal Control
Mr. DHANA BUBPHAVANICH	Director	27 Oct 2021	Finance, Accounting, Governance/ Compliance, Strategic Management, Data Analysis

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

**Independent Director Selection Criteria**

The Company mandates that a minimum of one-third of the total number of directors, but no fewer than three individuals, must be independent directors. The Nomination and Remuneration Committee will propose the nomination of independent directors to the Board of Directors for consideration and approval or to the shareholders for approval, as appropriate. The nominations will be made in accordance with relevant legal requirements and the provisions outlined in the Board of Directors Charter. The candidates must meet the qualifications required by the Securities and Exchange Commission and the Stock Exchange of Thailand, as stated in the Notification of Nomination of Independent Directors and Audit Committee Members, in this Form 56-1 One Report.

Please be advised that the qualifications and definition of independent directors are consistent with those defined by the Securities and Exchange Commission and the Stock Exchange of Thailand.

Business or professional relationships of independent directors over the past year

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

## Selection of directors and the highest-ranking executive

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

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

### Number of directors from major shareholders

- Number of directors from each group of major shareholders over the past year (persons) : 2

## Rights of minority shareholders on director appointment

### Rights of Minority Shareholders in Director Appointment

The Company recognizes and upholds the rights of minority shareholders in the appointment of directors, as part of its commitment to good corporate governance and equitable treatment of all shareholders. To ensure transparency and fairness in the director nomination and appointment process, the Company has established the following guidelines:

#### **1) Right to Nominate Directors**

- Minority shareholders have the right to nominate qualified candidates for consideration as directors in accordance with the Company's nomination criteria.
- The Company has established a clear process and timeline for submitting director nominations prior to the Annual General Meeting (AGM).

#### **2) Right to Vote in Director Elections**

- All shareholders, including minority shareholders, have the right to vote in director elections during the AGM.
- Each director appointment must receive approval from more than half of the total votes cast by shareholders present at the meeting and eligible to vote.

#### **3) Disclosure of the Nomination and Appointment Process**

- The Company discloses information on the nomination process, selection criteria, and qualifications of nominated directors in the AGM notice and other relevant disclosures.
- The appointment of directors is subject to screening by the Nomination and Remuneration Committee to ensure a transparent and impartial selection process.

#### **4) Access to Information and Shareholder Participation**

- The Company provides equal access to relevant information on director appointments to all shareholders, enabling informed decision-making.
- The Company encourages shareholder participation in corporate governance through meetings and appropriate communication channels.

At the 2025 Annual General Meeting of Shareholders, the Nomination and Remuneration Committee, after due consideration and screening, proposed to the Board of Directors to recommend to the shareholders the re-election of three directors who retired by rotation to another term, as follows:

Name	Position
1. Mr. Van Hoang Dau	Chairman of the Board of Directors
2. Pol. Gen. Chaiwat Getvorachai, Ph. D.	Independent Director and Chairman of the Audit Committee
3. Mr. Dhana Bubphavanich	Director and Member of the Executive Committee

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

#### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

### Information on the development of directors

#### Development of directors over the past year

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. VAN HOANG DAU (Chairman of the board of directors)	Non-participating	-
2. Mr. DAVID VAN DAU (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. (Director, Independent director)	Non-participating	-
4. Mr. KHAMMANY INTHIRATH, Ph.D. (Director, Independent director)	Non-participating	-
5. Mr. SOUPHANH KEOMIXAY, Ph.D. (Director, Independent director)	Non-participating	-
6. Mr. PRAPAS VICHAKUL (Director, Independent director)	Non-participating	-
7. Mr. NOPADOL INTRALIB (Director, Independent director)	Non-participating	-
8. A.SubLT. DARMP SUKONTASAP, Ph.D. (Director, Independent director)	Non-participating	-
9. Mr. DHANA BUBPHAVANICH (Director)	Non-participating	-
10. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D. (Director)	Non-participating	-

## Information on the evaluation of duty performance of directors

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

#### Board of Directors Performance Assessment

To help board members assess their performance, to identify difficulties that have been encountered over the previous year, and to improve future performance, directors engage in an annual process of self-assessment. This evaluates all areas of directors responsibilities together with their alignment with the companys core ethics, and three forms are used in this:

- (1) self-assessment of the board of directors as a whole;
- (2) self-assessment of committees as a whole; and
- (3) self-assessment of the board of directors and of committee members on an individual basis.

Responses are assessed by the Nominations and Remuneration Committee, and directors scores and feedback are used to improve the overall performance of the board in the coming year.

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

The company secretary is responsible for distributing self-assessment forms to directors, collecting these, and reporting on the results of the assessment to the board of directors.

The results of the 2025 self-assessment were as follows:

- 92.81% of assessments of the board of directors as a whole were at the level of excellent.
- 92.71% of assessments of committees as a whole were at the level of excellent.
- 96.21% of assessments of the board of directors and of committee members on an individual basis were at the level of excellent.

### **Performance evaluation criteria for the executives**

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee is responsible for evaluating the Chief Executive Officers (CEO) performance, utilizing a structured assessment framework comprising 10 key evaluation criteria, each with a maximum score of 5 points, in accordance with the guidelines set by the Stock Exchange of Thailand (SET). In determining the CEOs remuneration, the Nomination and Remuneration Committee conducts a comprehensive benchmarking analysis, comparing the remuneration levels with those of companies in the same industry and of similar size. The assessment also considers the CEOs performance, the Companys overall operational results, and leadership in driving the organization toward its defined vision, mission, and strategic objectives. Based on these evaluations, the Committee submits its recommendations on the CEOs remuneration for consideration and approval by the Board of Directors. For 2024, the Nomination and Remuneration Committee assessed the CEOs performance as "Excellent," awarding an overall score of 4.08.

For executives reporting directly to the Chief Executive Officer, the Company applies a Key Performance Index (KPI) system to measure their performance. The Chief Executive Officer is responsible for evaluating the individual performance of each executive based on the established KPIs.

Reference link for the performance evaluation criteria for the executives : <https://www.psgcorp.co.th/th/about-us/corporate-governance>

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

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

## Meeting attendance of the board of directors

### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 4  
past year (times)  
Date of AGM meeting : 24 Apr 2025  
EGM meeting : Yes  
Date of the EGM over the past year (1st time) : 22 Sep 2025

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. VAN HOANG DAU (Chairman of the board of directors)	3	/	4	1	/	1	0	/	1
2. Mr. DAVID VAN DAU (Director)	4	/	4	1	/	1	1	/	1
3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. (Director, Independent director)	4	/	4	1	/	1	1	/	1
4. Mr. KHAMMANY INTHIRATH, Ph.D. (Director, Independent director)	4	/	4	1	/	1	1	/	1
5. Mr. SOUPHANH KEOMIXAY, Ph.D. (Director, Independent director)	4	/	4	1	/	1	1	/	1

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mr. PRAPAS VICHAKUL (Director, Independent director)	4	/	4	1	/	1	1	/	1
7. Mr. NOPADOL INTRALIB (Director, Independent director)	4	/	4	1	/	1	1	/	1
8. A.SubLT. DARMP SUKONTASAP, Ph.D. (Director, Independent director)	4	/	4	1	/	1	1	/	1
9. Mr. DHANA BUBPHAVANICH (Director)	4	/	4	1	/	1	1	/	1
10. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D. (Director)	4	/	4	1	/	1	1	/	1

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

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. VAN HOANG DAU (Chairman of the board of directors)	3/4 (75.00%)	1/1 (100.00%)	0/1 (0.00%)
2. Mr. DAVID VAN DAU (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. KHAMMANY INTHIRATH, Ph.D. (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
5. Mr. SOUPHANH KEOMIXAY, Ph.D. (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Mr. PRAPAS VICHAKUL (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. NOPADOL INTRALIB (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
8. A.SubLT. DARMP SUKONTASAP, Ph.D. (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
9. Mr. DHANA BUBPHAVANICH (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
10. Mr. CHAIYOD CHIRABOWORNKUL, Ph.D. (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
<b>Average meeting attendance rate</b>	<b>97.50%</b>	<b>100.00%</b>	<b>90.00%</b>

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

### Remuneration of the board of directors

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

##### Remuneration for Directors

- Remuneration for Company directors consists of meeting allowances.
- Other remuneration for directors -None-
- In 2025, the total monetary remuneration in the form of meeting allowances for the Board of Directors amounted to 2,704,000 Baht, comprising 2,029,000 Baht for meetings of the Board of Directors and its sub-committees, 360,000 Baht for attendance at the Annual General Meeting of Shareholders, and 315,000 Baht for attendance at the Extraordinary General Meeting of Shareholders.

