PINTHONG
INDUSTRIAL ESTATE

Resilient Biodiversity Thriving of Lives in Eco-Industrial Town



Sustainability report 2025

Pinthong Industrial Park Public Company Limited

PURPOSE

Connecting Industry and Community for Sustainable Economic and Social Prosperity

VISION

To be a trusted and resilient industrial ecosystem advancing sustainable and low-carbon growth, enabling future-ready industries and long-term value creation

MISSION

We develop, operate, and continuously enhance resilient and intelligent industrial infrastructure, deliver low-carbon and resource-efficient utility solutions, and collaborate with industries and communities to support sustainable and competitive industrial growth

CORE VALUE

P Professional

I Integrity

N Nimble

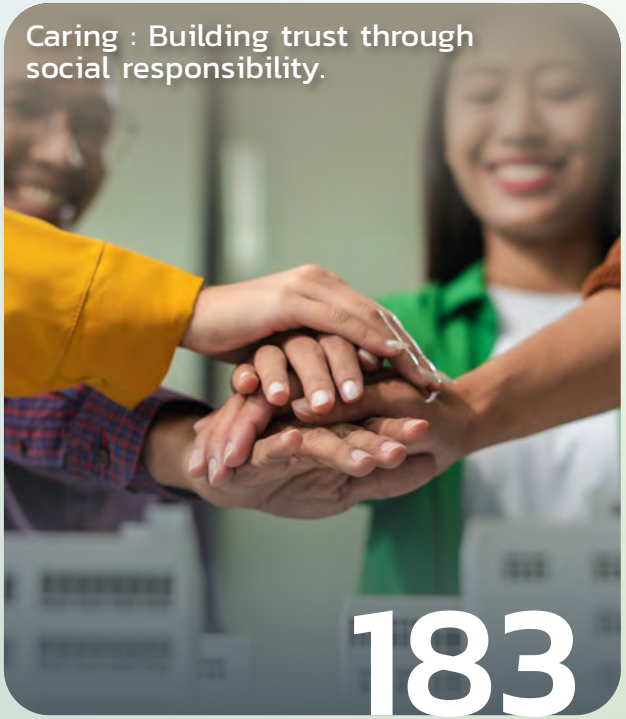


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Message from the Chief Executive Officer

The year 2025 marked another milestone of pride for the Pinthong Group, as the Company celebrated its 30th anniversary of operations. Throughout this journey, the Company has grown alongside Thailand's industrial development, remaining steadfast in its pursuit of becoming a world-class intelligent industrial estate developer one that seamlessly integrates business excellence with sustainable development in equal measure. This is evidenced by the Company's expansion of project areas by over 3,000 rai within key strategic industrial zones across Thailand, and its receipt of the Outstanding Company Performance Award under the Business Excellence category, presented by the Stock Exchange of Thailand in conjunction with The Banker magazine, for the second consecutive year.

As the Company steps into its fourth decade, amidst the challenges of a shifting global economy, the transition towards a low-carbon society, and the rising expectations of stakeholders, the Company has drawn upon 30 years of experience to forge a growth strategy focused on creating long-term sustainable value for the economy, society, and the environment in equal measure underpinned by forward-looking strategies and operations poised for continued advancement.

Within this context, the Company has established the R-I-S-E strategic framework as a guiding roadmap for the organisation, focusing on developing industrial estates to accommodate future industries, whilst concurrently making tangible advances in environmental, social, and governance performance, as follows:



"R" - Resilient Future-Ready Industrial Platform Industrial Estate Development Strategy for Future-Ready Industries. The Company focuses on building infrastructure that is resilient and adaptive to change. In 2568 the Company signed a cooperation agreement for the development of underground high-speed fibre-optic communication circuit services across Pinthong Industrial Estate Projects 4, 5 and 6, reinforcing digital infrastructure to support industrial growth in the digital economy era and enhancing the competitive capabilities of businesses within the estates.

"I" - Intelligent Low-Carbon & Resource-Efficient Transformation Strategy for Transitioning to Low-Carbon, Resource-Efficient Operations. The Company is committed to evolving into a low-carbon industrial estate. In 2568 the Company increased the proportion of renewable energy usage to 30% of total energy consumption at the head office, and supported renewable energy adoption within the industrial estates by expanding total renewable energy production capacity to 33.9 megawatt-peak (MWp), whilst targeting net-zero greenhouse gas emissions (Net Zero) covering Scope 1, Scope 2 and Scope 3 by 2050

Furthermore, the Company applied circular economy principles to water resource management by recycling treated water in accordance with statutory standards and developing on-site water reserves within its projects to reduce the proportion of water purchased from external sources and reduce reliance on natural water sources. The Company increased the proportion of raw water sourced from on-site water reserves to 45% of total water consumption, and successfully redirected all biosolids from the wastewater treatment system (100%) for beneficial reuse as soil amendment within its green areas.