## Remuneration of the board of directors

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

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. VAN HOANG DAU (Chairman of the board of directors)</b>			<b>135,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	135,000.00	0.00	135,000.00	No	
<b>2. Mr. DAVID VAN DAU (Director)</b>			<b>196,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	28,000.00	0.00	28,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	28,000.00	0.00	28,000.00	No	
<b>3. POL. GEN. CHAIWAT GETVORACHAI, Ph.D. (Director, Independent director)</b>			<b>240,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Audit Committee (Chairman of the audit committee)	100,000.00	0.00	100,000.00	No	
<b>4. Mr. KHAMMANY INTHIRATH, Ph.D. (Director, Independent director)</b>			<b>248,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	28,000.00	0.00	28,000.00	No	
<b>5. Mr. SOUPHANH KEOMIXAY, Ph.D. (Director, Independent director)</b>			<b>154,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	14,000.00	0.00	14,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>6. Mr. PRAPAS VICHAKUL (Director, Independent director)</b>			<b>220,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
<b>7. Mr. NOPADOL INTRALIB (Director, Independent director)</b>			<b>196,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Risk Management Committee (Member of the subcommittee)	28,000.00	0.00	28,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	28,000.00	0.00	28,000.00	No	
<b>8. A.SubLT. DARMP SUKONTASAP, Ph.D. (Director, Independent director)</b>			<b>220,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
<b>9. Mr. DHANA BUBPHAVANICH (Director)</b>			<b>210,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Executive Committee (Member of the executive committee)	70,000.00	0.00	70,000.00	No	
<b>10. Mr. CHAYOD CHIRABOWORKUL, Ph.D. (Director)</b>			<b>210,000.00</b>		<b>0.00</b>
Board of Directors (Director)	140,000.00	0.00	140,000.00	No	
Executive Committee (Member of the executive committee)	70,000.00	0.00	70,000.00	No	
<b>11. Ms. Somruedee Halilamien (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,395,000.00	0.00	1,395,000.00
2. Audit Committee	340,000.00	0.00	340,000.00
3. Executive Committee	140,000.00	0.00	140,000.00
4. Risk Management Committee	84,000.00	0.00	84,000.00
5. Nomination and Remuneration Committee	70,000.00	0.00	70,000.00

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

	2023	2024	2025
Meeting allowance (Baht)	2,229,000.00	2,144,000.00	2,029,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	2,229,000.00	2,144,000.00	2,029,000.00

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

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

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

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

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

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

### **Governance of Subsidiaries and affiliated**

The company has a policy of investing in subsidiaries and engaging in joint ventures when this is in areas connected to the main business of the company or where this will help to provide benefits for the company and to support overall operations by improving business security and generating additional returns. Investment decisions are always guided by the policies of the company and its subsidiaries.

The board will consider appointing suitably qualified and experienced representatives of the company to positions as directors overseeing the activities of subsidiaries/joint ventures. These representatives may be the chair of the board, the CEO, directors of the company, senior company executives, or other individuals, though under no circumstances will they have any conflicts of interest that may influence their running of the subsidiary/joint venture. To enable the subsidiary/joint venture to be managed as if it were a business unit of the company, the company representatives are required to manage its operations in such a way as to generate the greatest benefit for the company, though this is always in strict accordance with the laws governing the operations of the subsidiary/joint venture. The number of representatives of the company to be appointed as directors of the subsidiary/joint venture will be in proportion to the company's shareholdings in the subsidiary/joint venture.

The company closely monitors the performance and financial status of subsidiaries/joint ventures, and full data collection and reporting is carried out to ensure that the company is able to check and to audit its performance.

As of December 31, 2025, the Company has no affiliated companies.

*The full investment and the governance policy for subsidiaries and affiliated companies is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

### **Structure of the Director of Subsidiaries**

As of December 31, 2025, the Board of Directors of PSGC (Lao) Sole Company Limited (subsidiary) consists of

- 1) Mr. Van Hoang Dau                      President
- 2) Mr. David Van Dau                      Vice President

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

-None-

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

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

## **Prevention of conflicts of interest**

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

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

#### Prevent conflicts of interest

To prevent conflicts of interest between the Company and all groups of stakeholders, the Company has established written policies and procedures for the approval of related party transactions, requiring the Board of Directors, executives, and employees to perform their duties in the best interests of the Company. In cases where any person has an interest or involvement in a transaction under consideration, such person must disclose the interest to the responsible function and refrain from participating in the consideration and approval of such transaction.

The Board of Directors is responsible for considering the appropriateness of conflict of interest transactions and related party transactions in a reasonable and independent manner within the framework of good corporate governance, and in compliance with the regulations of the Stock Exchange of Thailand, ensuring that the price and conditions are on an arms length basis. In addition, the Company has established a policy requiring directors with vested interests in any agenda to abstain from participating in the discussion and voting on such agenda. The Audit Committee is responsible for reviewing and providing opinions on such transactions and ensuring adequate disclosure.

In 2025, no violations of the Companys policies relating to conflicts of interest by directors, executives, or relevant employees were found. In addition, there were no breaches or non-compliance with rules and regulations relating to related party transactions and asset acquisitions or disposals, and no penalties, sanctions, or civil actions were imposed by the relevant regulatory authorities.

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

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

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

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

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

In 2025, the Company regularly communicated and reminded directors, executives, and employees at all levels to refrain from trading, transferring, or accepting transfers of the Companys securities through corporate email on a quarterly basis and prior to the disclosure of material information via the Stock Exchange of Thailands system, in accordance with the Companys policy on the prevention of insider trading. Based on the Companys review, all directors, executives, and employees complied with such policy. There were no cases of directors or executives trading the Companys securities using inside information for personal gain, and no penalties, sanctions, or civil actions were imposed by the relevant regulatory authorities.

In addition, in 2025, the Company conducted training for 10 executives and employees of the Company and its subsidiaries on corporate governance within the group, covering practices related to the prevention of conflicts of interest, the use of inside information for personal gain, and related party transactions. The objective was to ensure proper understanding of appropriate practices and to prevent misconduct. The training was organized by the Company Secretary Department and the Compliance Department. Furthermore, such topics have been incorporated into the orientation program for directors, executives, and new employees, and communicated through the Company's internal communication channels to ensure that all personnel are aware of and comply with the appropriate practices regarding conflicts of interest, insider trading prevention, and related party transactions.

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

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

**Anti-corruption action**

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

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

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

The Company has implemented the following measures to enforce its anti-fraud and anti-corruption policy: -

- The Company has instructed all employees, including directors and executives, to strictly follow all procedures within the bounds of the law. Any errors or negligence in work execution will be subject to penalties under applicable laws.
- The Company reviews its corruption risk management plans and fraud and corruption risk manual at least annually. The risk of fraud and corruption is assessed, and operations are monitored through the corruption risk management framework. The results of these reviews are presented to the Risk Management Committee for endorsement.

- The Company has established mechanisms for reporting any suspected violations, fraud, or corruption and has implemented measures to protect whistleblowers.
- The Board of Directors has reviewed the relevancy of the Anti-Corruption Policy at least once a year.

The Company has not yet participated in the Thai Private Sector Collective Action Against Corruption (CAC). Nevertheless, the Board of Directors places importance on conducting the Company's business in accordance with the Anti-Corruption Policy, with the aim of combating corruption in society.

In 2025, no cases of internal fraud were identified, and the Company did not engage in any acts of corruption or unethical conduct.

*The full Anti-Corruption Policy is published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

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

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

## Whistleblowing

#### Operations related to whistleblowing over the past year

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

The board of directors places a strong emphasis on the need for good governance, transparency, good corporate ethics, and full compliance with all relevant laws and regulations. To this end, the company has established a policy for reporting complaints and grievances, for making channels of communication available to stakeholders, and for protecting those making these complaints and submitting evidence in support of this. A process is thus in place to allow complaints to be examined as these relate to corruption, or illegal or inappropriate behavior in areas such as financial reporting, internal systems, violations of individual rights, or other misconduct by executives and staff.

The company has established communication channels by which complaints can be made and supporting evidence submitted. This will then be assessed by a committee that operates independently of company management.

#### Whistleblowing Channels:

The Company has established methods for stakeholders to report and file grievances via the following channels:

- Channel 1            Via E-mail at [ac@psgcorp.co.th](mailto:ac@psgcorp.co.th) or [ceo@psgcorp.co.th](mailto:ceo@psgcorp.co.th)
- Channel 2            Via telephone 02-018-7190-8
- Channel 3            Via a sealed letter to Internal Audit Department,

PSG Corporation PCL. PSG Corporation Public Company Limited  
 11/1 AIA Sathorn Tower, 9<sup>th</sup> Floor, South Sathorn Road,  
 Yannawa, Sathorn, Bangkok 10120.

In 2025, there were no reports or complaints about corruption or violations of corporate governance guidelines.

*The Complaint and Whistleblowing Policy and Whistleblowing Protection Policy, including the Anti-Corruption Policy is published on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the topic of corporate governance.*

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

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

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

##### Disclosure of Directors and Executives Interests

The Board of Directors has established guidelines for the disclosure of directors and executives interests to ensure transparency and prevent potential conflicts of interest. The key practices are as follows:

- Directors, including their related family members and those holding shares in the Company, are required to prepare and submit a report on their interests to the Company. Each director and executive must complete this report upon assuming their position. Additionally, the report must be reviewed at least once a year or within seven days upon becoming aware of any changes in the reported information.
- Directors are required to report changes in their shareholding in the Company to the Securities and Exchange Commission of Thailand (SEC) within three days from the date of the change.
- The Company Secretary is assigned to receive and maintain reports on directors' and executives' interests. The Company Secretary is also responsible for submitting a copy of the report, in accordance with Section 89/14, to the Chairman of the Board and the Chairman of the Audit Committee within seven business days from the date the Company receives the report.

In 2025, all directors and executives have duly reported any changes and disclosed their shareholding in the Company in full compliance with legal requirements.

##### Board Responsibility Performance

In 2025, the Board of Directors' responsibility performance was as follows:

- There were no cases in which independent directors or non-executive directors resigned due to corporate governance concerns, nor were there any instances where the Audit Committee or the entire Independent Board resigned.
- There were no reported incidents involving Board members in the media, nor any cases of fines, charges, or civil actions related to fraud imposed by regulatory authorities.
- There were no instances of Board members violating ethical standards in a manner deemed a serious regulatory offense as determined by regulatory authorities.

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

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 POL. GEN. CHAIWAT GETVORACHAI, Ph.D. (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. KHAMMANY INTHIRATH, Ph.D. (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. PRAPAS VICHAKUL (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 A.SubLT. DARMP SUKONTASAP, Ph.D. (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

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

In summary, the key aspects of the Audit Committees performance are as follows:

#### Review of financial statements

The Audit Committee reviewed the Company's quarterly financial statements and the financial statements for 2025. The committee found the financial statements accurate and in compliance with legal requirements and financial reporting standards. Additionally, the notes in the financial statements were deemed complete, adequate, and timely, providing valuable information for shareholders and users. During the meeting with the auditor, all opinions were freely expressed. The committee performed its duties and responsibilities to ensure the Company's financial reporting was accurate and sufficiently disclosed.

#### Reviewing the effectiveness of the internal control system

The Audit Committee reviewed and assessed the adequacy and appropriateness of the Company's internal control system by considering the audit report of the internal auditor. The committee found that the Company's internal control was sufficient and suitable for the business environment. The internal auditor's audit report for each quarter was used to assess financial reports' risk management and reliability and acknowledge inspection reports. The committee also followed up on improvements according to suggestions to ensure that the Company could solve problems in a timely manner. In addition, the committee provided valuable suggestions for enhancing the efficiency of the internal audit system and promoted the development and improvement of audit quality. The committee regularly followed up on the results of inspections.

#### Review of connected transactions

The Audit Committee reviewed the Company's transactions with related parties and entities to address any potential conflicts of interest. The committee performed this to promote accurate, complete, and fair disclosure of information by considering the best interests of both the Company and its shareholders. Through 2025, the audit committee investigated situations where there was a potential for conflicts of interest to occur, though it was discovered that the company acted entirely in compliance with accepted trade standards and there were no incidents where benefits might unjustly or unreasonably accrue to an individual involved in a commercial relationship with the company through a conflict of interest. Moreover, in line with both the principles of good corporate governance and the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand, disclosure has been full and complete.

### **Evaluation of the Audit Committee**

The Audit Committee evaluates its performance annually using the assessment form recommended by the Stock Exchange of Thailand. The evaluation aims to improve the committee's performance and align it with the Company's business operations. The committee has effectively fulfilled its duties and responsibilities as outlined in its scope of authority and responsibilities.

### **Good Corporate Governance Review**

The Audit Committee reviewed the Company's compliance with the rules, regulations, code of conduct, and laws related to its business operations to maintain confidence among shareholders and stakeholders and to demonstrate the Board of Directors' commitment to sound corporate governance principles. The Company's business operations are regularly reviewed and improved to align with its objectives and to ensure efficiency and effectiveness. This review takes place at least once a year. To help prevent fraud and corruption, the company has put in place procedures to support whistleblowers report wrongdoing, while also protecting those making any such report. However, in 2025, no reports of corruption or violations of relevant laws, rules, or regulations were received.

### **Approval of the appointment of an auditor**

The Audit Committee considered the selection of auditors and provided opinions to the Board of Directors for approval at the shareholders' meeting. The shareholders' meeting approved the appointment of EY Office Limited as the auditor for 2025. The committee considered the credibility, independence, knowledge, and experience in auditing and advising on accounting standards. The Company's auditor had no relationship or interest with the Company, subsidiaries, executives, major shareholders, or those related to such persons in any way. The auditor was independent in auditing and expressing opinions on the Company's financial statements.

### **Risk Management Review**

The Audit Committee oversaw the enterprise risk assessment and followed up on the operations of the risk management team by assigning the risk management manager to follow up. The committee presented risk information to the Board of Directors and the management so that the management could be aware of and could take appropriate measures.

### **Conclusions of the Audit Committee's opinions on the operations in various fields**

In 2025, the Audit Committee followed up on the Company's operations according to the assigned scope of duties and responsibilities. The committee concluded that the Company's Board of Directors and the management were committed to performing their duties to achieve the set goals correctly. The Company gave great importance to efficient and effective operation, transparency, and accountability, including the accuracy of the Company's financial statements in all material respects according to generally accepted accounting principles. Information on connected transactions or transactions that might cause conflicts of interest was disclosed. The Company had an adequate internal control and risk management system that suited business conditions.

*The full Performance of the Audit Committee is published in Annex 6 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

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

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

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 5

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. DAVID VAN DAU (The chairman of the executive committee)	5	/	5	5/5 (100.00%)
2 Mr. DHANA BUBPHAVANICH (Member of the executive committee)	5	/	5	5/5 (100.00%)
3 Mr. CHAIYOD CHIRABOWORNKUL, Ph.D. (Member of the executive committee)	5	/	5	5/5 (100.00%)
4 Ms. Somruedee Halilamien (Member of the executive committee)	5	/	5	5/5 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The Executive Committee has performed its duties in accordance with its charter and the scope of responsibilities assigned by the Board of Directors, including matters relating to the Company's business operations and management, the formulation of policies, business plans, budgets, organizational structure, and management authorities, as well as business guidelines aligned with economic conditions, and proposing such matters to the Board of Directors for consideration, approval and/or acknowledgment. The Committee also reviewed and monitored the Company's performance.

In 2025, the Executive Committee held five meetings in a hybrid format, with full attendance by all members, representing 100% participation.

#### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHAMMANY INTHIRATH, Ph.D. (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. DAVID VAN DAU (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. NOPADOL INTRALIB (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The Risk Management Committee has carried out its duties in accordance with its charter and the scope of responsibilities assigned by the Board of Directors and has reported the results to the Board of Directors. In 2025, the committee held three meetings in a hybrid format, with all members in attendance, achieving a 100% participation rate. The meetings were held to monitor and oversee the Company's risk management and ensure that risks are controlled within levels that are acceptable to the Company. The key activities were as follows:

1. The committee defined risk management policies and frameworks, including providing recommendations and approving the Company's risk management policy and annual risk management plan.
2. The committee reviewed the enterprise risk assessment criteria, including the analysis of likelihood, impact, and risk tolerance.
3. The committee reviewed the enterprise risks, key risk indicators, risk assessment criteria, and root causes, covering strategic, operational, financial, compliance, environmental and social, and emerging risks. In addition, the committee ensured comprehensive identification of risks, considering both internal and external factors that may impact the Company's operations, as well as monitored risk management measures and plans to ensure that the Company can effectively mitigate and manage potential impacts in a timely manner.
4. The committee reviewed fraud risks, key risk indicators, risk assessment criteria, and root causes, as well as monitored risk management measures and plans to ensure that the Company can effectively mitigate and manage potential impacts in a timely manner.
5. The committee reviewed the appointment, defined the roles and responsibilities, and provided the reporting guidelines of the Risk Management Team.
6. The committee ensured that its charter is aligned with the Corporate Governance Code (CG Code) of the Securities and Exchange Commission (SEC) and the current corporate governance regulations of the Stock Exchange of Thailand (SET). This review is conducted at least once a year.

The Risk Management Committee has performed its duties with diligence, transparency, fairness, and independence, in accordance with good corporate governance principles. The committee remains committed to acting in the best interests of the Company and all stakeholders.

*The full Report of the Risk Management Committee is published in Annex 6 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

## Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOUPHANH KEOMIXAY, Ph.D. (The chairman of the subcommittee, Independent director)	1	/	2	1/2 (50.00%)
2 Mr. DAVID VAN DAU (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. NOPADOL INTRALIB (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(83.33%)</b>

### The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties in accordance with its charter and the scope of responsibilities assigned by the Board of Directors. In 2025, the Committee held two meetings via electronic media, with all members attending, representing an 83% attendance rate. The Committee considered key matters for submission to the Board of Directors and/or the shareholders meeting for approval, as follows:

1. The committee reviewed candidates to replace directors retiring by rotation, considering their qualifications, experience, and expertise beneficial to the company's operations. In 2025, all 3 directors who retired by rotation were nominated for reappointment for another term in their previous positions.
2. The committee considered appropriate annual remuneration of directors and sub-committees based on the responsibilities and duties of the directors, self-assessment results of the Board, and the company's operating performance for the year 2024, while comparing with companies of similar size in the same industry.
3. The committee reviewed and proposed the CEOs annual bonus and remuneration, taking into account the CEOs responsibilities, company operating performance, and the market norms established by companies of similar size in the same industry.
4. The committee ensured that its charter is aligned with the Corporate Governance Code (CG Code) of the Securities and Exchange Commission (SEC) and the current corporate governance regulations of the Stock Exchange of Thailand (SET). This review is conducted at least once a year.

The Nomination and Remuneration Committee has performed its duties with diligence, transparency, fairness, and independence, in accordance with good corporate governance principles. The committee remains committed to acting in the best interests of the Company and all stakeholders.

The full Report of the Nomination and Remuneration Committee is published in Annex 6 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.

#### Note

The Company has disclosed its Corporate Governance Policy, Business Code of Conduct, Company Policies, Committee Charters, and the full 2025 Corporate Governance performance report on its website at ([www.psgcorp.co.th](http://www.psgcorp.co.th)) under the Corporate Governance section.

Link: <https://www.psgcorp.co.th/en/about-us/corporate-governance>

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The Company operates as a fully integrated construction contractor, with a primary focus on large-scale construction projects. In addition, the Company plans to expand its business into high-potential sectors, including the natural resources and energy businesses, under **the purpose of Building ASEAN growth for the next generation**. The Company is committed to enhancing its operational processes to be environmentally responsible while delivering value to society and strengthening its competitive capabilities under the principles of integrity and ethical conduct. These efforts support **the Companys vision of Become a top-tier developer of sustainable energy and natural resource-based projects**.