"S" - Shared Value and Community Prosperity Shared Value Creation and Co-Prosperity with Communities Strategy. The Company firmly believes that organisational growth must go hand in hand with elevating the quality of life of all stakeholder groups, encompassing a workforce and those connected to its operations of more than 40,000 people. In 2025, the Company carried out 8 community and social development projects in the areas surrounding the industrial estates, and supported workforce skill development through the Pinthong Industrial Estate Labour Skills and Occupational Standards Promotion Association, totalling 7,449 training hours, to build workforce capability aligned with future industries and sustainably improve economic quality of life.

In parallel, the Company launched the "500,000 cc Pinthong Blood Donation for the Thai Red Cross Society" project, with outstanding participation from workers and communities surrounding the industrial estates, enabling assistance to more than 3,800 patients in need of blood.

The Company places great importance on biodiversity conservation in order to help maintain a healthy environment for surrounding communities, with a particular focus on the conservation of rare firefly species found within the industrial estate areas, alongside the restoration and development of ecological green spaces through the preservation of indigenous plant species in existing forested areas and additional reforestation, to promote ecosystem balance and suitable habitats for local wildlife. Furthermore, the Company has developed health-oriented green spaces within its projects, enabling workers in the industrial estates and community members to make use of them for exercise and recreational activities.

"E" - Ecosystem Integration through Trust Trust Building Across All Sectors Strategy. The Company conducts its business under the principles of good governance, transparency, and accountability, integrating ESG considerations into its strategic decision-making and systematic risk management, spanning all operational processes, whilst elevating its operations to align with international sustainability standards. In 2025, the Company declared its intent to join the Thai Private Sector Collective Action Against Corruption (CAC) to strengthen confidence and trust amongst all stakeholder groups.

On the occasion of the 30 -year anniversary, the Company looks not merely to the achievements of the past, but places emphasis on laying the foundations for the future by charting the direction of industrial estate development driven by innovation, technology, and sustainability, to create long-term value for the economy, society, and the environment.

Finally, I would like to express my sincere gratitude to the Board of Directors, executives, employees, business partners, customers, and all community stakeholders for their trust and continued support in enabling the Company to grow and achieve success throughout the past 30 years. I am firmly confident that such collaboration will continue to be a vital driving force propelling the Company towards stable and sustainable growth in the decades ahead.



Mr. Prasan Tanprasert

Chief Executive Officer

Pinthong Industrial Park Public Company Limited

About This Report

Pinthong Industrial Park Public Company Limited (the Company) prepares an annual sustainability report to disclose information regarding its governance and management of ESG (Environmental, Social, and Governance) and human rights issues. The report covers performance in material areas for the Company and its stakeholders, including operations that support the United Nations Sustainable Development Goals (SDGs) relevant to its business.

This is the third edition of the report, covering performance from 1 January to 31 December 2025. It has been prepared in accordance with the GRI Standards 2021 (reporting with reference to the GRI Standards 2021) to present information reflecting the economic, social, and environmental impacts of the Company's business operations and related business relationships throughout the value chain. Furthermore, the Company has referenced the European Sustainability Reporting Standards (ESRS) to consider sustainability-related business risks and opportunities that may affect its financial position and future operating capabilities. This ensures the presentation of information is appropriate, balanced, aligned with the nature of the business, and comprehensively covers all material issues for the Company and its stakeholders.

Reporting Boundary

This report discloses sustainability performance for the year 2025, covering activities under the Company's operational control, including subsidiaries in which the Company holds more than a 50% stake and that operate within the Pinthong Industrial Estate. The sustainability reporting boundary therefore differs from the consolidated financial statements prepared according to accounting principles.

In 2025, the Company expanded its reporting boundary to cover additional subsidiaries to ensure disclosures align with the Group's current business structure. The reporting boundary covers four companies:

1. Pinthong Industrial Park Public Company Limited
2. Pinthong Utilities and Renewable Energy Company Limited
3. Pinthong Solar Power Company Limited
4. Pinthong Logistics Park Company Limited

Significant Changes

The Company has not made any significant restatements or corrections to information provided in previous sustainability reports.

In 2025, the Company reviewed 20 material sustainability issues from 2024 using the Double Materiality approach, considering both the impacts of the Company's operations (Impact materiality) and financial impacts on the Company (Financial materiality). These topics were regrouped and re-prioritised into 14 material issues. Nevertheless, these changes represent a review of the sustainability materiality assessment approach and do not necessitate significant restatements of historical data.

Assurance and Certification

The Company has not yet sought third-party assurance for the information disclosed in this Sustainability Report. However, the content and material sustainability data disclosed herein have been reviewed and approved by senior management from each respective unit to ensure that the information is accurate, complete, encompasses all stakeholder groups, and clearly demonstrates the Company's operations and responsiveness. Economic data is referenced from the 2025 Annual Report and the Company's consolidated financial statements, which have been audited by a certified public accountant.

Report Access and Contact Information

This Sustainability Report is published in electronic format via the Company's website at

https://sustainability.pinthongindustrial.com The Company has printed a limited number of copies to minimize resource consumption. Should you require further information regarding this report, or wish to provide feedback and suggestions for the development of future reports, please contact:

Investor Relations Department

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No. 789 Moo 1, Nong Kho-Laem Chabang Road,
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The Company values the opinions of all stakeholder groups and welcomes opportunities to share feedback and suggestions regarding this report. This input will be used to develop and enhance the quality of sustainability reporting to better respond to stakeholder expectations in the following year.