To reflect its commitment to sustainable business growth, the Company has established a sustainability policy by adopting the principles of the United Nations Sustainable Development Goals (SDGs) as a guiding framework for defining operational practices. The policy focuses on mitigating environmental impacts, safeguarding labor and local communities, and conducting business under the principles of Environmental, Social, and Governance (ESG). All sustainability-related policies are approved and signed by the Chief Executive Officer and are applicable to employees at all levels of the organization.

The Company is in the process of developing its sustainability performance monitoring approach, with the aim of establishing structured key performance indicators and reporting mechanisms in alignment with its material sustainability topics in the future.

#### Environmental Policy

The Company recognizes the importance of managing environmental issues arising from construction project operations, particularly in relation to resource consumption, construction materials, waste generation, and environmental impacts within project areas. Accordingly, the Company has established environmental practices under its Corporate Social Responsibility Policy, Section 6: Environmental Protection, with an emphasis on efficient resource utilization and the reuse of surplus construction materials. Initial efforts focus on managing construction waste generated from construction projects and controlling environmental impacts within project areas while ensuring strict compliance with applicable environmental laws and regulatory requirements.

In addition, the Company is considering initiating a study on a Sustainable Construction Framework to serve as a reference for future project implementation. This framework would address key issues such as the selection of construction materials with lower environmental impacts, waste management practices at construction projects, and the avoidance of materials that may pose environmental or safety risks.

#### Social Policy

The Company has established a Corporate Social Responsibility (CSR) Policy as a guiding framework for responsible business conduct. The Company recognizes the importance of respecting human rights, ensuring proper labor management, and maintaining constructive relationships with stakeholders in project areas.

The Company places strong emphasis on the management of both its direct employees and subcontracted workers to ensure that operations are conducted appropriately and in compliance with applicable labor laws and occupational health and safety standards. In addition, the Company has established occupational health and safety policies, as well as initiatives to enhance employee engagement, in order to support a safe working environment and improve operational efficiency across projects.

The Company regularly reviews its social management approach and is currently in the process of developing a human rights framework aligned with internationally recognized practices. This is intended to further strengthen the clarity and systematic implementation of human rights management in the future.

### **Corporate Governance and Economic Policy**

The Company acknowledges that sound corporate governance is a critical factor in building confidence among shareholders, investors, and other stakeholders. Accordingly, the Company has established corporate governance policies and practices aligned with the Principles of Good Corporate Governance for Listed Companies prescribed by the Stock Exchange of Thailand. These include an anti-corruption policy, a corruption risk management policy, and policies governing related-party transactions, to support transparent and ethical business operations.

From an economic perspective, the Company places importance on sustainable supply chain management, particularly in relation to subcontractors and business partners, who play a critical role in the successful execution of construction projects. The Company is in the process of developing a Vendor Code of Conduct to serve as a guideline for environmental, social, and governance practices, and expects its business partners to comply with these principles throughout the course of their business relationships with the Company.

In addition, the Company recognizes the importance of promoting sustainable practices across its value chain and is currently considering appropriate approaches to communicate ESG requirements and expectations to its business partners, with the aim of enhancing shared standards of performance over time.

The Company places importance on fair treatment of creditors as part of its good corporate governance practices and its commitment to balanced stakeholder management. This includes adherence to contractual obligations, prudent liquidity management, and timely debt repayment, in order to maintain financial credibility and stability.

### **Sustainability Governance**

Sustainability management at PSGC is coordinated through an internal sustainability working team. The team is led by the Director of Investor Relations and is responsible for coordinating sustainability initiatives, data collection, and sustainability reporting across the organization. The working team reports directly to the Chief Executive Officer (CEO), who provides guidance and oversight on the Company's sustainability direction and priorities. This structure supports the integration of sustainability considerations into the Company's operations and strategic planning.

### **Sustainability Strategy**

In 2025, the Company continued to implement action plans and performance indicators derived from the sustainability strategy initiated in 2024, with a focus on aligning sustainability practices with the context of construction operations and overseas project management. The Company's sustainability strategy comprises two key components:

#### **• Part 1: Sustainability Aspiration**

The Company defines its sustainability goals and operational approaches in alignment with its vision, mission, and corporate policies, covering environmental, social, and governance dimensions. These goals are linked to the Company's material sustainability topics, which are identified through the assessment of impacts arising from construction project operations, stakeholder engagement, and industry context analysis. This process enables management to validate and determine strategic directions that are appropriate to the Company's operating environment, opportunities, and business risks.

The Company's sustainability aspirations encompass the following three dimensions:

**Environmental:** Enhancing environmentally responsible operational processes and reducing negative environmental impacts to contribute to addressing climate change.

**Social:** Delivering social value by fostering a positive working environment, strengthening human capital capabilities, and improving the quality of life of communities in project areas.

**Governance and Economic:** Upholding transparent and ethical business practices while enhancing competitiveness to respond effectively to change.

• **Part 2: Key enablers to enhance the organization's capabilities in achieving sustainability goals.**

The Company has identified key internal management enablers that form the foundation for driving effective sustainability performance, including:

- 1) Sustainability governance
- 2) Risk and change management
- 3) Sustainability data management
- 4) Sustainability disclosure

Action plans and performance indicators have been established to support organizational development and long-term business growth.

**Material Sustainability Topics and Impact Boundaries**

The Company prepares sustainability disclosures in this annual report with reference to the GRI Sustainability Reporting Standards (GRI Standards), as a framework for presenting information related to the economic, environmental, and social impacts of its business operations. Sustainability disclosure in 2025 represents the foundation-building phase for the Company's sustainability reporting system, with plans to progressively enhance the scope and alignment with international best practices.

The Company conducts a materiality assessment to identify sustainability topics that are most relevant to its business operations and stakeholders. The assessment process consists of four key steps. First, potential sustainability topics are identified based on industry context, international sustainability standards, and the nature of the Company's operations. Second, the Company assesses the potential impacts of these topics on the economy, environment, and society. Third, the identified topics are prioritized based on the significance of impacts and the level of importance to stakeholders. Finally, the results of the assessment are reviewed and validated by the Company's management to ensure alignment with the Company's business strategy, risk management approach, and long-term sustainability objectives. The results of the assessment are presented in the materiality matrix below.

Through its materiality assessment process, the Company identified materiality topics that reflect the nature of its construction business and the impacts arising from project operations. In 2025, the Company's material sustainability topics remain consistent with the previous year, as there have been no significant changes in operational characteristics or business context. The Company will continue to periodically review these material topics to ensure alignment with evolving stakeholder expectations (GRI 3-1, 3-2).

The Company recognizes that construction operations, particularly large-scale overseas projects, may generate economic, social, and environmental impacts. In conducting this assessment, the Company considered the impacts of its operations on relevant stakeholders, industry context, sustainability trends, and stakeholder expectations, including those of employees, shareholders, business partners, customers, and local communities.

The impacts associated with the Company's material sustainability topics may occur across PSGCs own operations, including headquarters activities and construction projects, as well as through business relationships within the construction value chain. Currently, the Company's sustainability data collection primarily covers its own operational activities in Thailand and the Lao PDR. Data relating to certain activities within the value chain, such as subcontractors, suppliers, and surrounding communities, may not yet be fully captured. The Company will gradually expand the scope of impact assessment and data collection to cover additional stakeholders and operational areas in the future.

Identification of Materiality Topics and Impact Scope		Scope of Impact of Stakeholders					SDGs
		Employees	Shareholders and Investors	Suppliers	Customers	Community, Society, and Environment	
<b>Economy</b>	1. Corporate Governance and Business Ethics	✓	✓	✓	✓	✓	17 PARTNERSHIPS FOR THE GOALS
	2. Long-term Revenue Stability	✓	✓	✓	✓	✓	
	3. Supply Chain Management	✓	✓			✓	
	4. Compliance with Laws, Regulations	✓	✓	✓	✓	✓	
<b>Society</b>	5. Employee Engagement	✓	✓	✓	✓		1 NO POVERTY  3 GOOD HEALTH AND WELL-BEING
	6. Human Capital Development	✓	✓	✓	✓		
	7. Occupational Health, Safety, and Working Environment	✓	✓	✓	✓	✓	4 QUALITY EDUCATION  8 DECENT WORK AND ECONOMIC GROWTH
	8. Community Engagement	✓	✓			✓	
<b>Environment</b>	9. Climate Change Management	✓	✓	✓	✓	✓	12 RESPONSIBLE CONSUMPTION AND PRODUCTION  13 CLIMATE ACTION
	10. Energy Conservation and Efficiency	✓	✓	✓	✓	✓	

(Figure 3-1: Identification of PSGCs Material Sustainability Topics and Impact Boundaries)

### Description of Material Sustainability Topics

The Company has identified ten material sustainability topics covering economic, social, and environmental dimensions, as follows:

#### 1. Corporate Governance and Business Ethics (Economic)

Strong corporate governance and ethical business conduct are fundamental to PSGCs operations, particularly given the Company's involvement in large-scale construction projects with multiple stakeholders. Transparent and ethical practices enhance credibility, mitigate reputational risks, and support long-term business growth.

#### 2. Long-term Revenue Stability (Economic)

Revenue from construction activities is inherently linked to project duration and project execution performance. PSGC therefore emphasizes effective management of ongoing projects and the consideration of appropriate new business opportunities to support revenue continuity and financial stability.

#### 3. Sustainable Supply Chain Management (Economic)

Construction operations rely heavily on subcontractors and business partners. Sustainable supply chain management directly affects work quality, safety performance, and legal compliance. PSGC places importance on the selection and oversight of subcontractors in accordance with legal, safety, and ethical standards.