Awards and Achievements 2025



SET Awards 2025 – Outstanding Company Performance Awards (Business Excellence)

for listed companies with a market capitalisation of between 3,000–10,000 million Baht. The Company received this award from the Stock Exchange of Thailand (SET) for the second consecutive year, reflecting the Company's business growth potential, operational efficiency, and commitment to continuous organisational development.



Award for Maintaining the Eco-Industrial Estate System at the Eco-Excellence Level

Pinthong Industrial Estate (Laem Chabang) ("Pinthong Project 2") from the Industrial Estate Authority of Thailand (IEAT).



Award for Maintaining the Eco-Industrial Estate System at the Eco-Excellence Level

Pinthong Industrial Estate ("Pinthong Project 5") from the Industrial Estate Authority of Thailand (IEAT).



Eco-Industrial Estate Award at the Eco-World Class Level

Pinthong Industrial Estate ("Pinthong Project 1") from the Industrial Estate Authority of Thailand (IEAT).



Eco-Industrial Estate Award at the Eco-Excellence Level

Pinthong Industrial Estate ("Pinthong Project 3") from the Industrial Estate Authority of Thailand (IEAT).



The Company has been certified to Green Industry Level 3

a certification for systematic environmental management standards by the Department of Industrial Works.



The Company has been certified to ISO 14064-1 : 2018

the internationally recognised standard for the verification, quantification and reporting of greenhouse gas (GHG) emissions and reductions at the organisational level.



The Company has been certified to ISO 9001 : 2015

the internationally recognised standard for Quality Management System (QMS).



The Company has been certified to ISO 14001 : 2015

the international standard for Environmental Management Systems (EMS) that provides a framework for organisations to systematically manage the environmental impact of their operations, products and services.

AGM Checklist

Evaluated for the quality of the Annual General Meeting of listed companies in 2025, scoring 98% and rated as "Excellent" for the third consecutive year.

Received a 3-Star "Good" Corporate Governance Rating for 2025

from the Corporate Governance Report (CGR) of Thai Listed Companies, organised by the Thai Institute of Directors Association (Thai IOD)

Key Performance Summary for 2025

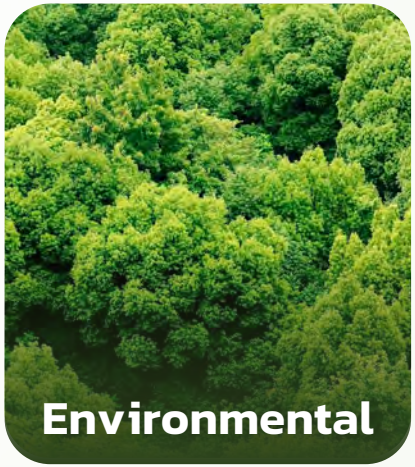


Total revenue
1,625.77 million Baht

Net profit
497.31 million Baht

Proportion of domestic procurement of goods and services
100%

Business partners acknowledging the Supplier Code of Conduct
183 entities (100%)



Greenhouse gas emissions – Scope 1&2
3,300 Tons CO_2e

Greenhouse gas emissions – Scope 3
4,747 Tons CO_2e

Proportion of biological sludge from the treatment system repurposed
100%

Reduction in raw water purchased from the private sector
2,413,804 cubic metres
(52.63% of total raw water volume)

Reduction in raw water procurement costs
29.24 million Baht per year

Treated water reused
317,235 cubic metres

Proportion of renewable energy usage in office areas
30.1%



Number of human rights complaints
0 cases

Customer satisfaction score from IEAT survey
90.25%

Number of community support activities
94 activities

Community satisfaction score towards Pinthong Industrial Estate from IEAT survey
93.68%

Voluntary employee turnover rate
0.55%

Occupational injury and fatality rate
0

About Pinthong

Business Overview

Company Name	Pinthong Industrial Park Public Company Limited
Stock Symbol	PIN
Registration Date	9 November 2021
Registered Capital	1,160,000,000 Baht
Paid-up Capital	1,160,000,000 Baht
Business Type	Development and management of industrial estates, including the provision of utility systems and the development of factory and warehouse buildings for rent. This encompasses investments and appointments as a property manager for certain assets of the AIM Industrial Growth Freehold and Leasehold Real Estate Investment Trust (AIMIRT).
Chief Executive Officer	Mr. Pira Patamavorakulchai
Head Office	No. 789 Moo 1, Nong Kho-Laem Chabang Road, Nong Kham Sub-district, Si Racha District, Chonburi Province 20230
Investment Areas	Chonburi and Rayong Provinces
Land Area	10,625-2-56.5 Rai
Number of Employees*	110
Total Revenue*	1,626.77 Million Baht

*Data as at 31 December 2025

Revenue Sources

1. Industrial Estates and Logistics Parks

Project	Province	Area (Rai-Ngan-Sq.wah)	Remarks
Pinthong Industrial Estate 1	Chonburi	1,346-0-39.3	
Pinthong Industrial Estate 2	Chonburi	1,029-1-19.2	
Pinthong Industrial Estate 3	Chonburi	1,561-3-10.4	
Pinthong Industrial Estate 4	Chonburi	656-0-96.5	
Pinthong Industrial Estate 5	Chonburi	1,539-2-59.9	
Pinthong Industrial Estate 6	Rayong	1,424-1-6.8	
Pinthong Industrial Estate 7	Chonburi	1,059-0-91.1	Under development
Pinthong Industrial Estate 8	Chonburi	1,101-3-96.3	Under development
Pinthong Industrial Estate 3 (Extension)	Chonburi	697-2-85.4	Under development
Pinthong Land Project	Chonburi	209-1-51.6	
Total Area		**10,625-2-56.5**	

2. Rental Factories and Warehouses

Project	Area (Sq.m.)
Rental factories within industrial estates	23,152.0
Rental factories under property management	160,266.4
Rental warehouses within logistics parks	59,920.0
Total Rental Factory and Warehouse Area	**243,338.4**

3. Utility Systems and Services

3.1 Industrial water supply

3.2 Wastewater treatment services

3.3 Common area management services

3.4 Underground fibre optic network

3.5 Clean energy business

3.6 Construction supervision services

3.7 Laboratory water quality analysis services

Company's Operational Areas



Business Value Chain

Procurement of Goods and Services

- Acquire land and form business partnerships to execute projects according to the strategic plan.
- Conduct due diligence to verify the legal validity, accuracy, and suitability of all relevant documents and agreements.
- Facilitate payments for land and various infrastructure systems in accordance with contractual terms.

Product and Service Development

- Engage specialised consultants for comprehensive design to ensure rigorous Environmental Impact Assessments (EIA).
- Procure contractors with a focus on sustainable business practices and expertise in key areas, such as water systems, road networks, and factories/warehouses for rent.
- Deploy Company engineers to supervise every stage of contractor operations, ensuring quality delivery in accordance with specifications and within the defined timeframe.

Business Development Planning

- Conduct project feasibility studies and analysis.
- Verify land use compliance and legal requirements.
- Prepare project development budgets for management approval.



Provision of Information and Delivery of Products and Services

- Provide accurate, comprehensive, and transparent information to support customer decision-making through accessible media and communication channels.
- Offer advisory services and troubleshooting support, while actively seeking customer feedback to continuously improve services tailored to each customer segment.
- Deliver land or factory products according to agreements, ensuring all relevant regulatory requirements are communicated to stakeholders.

Stakeholder Relationship Development

- Focus on building and maintaining positive long-term relationships with all stakeholder groups.
- Provide guidance and resolve issues for customers located within the projects.
- Actively listen to opinions, feedback, and suggestions from stakeholders to enhance operational excellence.

Primary Activity	Description	Stakeholders
1. Business Development Planning	Conducting feasibility studies and analysis for industrial estate development, encompassing land development, utility systems, and infrastructure. This includes providing area management services and pursuing business expansion opportunities. The Company actively seeks strategic partnerships to leverage innovation and technology, driving value creation and sustainable growth for all stakeholder groups.	1. Government agencies 2. Business partners 3. Employees
2. Procurement of Goods and Services	Sourcing goods and services essential for industrial estate development according to project plans, including land, utility systems, capital sources, suppliers, and personnel. Procurement is conducted through fair, transparent, and accountable processes in compliance with relevant laws and regulations. The Company respects the human rights of all stakeholders and integrates environmental impact considerations into every stage of the process.	1. Government agencies 2. Communities 3. Creditors 4. Shareholders 5. Employees
3. Product and Service Development	Developing land-related products and industrial estate utility systems by applying innovation and technology to enhance operational efficiency. These initiatives aim to elevate the quality of life and environmental standards within the area, transitioning towards smart and sustainable industrial estates. All operations strictly adhere to legal requirements and regulations while equitably addressing the needs of all stakeholder groups.	1. Government agencies 2. Communities 3. Customers 4. Contractors 5. Business partners 6. Employees
4. Information Disclosure and Delivery of Goods and Services	Delivering high-quality land and utility services while ensuring the disclosure of accurate, complete, and transparent information to support customer decision-making. The Company provides consultation and guidance for business operations within the industrial estates to foster mutual sustainable growth. Various channels are maintained to receive customer feedback, which is used to continuously improve and develop products and services.	1. Customers 2. Communities 3. Contractors 4. Employees
5. Stakeholder Relationship Management	Committed to building and maintaining strong relationships with all internal and external stakeholders through systematic, transparent, and accountable engagement and feedback mechanisms. The Company prioritises two-way communication and appropriate responsiveness, integrating suggestions into continuous operational improvements. These efforts aim to build trust and foster long-term cooperation with customers, partners, and communities surrounding the industrial estates.	1. Government agencies 2. Communities 3. Customers 4. Shareholders 5. Contractors 6. Business partners 7. Employees