#### 4. Compliance with Laws, Regulations, and Requirements (Economic)

PSGC operates construction projects overseas, where legal and regulatory frameworks may differ from those in Thailand. Compliance with applicable laws and regulations is therefore critical to minimizing operational risks and ensuring project continuity.

To support effective compliance, the Company has established a subsidiary in the Lao PDR and employs local personnel with knowledge of relevant regulations to facilitate regulatory coordination and oversight.

#### 5. Employee Engagement (Social)

Employees play a key role in managing and supervising construction projects, particularly overseas. Employee engagement supports operational continuity, knowledge retention, and effective project execution.

#### 6. Human Capital Development (Social)

Construction activities require specialized skills and expertise. PSGC emphasizes human capital development, particularly in project management capabilities, technical competencies, and overseas operational experience, to strengthen organizational capacity over the long term.

## 7. Occupational Health, Safety, and Working Environment (Social)

Given the inherent safety risks associated with large-scale construction projects, PSGC prioritizes occupational health and safety. The Company implements project-level safety measures covering both employees and subcontracted workers, including the application of 4C Safety Behaviors for supervisors and 4 STOP Safety Behaviors for operational personnel.

## 8. Community Engagement (Social)

Construction projects may affect surrounding communities. PSGC emphasizes stakeholder engagement and communication with local communities to address concerns, manage impacts appropriately, and support smooth project implementation while reducing the potential for conflict.

## 9. Climate Change Management (Environmental)

Climate change may affect construction operations through weather variability and resource constraints. PSGC recognizes the importance of assessing climate-related impacts associated with its operations to support long-term business sustainability.

## 10. Energy Conservation and Energy Efficiency (Environmental)

Construction projects involve significant use of machinery and energy. PSGC focuses on improving energy efficiency to reduce operating costs while minimizing environmental impacts associated with resource consumption.

### Materiality Matrix

Following the identification of material sustainability topics, the Company prioritized each topic based on

- (1) The level of impact on business operations and long-term value creation, assessed based on the severity and likelihood of impacts
- (2) The level of importance to stakeholders.

The prioritization process supports the effective allocation of resources, action planning, and the development of sustainability initiatives aligned with the Company's operating context. Topics assessed as having high importance are used as key inputs for sustainability management and policy development.

### Materiality Assessments



(Figure 3-2: Materiality Matrix of PSGC)

### Management of Material Topics (GRI 3-3)

The Company manages its material sustainability topics through relevant policies, operational guidelines, and project management processes aligned with the nature of its construction business. Key focus areas include occupational safety, subcontractor management, community impact management, and transparent business conduct. Performance monitoring and evaluation are conducted through management oversight, internal reporting, and continuous improvement of operational practices to support sustainable long-term growth.

### Sustainability management goals

Does the company set sustainability management : Yes  
goals

Following the establishment of the Companys corporate-level sustainability strategy and implementation plan, sustainability targets have been defined in alignment with the Companys ten material sustainability topics. These targets are categorized into annual targets and long-term targets for each topic, as detailed below.

### Governance and Economic Objectives:

Upholding transparent business practices while enhancing competitiveness to respond to change

#### 1. Corporate Governance and Business Ethics

##### Annual Targets

- Zero cases of violations of the business code of conduct

##### Performance Results

- In 2025, there were zero cases of violations of the business code of conduct were reported

##### Long-Term Targets (2026 onwards)

- Expand the scope of the business code of conduct to incorporate additional sustainability-related issues

#### 2. Long-Term Revenue Stability

##### Annual Targets

- Achieve customer satisfaction exceeding 80% in 2025

##### Performance Results

- In 2025, the average customer satisfaction rate was 86.7%

##### Long-Term Targets (2026 onwards)

- Maintain customer satisfaction at a level not lower than the three-year historical average

#### 3. Supply Chain Management

##### Annual Targets

- Develop ESG screening criteria for new business partners

##### Performance Results

- In 2025, ESG criteria were initiated and integrated into the supplier screening process. The Company will further enhance and refine these ESG criteria in subsequent phases.

##### Long-Term Targets (2026 onwards)

- 100% of key suppliers to undergo sustainability capability assessments through onsite audits by 2027

#### 4. Compliance with Laws, Regulations, and Requirements

##### Annual Targets

- Zero cases of non-compliance with labor, environmental, and tax laws and regulations

##### Performance Results

- In 2025, zero cases of non-compliance with labor, environmental, and tax laws and regulations were reported

### Long-Term Targets (2026 onwards)

- Maintain zero cases of non-compliance with labor, environmental, and tax laws and regulations

### **Social Objectives:**

Delivering social value through a positive working environment, strengthening human capital, and enhancing community well-being

### **5. Employee Engagement**

#### Annual Targets

- Design employee engagement survey questions
- Achieve employee participation rate of 60%65%

#### Performance Results

- The Company is in the process of designing survey questions and assessment tools for measuring employee engagement

### Long-Term Targets (2026 onwards)

- More than 90% employee participation in the engagement survey

### **6. Human Capital Development**

#### Annual Targets

- Minimum of 12 training hours per employee per year
- Zero cases of human rights violations

#### Performance Results

- In 2025, average training hours amounted to 28.9 hours per employee per year
- No human rights violations were reported within the Group

### Long-Term Targets (2026 onwards)

- Identify business and employee benefits derived from human capital development initiatives
- More than 90% of Company operations to undergo human rights risk assessments
- 100% of identified significant human rights issues to have mitigation measures in place

### **7. Occupational Health, Safety, and Working Environment**

#### Annual Targets

- Zero fatalities and zero Lost Time Injury Frequency Rate (LTIFR) for both employees and contractors

#### Performance Results

- In 2025, both the fatality rate and LTIFR for employees and contractors were zero

### Long-Term Targets (2026 onwards)

- Obtain additional health and safety certifications

### **8. Community Engagement**

#### Annual Targets

- Zero community complaints related to company operations.

#### Performance Results

- In 2025, zero community complaints were reported

### Long-Term Targets (2026 onwards)

- Community satisfaction rate of at least 80%
- Identify business value derived from CSR projects using impact valuation methodologies

### **Environmental Objectives:**

Enhance environmentally responsible operational processes to contribute to addressing climate change.

### **9. Climate Change Management**

### Annual Targets

- Develop data collection forms for Scope 1 and Scope 2 greenhouse gas (GHG) emissions
- Achieve 100% coverage of Scope 1 and Scope 2 GHG data across all operations in Thailand
- Reduce Scope 1 GHG emissions by 6% annually
- Reduce Scope 2 GHG emissions by 6% annually

### Performance Results

- Scope 1 and Scope 2 GHG data collection forms were completed
- Scope 1 and Scope 2 GHG data covered 100% of operations in Thailand
- Replaced four corporate pool and executive vehicles with electric vehicles, representing 80% of the Company's total vehicle fleet

### Long-Term Targets (2026 onwards)

- Achieve 100% coverage of Scope 1 and Scope 2 GHG data across all Group operations
- Reduce business-as-usual (BAU) greenhouse gas emissions by 30% by 2030
- Transition 100% of Company vehicles to electric vehicles by 2030

## **10. Energy Conservation and Energy Efficiency**

### Annual Targets

- Collect energy consumption data covering 100% of operations in Thailand and the Lao PDR
- Reduce energy consumption by 4.5% per year

### Performance Results

- Energy consumption data covered 100% of operations in Thailand and the Lao PDR
- Electricity consumption at the headquarters increased by 9.7% due to the expansion of office space

### Long-Term Targets (2026 onwards)

- Establish an internal energy management system within 10 years
- Commit to achieving 100% renewable energy use by 2050

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 1 No Poverty, Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 4 Quality Education, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 13 Climate Action, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

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

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

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

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

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

### Business value chain

#### Business Value Chain

The Company has identified its business value chain, comprising primary and supporting activities, to drive operations from upstream to downstream. This framework serves as a basis for analyzing the relationships and impacts of various activities on both internal and external stakeholders, enabling the Company to effectively manage such impacts.

#### Value Chain Activities

The Company's value chain consists of the following components:

##### 1. Primary Activities

###### 1.) Marketing, Project Feasibility Study, and Project Selection

As a provider of construction services, the Company participates in competitive bidding processes for construction projects across various customer segments. Accordingly, it conducts comprehensive project scope evaluations, assesses feasibility and potential, and secures funding sources. Additionally, the Company procures tools, materials, and equipment from business partners and strategic allies to ensure project readiness.

###### 2.) Construction

The Company executes construction projects in accordance with predefined project scopes, incorporating rigorous management across key areas, including budgeting, risk assessment, personnel readiness, construction planning, progress monitoring, and quality control. Furthermore, the Company ensures compliance with legal requirements to mitigate social and environmental impacts.

###### 3.) Project Delivery

Upon completion of a construction project, the Company delivers the final output to the client for inspection, documentation of work acceptance, and performance guarantee assurance.

##### 2. Supporting Activities

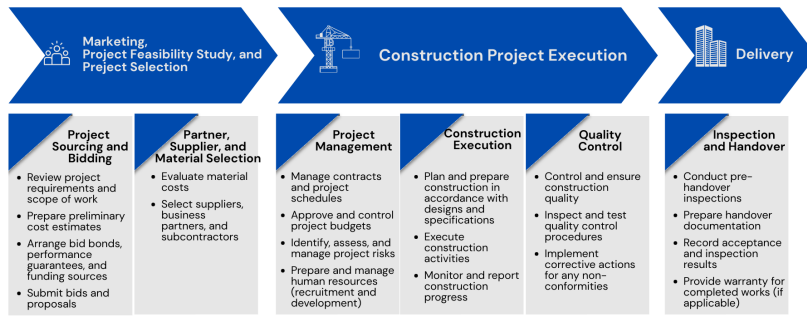
Supporting activities enhance the efficiency and effectiveness of primary activities. Key supporting functions include:

- Human Resources Management
- Risk Management
- Procurement and Supply Chain Management
- Accounting and Finance
- Customer Relationship Management

### Business value chain diagram

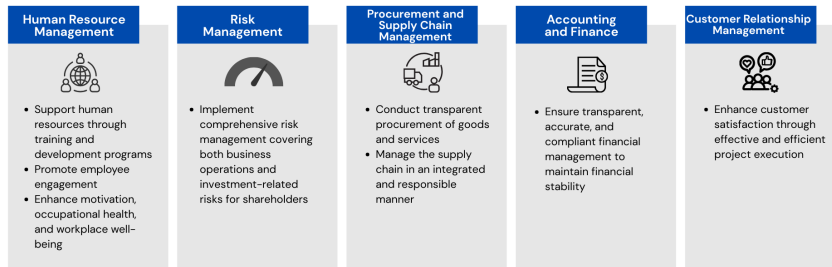
## Value Chain

### Primary Activities



### Value Chain - Primary Activities

### Support Activities



### Value Chain - Support Activities

## Analysis of stakeholders in the business value chain

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

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Attractive remuneration and welfare benefits.</li> <li>• Safe and healthy workplace.</li> <li>• Equal opportunities for career growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Offered competitive compensation and welfare benefits.</li> <li>• Employed a fair performance evaluation system.</li> <li>• Promoted safe workplace culture.</li> <li>• Fostered ongoing employee career growth and development.</li> <li>• Uphold human rights principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Others <ul style="list-style-type: none"> <li>• Activity Board</li> <li>• email</li> </ul> </li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Stable and sustainable growth.</li> <li>• Attractive return on investment.</li> <li>• Corporate governance, risk management and sound monitoring and control system established.</li> <li>• Availability of complete, accurate, and up-to-date information.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed a transparent, fair and verifiable corporate governance policy.</li> <li>• Established a risk management system with regular updates.</li> <li>• Disclosed information to the public equitably and transparently.</li> <li>• Maximized the shareholder value.</li> <li>• Developed code of conduct and strictly prevent the personal use of confidential company's information.</li> <li>• Promoted ethical conduct and effectively prevented conflict of interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• ELCID</li> <li>• Website</li> <li>• Investor Relations Channel</li> <li>• Company Snapshot</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Business partners</li> <li>• Contractors</li> <li>• Subcontractors</li> <li>• Financial institution</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and equal treatment to partners.</li> <li>• Strictly following terms and conditions stipulated in the trade agreements.</li> <li>• Fostering solid and enduring partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent supplier selection process, ensuring equal opportunities for all partners.</li> <li>• Prepare contract form with appropriate trade terms and conditions.</li> <li>• Pay for the product/service to partners within the specified period.</li> <li>• Determined developing knowledge sharing with partners, retaining good relationships, and setting clear quality objectives for products and services.</li> <li>• Adopted Anti-fraud and Corruption policy and adhere to it rigorously.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Meeting with suppliers</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly adhering to the terms of the contract.</li> <li>• Having a clear understanding of the work and being flexible in working together to resolve any issues swiftly.</li> <li>• Ensuring the handover of high-quality projects within the agreed-upon time frame and budget.</li> <li>• Commitment to ensure a proper warranty is made.</li> <li>• Working towards establishing and maintaining positive long-term relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Succeeded in construction quality inspection system based on ISO 9001:2015 standards guaranteed the projects meet customer quality requirements and are completed on time and within budget.</li> <li>• Adhere to the terms outlined in the contract strictly.</li> <li>• Adopted Anti-fraud and Corruption policy and all parties abide by it rigorously.</li> <li>• Dedicated to preserving positive relationships and setting clear quality objectives for worth products/services.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Efforts in minimizing construction-related pollution and its impact on communities, society, and the environment.</li> <li>• Committed to safely conducting construction activities.</li> <li>• Effort to optimize resource usage efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>• Established the construction concerning the impact on communities, society, and the environment, and strict compliance with all relevant laws and regulations.</li> <li>• Implemented adequate safety measures for personnel working in the construction area, and enforced the strict adherence.</li> <li>• Controlled emissions and waste to meet the standards.</li> <li>• Regularly support creative activities for the community, society and the environment.</li> <li>• Listen to the opinions and suggestions of communities surrounding the construction site and actively seek ways to mitigate any potential impacts including resolving any complaints quickly.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Complaint Reception</li> </ul>

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : Yes  
materiality topics

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

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

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Climate Change Management	<ul style="list-style-type: none"> <li>• Greenhouse Gas Management</li> </ul>
Energy Conservation	<ul style="list-style-type: none"> <li>• Energy Management</li> </ul>
Employee Engagement	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> <li>• Good Governance</li> </ul>
Human Capital Development	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> <li>• Good Governance</li> </ul>
Occupational Health, Safety, and Environment	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Fair Labor Practices</li> <li>• Good Governance</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>• Community / Social Responsibility</li> <li>• Good Governance</li> </ul>
Corporate Governance and Business Ethics	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>
Long-Term Revenue Stability	<ul style="list-style-type: none"> <li>• Sustainability Risk Management</li> </ul>
Supply Chain Management	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Management</li> </ul>
Compliance with Laws and Regulations	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with : GRI Standards  
standards or guidelines

### Information on risk management policy and plan

#### Risk management policy and plan

##### Risk Management

The Company recognizes the importance of effective risk management at all levels of the organization and has established a risk management policy as a guideline for identifying, assessing, and managing risks that may affect its business operations in both the short and long term.

The Company has adopted the principles and framework of the COSO Enterprise Risk Management (COSO ERM 2017) and applied them in alignment with the Company's business operations. The framework covers key processes as follows:

1. Risk Identification
2. Risk Assessment
3. Risk Mitigation
4. Risk Monitoring and Reporting

The Company has also established a clear risk governance structure, under which the Board of Directors and management play key roles in overseeing, monitoring, and supporting the integration of risk management into business processes and decision-making. This enables the Company to effectively manage risks and opportunities arising from both internal and external factors.

In addition, the Company promotes continuous development of knowledge and capabilities in risk management and internal control among its executives and employees. This is to enhance risk awareness and support the Company's ability to operate in a stable, transparent, and sustainable manner.

##### Risk Governance Structure

The Company has established a clear risk governance structure, with defined roles and responsibilities for relevant parties as follows:

###### **(1) Board of Directors**

The Board of Directors plays a key role in overseeing the Company's risk management framework and policies to ensure that the Company has an appropriate and effective risk management system in place. The Board establishes the risk management framework in alignment with internationally recognized standards, based on the COSO Enterprise Risk Management (COSO ERM Framework), covering both the Company and its subsidiaries.

The Board also oversees and monitors management to ensure that risk management is systematically implemented across the organization. In addition, the Board promotes the integration of risk management into the Company's corporate culture, encouraging executives and employees to recognize the importance of identifying, assessing, and managing risks in an appropriate manner.

Furthermore, the Board places importance on compliance with applicable laws, regulations, industry standards, and requirements of regulatory authorities. This is to ensure that risk management is aligned with the Company's strategic direction and supports business operations in accordance with good corporate governance principles, enabling the Company to operate in a stable, transparent, and sustainable manner.

###### **(2) Risk Management Committee**

The Risk Management Committee (RMC) supports the Board of Directors in overseeing the Company's risk management framework and processes. The RMC is responsible for reviewing and assessing the appropriateness of the Company's risk management policies and practices to ensure that the overall risk management system remains adequate and effective.

The RMC monitors the implementation of risk management by the management, reviews the Company's key risk exposures, and regularly reports its findings and recommendations to the Board of Directors.

In addition, the RMC plays an important role in promoting a risk-aware culture across the organization, supporting the development of risk management tools and monitoring systems, and overseeing the implementation of risk management practices across the Company and its subsidiaries. This is to ensure that risk management is carried out effectively and in alignment with internationally recognized standards and applicable regulatory requirements.

### **(3) Audit Committee**

The Audit Committee supports the Board of Directors in overseeing the Company's internal audit processes and internal control system. The Committee is responsible for reviewing and assessing the adequacy and effectiveness of the internal control system, the accuracy and reliability of financial reporting, as well as compliance with applicable laws, regulations, and the Company's policies.

The Audit Committee oversees the independence and performance of the internal audit function and provides recommendations to enhance internal audit processes and internal control systems, ensuring that they effectively support the identification and management of the Company's risks.

In addition, the Audit Committee reviews transactions that may give rise to conflicts of interest and reports significant matters to the Board of Directors. These responsibilities contribute to strengthening transparency, credibility, and good corporate governance.

### **(4) Management**

Management is responsible for implementing risk management in accordance with the framework and policies established by the Board of Directors. This includes identifying, assessing, and managing risks that may affect the operations of the Company and its subsidiaries, as well as establishing appropriate control measures and risk mitigation actions.

In addition, management is responsible for continuously monitoring and evaluating the effectiveness of risk management activities, and for regularly reporting the status of risk management and key risk exposures to the Risk Management Committee and the Board of Directors.

### **(5) Risk Management Unit**

The Risk Management Unit supports the implementation of the Company's risk management activities across the organization. It coordinates with various business units in identifying, assessing, monitoring, and reporting risks, and is responsible for consolidating and analyzing key risk information at the enterprise level.

The Risk Management Unit also plays a role in developing risk management tools, guidelines, and processes to ensure alignment with the Company's risk management framework. In addition, it supports the consistent application of risk management practices across the Company and its subsidiaries to ensure effective and comprehensive risk management.