Memberships

Organisation	Status	Country
1. Investment Analysts Association (IAA)	Member	Thailand
2. Thai Listed Companies Association (TLCA)	Member	Thailand
3. Thai Institute of Directors Association (Thai IOD)	Member	Thailand
4. Thai Investors Association (TIA)	Member	Thailand
5. The Federation of Thai Industries (FTI)	Member	Thailand
6. Thai Industrial Estate and Strategic Partner Association (TISA)	Member	Thailand



Sustainability Development

Pinthong Industrial Park Public Company Limited prioritises business operations based on sustainable development, aiming to develop industrial estates into a reliable, resilient, and long-term industrial ecosystem. This objective is pursued alongside strengthening the connection between industry and the community to collectively foster sustainable economic and social prosperity. Furthermore, the Company supports industrial growth aligned with a low-carbon economy and future industries. The Company remains committed to elevating industrial infrastructure and utility service efficiency, ensuring resource efficiency, and supporting the growth of entrepreneurs within the estates, while creating long-term value for all stakeholder groups.

The Company has established the "Sustainability Development Policy and Guidelines" to serve as a framework for business operations and corporate management. This framework integrates Environmental, Social, and Governance (ESG) principles into strategic direction, decision-making, and risk management processes. This integration supports business growth in conjunction with responsible industrial estate development that considers the environment, society, and all stakeholders to create enduring value. The Company operates in accordance with good corporate governance principles, maintaining strict compliance with relevant laws and regulations, while comprehensively managing potential operational impacts.

To support operations under this approach, the Company has defined the "Sustainability Development Policy and Guidelines" as a corporate management framework. By integrating ESG considerations into the core of strategy formulation, business decision-making, and risk management, the Company ensures growth is achieved with responsibility towards the environment, society, and stakeholders. The Company is steadfast in its commitment to good corporate governance, strict legal and regulatory compliance, and comprehensive impact management to ensure industrial estate development grows in balance and sustainability with surrounding communities and the environment over the long term.

The Company has established the following key principles for sustainability operations:

1. Good Corporate Governance: Conducting business with transparency and accountability, and adhering to good corporate governance principles to build trust among all stakeholders.
2. Ethical Business Conduct and Anti-Corruption: Upholding business ethics and promoting an organisational culture that maintains zero tolerance for all forms of corruption.
3. Sustainable Supply Chain Management: Encouraging business partners and alliances to operate based on social, environmental, and governance responsibility.
4. Environmental Impact Mitigation: Managing natural resources efficiently, reducing environmental impacts, and supporting the development of eco-friendly industrial estates.
5. Respect for Human Rights and Personnel Development: Complying with international human rights standards, fostering a safe and fair working environment, and supporting continuous employee capacity building.
6. Community and Social Development Participation: Operating with consideration for impacts on communities and society, while promoting economic development and enhancing the quality of life for communities surrounding the industrial estates.

Furthermore, the Company has established specific policies and guidelines to support operations in accordance with the aforementioned principles. These include the Environmental and Climate Change Policy, Human Rights and Labour Policy, Corporate Governance Policy, and Personal Data Protection Policy, as well as guidelines on transparency and business ethics. These frameworks consider the rights and expectations of both internal and external stakeholders within the scope of relevant laws and the Company's regulations. This includes supporting the United Nations Sustainable Development Goals (SDGs) to drive long-term sustainable business growth.

The Company has disclosed details of relevant policies and guidelines on its website. Interested parties may find further information at:

https://investor.pinthongindustrial.com/en/governance/corporate-governance-policy

Corporate Sustainability Development Policy and Guidelines

Environmental, Social, and Governance (ESG) Responsibility Policy

Social Responsibility Policy

Sustainability Governance

The Company prioritises systematic sustainability governance by establishing a comprehensive oversight structure that spans the Board of Directors, Management, and operational levels. This framework is designed to govern, monitor, and drive Environmental, Social, and Governance (ESG) performance in alignment with the Company's business strategy and to support the sustainable development of industrial estates.

On 14 November 2025, the Board of Directors Meeting No. 4/2025 resolved to enhance the Company's corporate governance structure by appointing two additional sub-committees: the Corporate Governance and Sustainability Committee and the Risk Management Committee. These appointments aim to strengthen the integration of corporate governance, sustainability, and risk management, ensuring that business operations are conducted efficiently, transparently, and equitably with full accountability, while ultimately supporting the achievement of the organisation's vision and mission.

Policy Setting Level	The Board of Directors is responsible for determining the Company's sustainability policies, goals, and operational frameworks. This includes overseeing sustainability performance to ensure alignment with business strategies, laws, and relevant regulations, aimed at delivering maximum benefits to the organisation and all stakeholders.
Oversight Level	The Company has established the Corporate Governance and Sustainability Committee as a sub-committee of the Board of Directors. Its mandate is to oversee and monitor the implementation of corporate governance and sustainability initiatives. This includes reviewing ESG-related policies, guidelines, and progress before reporting to the Board of Directors. The Corporate Governance and Sustainability Committee consists of three members, with independent directors comprising more than 50% of the total committee membership. The Chairman of the Committee is required to be an independent director to enhance transparency and ensure independence in oversight. The Corporate Governance and Sustainability Working Group is required to report operational progress to the Corporate Governance and Sustainability Committee at least once a year, covering ESG performance progress and annual performance evaluations.
Operational Level	The Company has appointed working groups to support and drive operations in accordance with its sustainability policies and goals, namely: 1. Corporate Governance and Sustainability Working Group 2. Anti-Corruption Working Group 3. Greenhouse Gas Management Working Group These working groups consist of representatives from the Company's core departments relevant to various operational dimensions. Their collective role is to determine guidelines, monitor, and push for concrete sustainability performance. The working groups are responsible for inter-departmental coordination to collect and track environmental, social, and governance data. Furthermore, they support the development of operational processes and the preparation of sustainability reports, reporting progress and performance results to the Corporate Governance and Sustainability Committee at least once a year.

In 2025, the Corporate Governance and Sustainability Committee did not convene. However, the Company held two meetings of the Corporate Governance and Sustainability Working Group (established in 2024) to report progress and performance to the Audit Committee. The Company plans to commence regular meetings and oversight of sustainability operations from 2026 onwards.

P-I-N Sustainability Approach

To drive business operations in alignment with its sustainability development policy, the Company has established corporate sustainability development guidelines. These integrate Environmental, Social, and Governance (ESG) concepts into business operations throughout the value chain. This framework reflects the Company's role as an industrial estate developer and manager committed to creating a balance between economic growth, environmental stewardship, and social development.

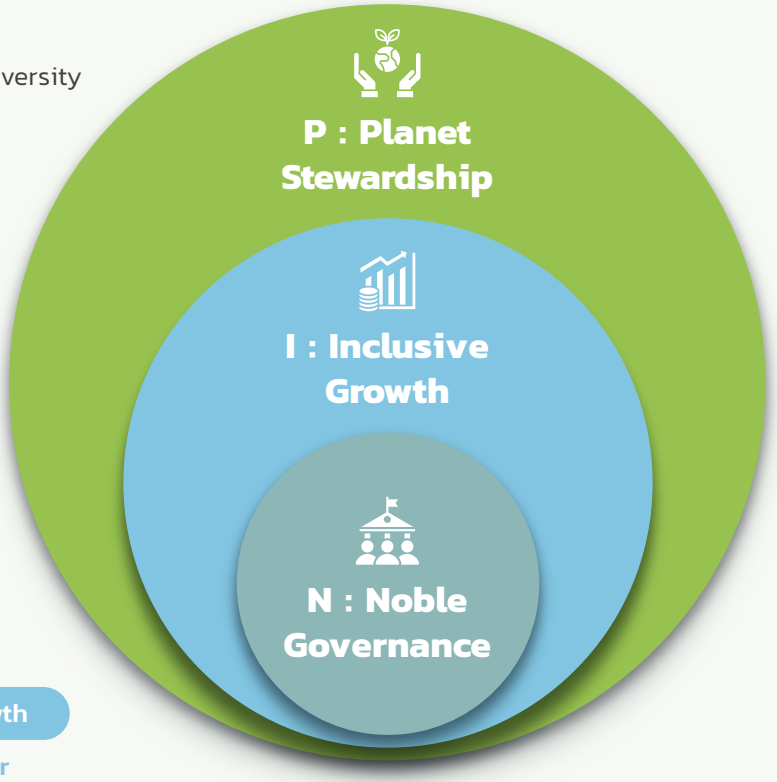
The Company developed the "P-I-N Sustainability Approach," which defines operational directions across three main pillars: Planet Stewardship (environmental care and responsible resource management), Inclusive Growth (promoting mutual growth among the industrial sector, personnel, entrepreneurs within the industrial estates, and surrounding communities), and Noble Governance (transparent, ethical corporate governance with accountability to stakeholders). This framework serves as a guideline for determining the Company's sustainability direction and supporting the long-term growth of industrial estates.



P - Planet Stewardship

Environmental and natural resource stewardship,

- Climate
- Energy
- Water and Effluent
- Waste
- Ecosystem & Biodiversity



I - Inclusive Growth

Inclusive growth for industry and communities

- Customer
- Employee
- Health & Safety
- Human rights
- Local Community

N - Noble Governance

Transparent and accountable corporate governance

- Good Governance
- Risk Management
- Innovative Solutions
- Sustainable Supply chain



Driving Sustainability within the Organisation

The Company recognises that sustainable development is not the duty of any single individual or department but is the collective responsibility of personnel at all levels across the organisation. Consequently, the Company aims to build a correct understanding of Environmental, Social, and Governance (ESG) concepts to ensure employees realise that operations in every role play a significant part in creating both negative and positive impacts on the environment, people, and society, as well as business risks. The Company has communicated policies and guidelines to employees to serve as a framework for diligent operations, such as the Environmental, Social, and Governance Responsibility Policy and the Risk Management Policy.