### **(6) Three Lines of Defense Model**

The Company adopts the Three Lines of Defense Model of the Institute of Internal Auditors (IIA) as a guideline for risk management and internal control to enhance governance effectiveness and strengthen the internal control system. Roles and responsibilities are clearly defined across three lines as follows:

#### **First Line of Defense**

Business units, risk owners, and risk coordinators are responsible for identifying, assessing, monitoring, and managing risks related to their operations. They are also responsible for implementing control measures and risk management practices in accordance with the Company's policies.

#### **Second Line of Defense**

The Risk Management Unit supports the management in monitoring, assessing, and reporting the Company's risk profile to the Risk Management Committee. It also provides guidance on risk mitigation and develops tools and processes to enhance the effectiveness of risk management.

### **Third Line of Defense**

The Internal Audit function provides independent assurance on the effectiveness of internal controls and risk management. It adopts a risk-based audit approach to ensure that risk management practices across the Company and its subsidiaries are effective, transparent, and aligned with the Company's policies and applicable standards.

### **Risk Management Process**

The Company places importance on risk management at all levels of the organization by adopting the Enterprise Risk Management (ERM) approach to support stable, transparent, and efficient business operations, as well as the ability to respond effectively to changes in the business environment. The Company's risk management process is aligned with the COSO Enterprise Risk Management (COSO ERM Framework), which comprises five key components as follows:

#### **(1) Governance & Culture**

Governance and culture form the foundation of the Company's risk management system. The Company has established a clear governance structure through relevant committees and promotes a risk-aware culture throughout the organization. The Company encourages participation in risk management at all levels, while fostering ethics, transparency, and business conduct in accordance with good corporate governance principles.

#### **(2) Strategy & Objective Setting**

The Company establishes its business strategies and objectives by taking into consideration relevant risk factors at both the enterprise and operational levels. The Company also defines its risk appetite to ensure that business activities are conducted within acceptable risk levels that can be appropriately managed.

#### **(3) Performance**

The Company systematically identifies, assesses, and manages risks by establishing appropriate control measures and risk mitigation actions. Risk management performance is continuously monitored to ensure that the Company can effectively respond to changes in the business environment.

#### **(4) Review & Revision**

The Company regularly reviews and improves its risk management processes by considering both internal and external factors, such as market conditions, regulatory changes, and industry trends, to ensure continued relevance and effectiveness.

#### **(5) Information, Communication & Reporting**

The Company emphasizes effective risk information management and communication. Risk-related information is regularly reported to support timely and informed decision-making by the management and the Board of Directors. Employees are also encouraged to report risks through established channels.

In addition, the Company integrates sustainability considerations into its risk management practices by taking into account the potential impacts on stakeholders as well as environmental, social, and governance (ESG) factors, to support responsible and sustainable business growth.

*The full Risk Management Policy and Risk Management Process are published in Annex 5 and on [www.psgcorp.co.th](http://www.psgcorp.co.th) under the Corporate Governance section.*

Reference link to risk management policy and plan : <https://www.psgcorp.co.th/en/governance/policies-and-guideline>

### **Information on ESG risk factors management standards**

#### **ESG risk factors management standards**

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

## Information on ESG risk factors

### Risk factors on business operation

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

##### Risk 1 Revenue Concentration Risk

Related risk factors	: <u>Strategic Risk</u>
	• Reliance on large customers or few customers
ESG risk factors	: Yes

##### Risk characteristics

The Company operates an Engineering, Procurement, and Construction (EPC) business, in which a significant portion of revenue is derived from a limited number of large-scale projects. As revenue is recognized based on project progress, the Companys revenue and cash flow may fluctuate from period to period depending on the stage of project execution.

In addition, the concentration of revenue in key projects, customer groups, industries, or geographic areas may increase the Companys exposure to factors affecting project execution, including delays, disruptions, project cancellations, and changes in customers investment plans.

##### Risk-related consequences

If the Company is unable to secure new projects on a continuous basis to replace completed projects, or if key projects are delayed, the Companys revenue may become volatile, which could adversely affect cash flow, liquidity, and operating performance in certain periods.

Such revenue volatility may also affect the stability of earnings and the Companys long-term business planning, particularly if the Company is unable to diversify its revenue base or expand business opportunities in an appropriate manner.

##### Risk management measures

The Company has adopted a business diversification strategy to reduce reliance on revenue from a limited number of EPC projects. During the year, the Company expanded into other businesses through mergers and acquisitions (M&A), including an investment in Nam Tien Limited Liability Company (NT), a company incorporated in the Socialist Republic of Vietnam and engaged in mining management, coal processing, transportation, and coal distribution.

This investment forms part of the Companys strategy to diversify revenue sources, reduce revenue concentration risk, and enhance long-term business opportunities.

In addition, the Company has implemented the following measures:

##### (1) Expansion of Business Opportunities and Revenue Continuity

The Company closely monitors business opportunities to enhance its ability to secure new projects and maintain revenue continuity. It also monitors industry trends and market demand in order to strengthen competitiveness and support future business expansion.

##### (2) Diversification of Customer Base, Industries, and Geographic Presence

The Company seeks to expand its customer base and business opportunities across a wider range of industries and geographic areas, including exploring opportunities in high-potential countries within the region. The investment in NT also supports access to a broader base of industrial customers and helps reduce dependence on specific projects or customer groups.

### **(3) Enhancement of Operational Capabilities and Competitiveness**

The Company continues to strengthen its project management and execution capabilities to ensure timely delivery, compliance with required quality standards, and efficient management of costs and resources. These efforts help reinforce customer confidence and improve the Company's ability to secure new projects.

### **(4) Expansion into Related Businesses and Investments**

The Company adopts an approach to expand business opportunities through investments, joint ventures, and acquisitions in businesses related to infrastructure, energy, and other sectors with the potential to generate long-term revenue. In this regard, the Company's investment in NT, which operates in mining management, processing, transportation, and coal trading, serves to broaden the Company's revenue base and enhance the continuity of income streams. This also helps reduce reliance on the EPC business as the sole source of revenue and supports the development of a more balanced and resilient business portfolio over the long term.

## **Risk 2 Customer Credit Risk**

Related risk factors :

### Financial Risk

- Default on payment or exchange of goods
- Liquidity risk

ESG risk factors : No

### **Risk characteristics**

The Company operates a construction contracting business that depends on timely payments from customers in accordance with agreed terms. If customers experience financial difficulties or default on their payment obligations, this may adversely affect the Company's cash flow, cost management, and ability to execute projects, particularly large-scale projects requiring substantial working capital.

Delays in receiving payments may also affect the Company's liquidity and increase financial management risk. In addition, this risk is linked to revenue concentration, as the Company has a limited number of key customers. If any major customer experiences financial constraints, liquidity issues, or is unable to meet its payment obligations, the Company's cash flow, project execution, and financial stability may be directly affected.

### **Risk-related consequences**

Delays in payment or customer defaults may adversely affect the Company's cash flow and liquidity, particularly during periods in which the Company is undertaking large-scale projects requiring significant working capital.

In addition, if the Company is unable to collect payments in accordance with contractual terms, this may result in uncollectible receivables or the recognition of an allowance for doubtful accounts, which may adversely affect operating results. It may also increase financing costs if additional funding is required to support project execution.

### **Risk management measures**

To manage customer credit risk, the Company has established ongoing assessment and monitoring measures, including the following:

#### **(1) Assessment of Customers Financial Position**

The Company places importance on assessing customers financial position prior to accepting new projects. This includes consideration of financial information, payment history, and credibility based on relevant sources, in order to evaluate payment capability and reduce credit risk.

## **(2) Appropriate Payment Terms in Contracts**

The Company structures payment terms to align with project progress, such as milestone-based payments or progress billing, and clearly specifies rights and remedies in the event of payment default in order to protect the Company's interests.

## **(3) Systematic Monitoring and Management of Trade Receivables**

The Company regularly monitors customers' payment status, including receivable aging and trends in overdue balances, and undertakes appropriate follow-up actions to reduce the risk of overdue receivables.

## **(4) Liquidity and Cash Flow Management**

The Company prepares ongoing cash flow forecasts to accommodate potential delays in payment collection and establishes appropriate liquidity and spending management practices to ensure continuity of project execution.

### **Risk 3 Legal, Regulatory and Compliance Risk**

Related risk factors :

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

#### **Risk characteristics**

The Company primarily operates overseas and plans to further expand into additional countries. As a result, it is required to comply with the laws, regulations, and government policies of each jurisdiction in various areas, including taxation, labor, environmental matters, and industry-specific requirements.

As such laws and requirements vary by country and may change from time to time, coupled with the complexity of regulatory requirements in certain jurisdictions in which the Company operates, any failure to properly understand, interpret, or timely adapt its operations to such requirements may expose the Company to legal, regulatory, and compliance risk.

#### **Risk-related consequences**

Failure to fully comply with applicable laws, regulations, or requirements, or changes in such requirements affecting project execution, may result in project delays, higher compliance costs, legal disputes, fines, or penalties imposed by regulatory authorities.

Such events may also adversely affect the Company's reputation and the confidence of business partners and other stakeholders, and may impact the Company's ability to continue operations or obtain approvals for future projects.

#### **Risk management measures**

To ensure that its operations remain in compliance with applicable laws and regulations, the Company has adopted the following measures:

##### **(1) Monitoring and Assessment of Changes in Laws and Regulations**

The Company regularly monitors and assesses changes in laws, regulations, and government policies relevant to its business operations in order to adjust its operating plans and work processes in a timely and appropriate manner.