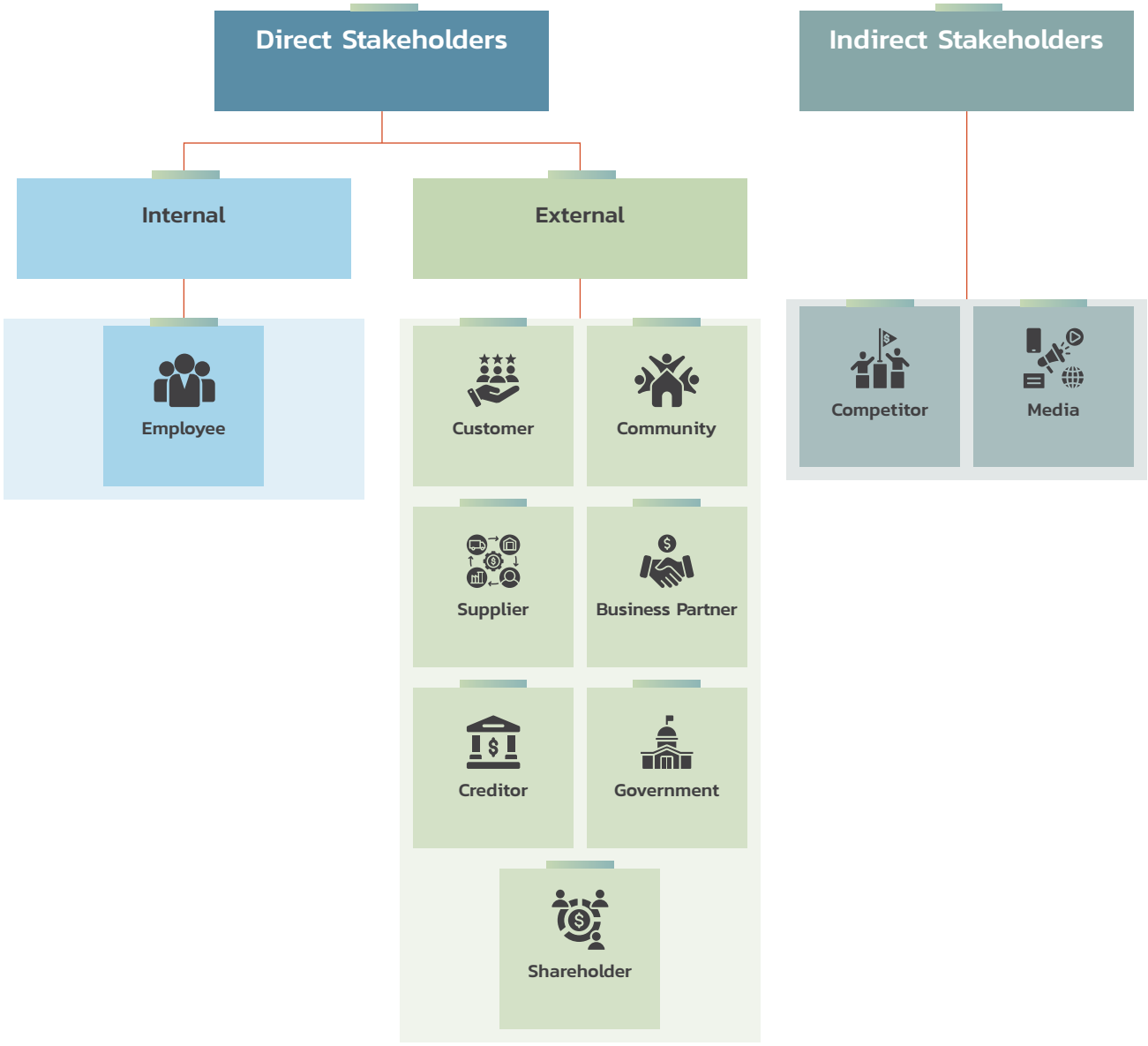
Furthermore, the Company continuously promotes sustainability knowledge and understanding among employees to ensure the effective application of ESG principles in their respective roles and decision-making processes. The Company supports personnel capacity building through relevant training and knowledge-sharing activities, such as the Stock Exchange of Thailand's ESG 101 and P01 courses, to strengthen fundamental understanding of ESG and corporate risk management. Simultaneously, the Company provides opportunities for relevant stakeholders to participate, offer suggestions, and exchange perspectives through various channels. This feedback is integrated into the Company's considerations to improve operational guidelines, supporting long-term sustainable organisational growth.