##### **(2) Engagement of Legal Advisors and Local Experts**

For overseas projects or projects involving specific regulatory requirements, the Company coordinates with legal advisors and local experts to help ensure compliance with the laws and regulations of each jurisdiction.

##### **(3) Inclusion of Appropriate Legal Protections in Contracts**

The Company establishes appropriate legal terms and conditions in contracts with counterparties and business partners in order to mitigate compliance risk and protect the Company's interests.

#### **(4) Strengthening Legal and Compliance Awareness within the Organization**

The Company places importance on enhancing legal and compliance awareness among executives, and employees through communication of policies, guidelines, and relevant knowledge to support operations in accordance with applicable laws and prescribed standards.

#### **Risk 4 Climate-Related Risk**

Related risk factors : Strategic Risk  
• Climate change and disasters

Operational Risk  
• Climate change and disasters

ESG risk factors : Yes

#### **Risk characteristics**

The Company operates in multiple locations, particularly in overseas markets, some of which may be exposed to extreme weather events or natural disasters, such as floods, storms, and extreme heat. Such events may directly affect the Company's operations and project execution.

The increasing frequency and severity of extreme weather events may also affect project sites, the transportation of materials and equipment, and the continuity of the supply chain. If such events occur, they may lead to delays or disruptions in operations.

#### **Risk-related consequences**

Extreme weather events or natural disasters may result in operational delays, increased costs, or damage to assets, machinery, and equipment.

They may also cause temporary business interruptions and lead to additional expenses relating to repairs, loss prevention measures, and other related risk management activities.

#### **Risk management measures**

##### **(1) Advance Assessment and Analysis of Location-Specific Risks**

The Company conducts assessments of climate and natural disaster risks for project locations prior to project acceptance or investment. Key factors considered include geographic characteristics, historical occurrences of natural disasters, and long-term risk trends, to support planning and appropriate resource allocation.

##### **(2) Business Continuity and Emergency Response Planning**

The Company has established plans to address events that may affect operations, including extreme weather and natural disasters. These plans set out response procedures, internal communication protocols, and prioritization of activities in order to reduce disruption and support the timely resumption of operations.

##### **(3) Ongoing Monitoring and Operational Adjustment**

The Company regularly monitors weather conditions and related factors so that it can appropriately adjust operational plans and minimize potential impacts on project schedules and business continuity.

##### **(4) Site Supervision and Preventive Maintenance**

The Company regularly inspects and maintains project sites, machinery, and equipment to prevent and mitigate potential damage arising from weather conditions and to reduce overall operational impacts.

#### **Risk 5 Cybersecurity and Information Systems Risk**

Related risk factors :  
Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

### Risk characteristics

The Company uses information technology systems and digital tools in various aspects of its operations, including project management, financial data management, internal communication, and coordination with customers, business partners, and other stakeholders. These systems play an important role in supporting operational efficiency and business continuity.

However, the increasing reliance on information systems may expose the Company to cybersecurity and information systems risks. Cyber threats continue to increase in frequency and complexity, including unauthorized access, system intrusion, malware attacks intended to damage or encrypt data, as well as risks arising from system failures or dependence on external service providers. Such events may affect data security and business continuity.

### Risk-related consequences

Cybersecurity incidents or failures of information systems may cause operational disruptions or prevent the Company from conducting business as usual. They may also result in important information of the Company, customers, or business partners being accessed, disclosed, lost, or misused without authorization.

In addition, such incidents may give rise to financial losses from remediation costs, system recovery, and additional investments to enhance security measures. They may also lead to legal or regulatory penalties and adversely affect the Company's reputation, credibility, and stakeholder confidence over the long term.

### Risk management measures

To manage cybersecurity and information systems risks, the Company has established continuous prevention and monitoring measures as follows:

#### (1) Information Security Policies and Governance Framework

The Company has established information security policies and guidelines to serve as a framework for managing cyber risk. These cover access control, protection of critical information, and incident response procedures. The policies are communicated to employees at all levels to promote awareness and compliance.

#### (2) Continuous Prevention and Monitoring of Cyber Threats

The Company deploys security systems and tools to prevent and detect cyber threats, and regularly monitors information systems for unusual activities. This supports timely detection and response, while security measures are continuously updated to reflect evolving threat patterns.

#### (3) Access Control and User Management

The Company assigns access rights based on users roles and responsibilities and establishes authorization and authentication procedures before access is granted to systems containing critical information. Access rights are also reviewed on a regular basis to prevent unauthorized access.

#### (4) Data Backup and System Recovery Planning

The Company maintains data backup arrangements and establishes recovery procedures to enable timely restoration of data and operations in the event of an incident. Backup systems and recovery plans are tested periodically to ensure readiness.

### Risk 6 ESG and Sustainability Compliance Risk

Related risk factors : Strategic Risk

- ESG risk

ESG risk factors : Yes

### Risk characteristics

The Company's stakeholders, including investors, financial institutions, regulators, and business partners, are placing increasing importance on business operations conducted in accordance with ESG (Environmental, Social, and Governance) principles and sustainability considerations. As a result, ESG-related requirements, standards, and practices are becoming more stringent and more complex.

As the Company operates across multiple countries and is involved in large-scale projects, it may be required to comply with ESG-related expectations and requirements from multiple parties, including funding providers and business partners. If the Company's operations are not aligned with such requirements or expectations, or if ESG governance within the organization is not applied consistently, the Company's ability to operate and achieve sustainable long-term growth may be affected.

### **Risk-related consequences**

Failure to appropriately comply with ESG requirements or standards may result in delays in project approvals or limitations in access to funding from financial institutions and investors.

In addition, such circumstances may adversely affect the Company's reputation and stakeholder confidence and may limit business opportunities and future expansion if the Company is unable to adapt appropriately to evolving sustainability expectations.

### **Risk management measures**

#### **(1) Ongoing Monitoring of ESG Requirements, Standards, and Trends**

The Company regularly monitors ESG-related requirements, standards, and trends issued or expected by regulators, financial institutions, investors, and business partners, and assesses their potential impact on business operations in order to support planning and alignment with relevant expectations.

#### **(2) Integration of ESG Principles into Operations and Investment Decisions**

The Company incorporates ESG considerations into project planning, business operations, and investment decisions, taking into account environmental, social, and governance impacts in order to support long-term sustainability and reduce related risks.

#### **(3) Transparent and Ongoing ESG Disclosure and Communication**

The Company places importance on appropriate, transparent, and consistent disclosure and communication of ESG and sustainability information to stakeholders in order to strengthen confidence, support access to funding, and foster long-term stakeholder relationships.

#### **(4) Promotion of ESG Alignment across the Organization and Subsidiaries**

The Company promotes alignment of ESG practices across its internal functions and subsidiaries so that ESG governance and implementation are carried out in a consistent manner, thereby reducing the risk of non-aligned practices.

### **Risk 7 New Business and Energy Transition Risk**

Related risk factors : Strategic Risk  
• New business risk

Operational Risk  
• Delays in the development of future projects

ESG risk factors : Yes

### **Risk characteristics**

The Company has expanded its investments into energy and resource-related businesses, which are linked to the long-term trend of energy transition. Globally, the energy sector is shifting toward alternative and cleaner energy sources, driven by policies aimed at reducing greenhouse gas emissions and supporting renewable energy.

Such changes may affect long-term demand for fossil fuel-related businesses and may also affect the suitability of the Company's investment strategy if the Company is unable to manage its business portfolio or adapt appropriately to such trends.

### **Risk-related consequences**

Long-term changes in the energy sector may reduce market demand in certain business segments or result in misalignment between the Company's investment strategy and prevailing industry trends.

In addition, the Company may need to adjust its strategy or business model and may be exposed to long-term asset impairment risk if its investments are not managed in line with energy transition and sustainability trends.

### **Risk management measures**

#### **(1) Feasibility Studies and Industry Analysis Prior to Investment**

Prior to making any investment, the Company conducts feasibility studies and analyzes market demand and supply in order to assess business potential, investment viability, and potential risks in both the short and long term.

#### **(2) Revenue Risk Management through Commercial Arrangements**

The Company's subsidiary has entered into offtake agreements with buyers to support a certain level of revenue stability and reduce uncertainty in product demand, particularly during the initial stage of operations.

#### **(3) Ongoing Monitoring of Energy Industry Trends**

The Company closely monitors developments in the energy industry, including changes in policy, technology, and market behavior, in order to support appropriate adjustments to its strategy and business direction.

#### **(4) Regular Review and Adjustment of Investment Strategy**

The Company continuously evaluates and reviews the appropriateness of its investments in order to manage risk effectively and align its business portfolio with industry trends and long-term business objectives.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

The Company has not yet established a comprehensive Business Continuity Plan (BCP) that covers the entire business process. The current BCP primarily addresses core business functions, particularly occupational health and safety, as well as key support functions such as information technology systems.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : No  
plan

The Company is in the process of developing a Code of Conduct for Business Partners, which is included as part of the Company's strategic plan to be completed by 2026.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No  
criteria with new suppliers?

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : No

### Information on key suppliers acknowledging compliance with the supplier code of conduct

#### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : No  
acknowledge compliance with the supplier code of  
conduct?

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

#### Research and Development (R&D) Policy

#### Research and Development (R&D) Policy

Currently, the Company has not established a dedicated Research and Development (R&D) unit. However, the Company continuously focuses on improving operational efficiency, construction technology, and project management processes to enhance competitiveness and support future business growth.

#### Additional explanation for research and development (R&D) expenses over the past 3 years

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No  
innovation culture

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

#### Benefits of innovation development

##### Financial benefits

Does the company measure the financial benefits : No  
from innovation development?

##### Non-financial benefits

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

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