Stakeholders

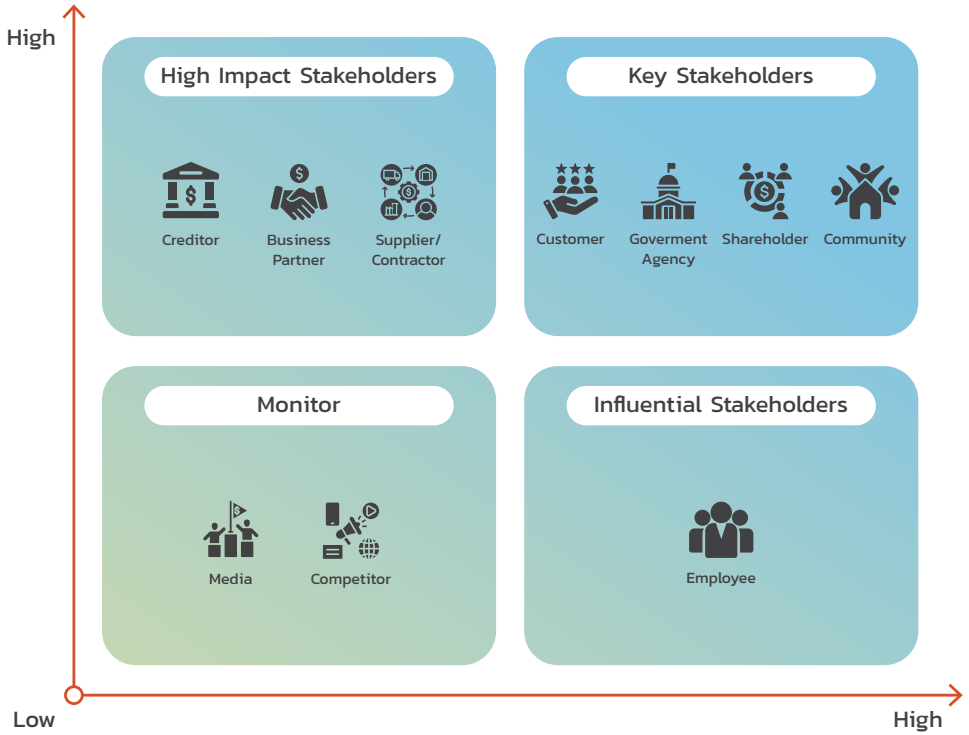
The Company prioritises the identification and cultivation of appropriate relationships with stakeholders relevant to its business operations throughout the value chain. This approach ensures an understanding of expectations, concerns, and recommendations regarding the Company's operations, with such insights integrated into strategy development, sustainability materiality reviews, risk management, and the continuous improvement of operational performance.

The Company defines its stakeholder identification and analysis process based on the AA1000 Stakeholder Engagement Standard (AA1000SES). This serves as a framework for identifying key stakeholders across the value chain and assessing their levels of impact and influence on the Company's operations to appropriately prioritise engagement activities. In 2025, the Company reviewed and conducted Stakeholder Mapping, covering key internal and external stakeholder groups, while analysing expectations and appropriate engagement models to support responsible business conduct aligned with the Company's operational context.

The Company has identified 10 key stakeholder groups involved in its business operations across the value chain, namely: employees, customers, business partners, business alliances, creditors, government agencies, shareholders, communities, competitors, and the media. These groups are categorised into direct stakeholders both internal and external and indirect stakeholders, enabling the determination of engagement and communication guidelines tailored to each group.



The Company has established stakeholder engagement guidelines based on the level of Influence and Impact on business operations. This ensures effective relationship management and responsiveness to the expectations of each stakeholder group, categorising stakeholders into four primary groups as follows:



1) Key Stakeholders

This group includes customers, government agencies, regulatory bodies, shareholders, and communities, all of whom possess significant influence and are highly impacted by the Company's operations. Consequently, the Company prioritises close and consistent engagement through meetings, feedback sessions, and the accurate, transparent, and timely reporting of performance results. Proactive communication and ongoing collaborative activities are maintained to foster mutual understanding and long-term confidence in business operations.

2) High Impact Stakeholders

This group comprises creditors, business partners, and suppliers who are significantly impacted by the Company's operations. The Company focuses on continuous communication and cooperation to ensure that operations remain efficient, transparent, and fully compliant with business requirements and relevant contractual obligations.

3) Influential Stakeholders

This group consists of the Company's employees, who play a vital role in driving operations and organisational success. The Company promotes employee engagement through internal communication channels, feedback mechanisms, capacity building, and the creation of an optimal working environment to enable employees to perform efficiently and grow alongside the organisation.

4) Monitor

This group includes the media and business competitors, whose influence and impact on operations are relatively limited. The Company communicates accurate and appropriate information while monitoring industry-related issues and corporate image to support transparent and accountable business conduct.

These stakeholder engagement guidelines enable the Company to effectively listen to and respond to the expectations of each group. Furthermore, the insights gained are utilised to enhance operations, risk management, and the continuous refinement of business strategies to support long-term organisational sustainability.

Stakeholder Engagement Performance

Stakeholders	Engagement and Communication Channels	Stakeholder Expectations	The Company's Response
Employees 	• Annual Town Hall meetings • Annual performance appraisals • Whistleblowing channels for reporting misconduct or corruption • Feedback and grievance channels directly to Management or supervisors	• Fair, competitive, and motivating compensation and benefits	• Regular review of compensation structures against industry benchmarks
		• Potential development and career advancement	• Implementation of training plans to enhance employee capabilities • Development of succession plans for career growth
		• Participation in planning relative to role and responsibilities	• Provide employees with opportunities to participate in goal-setting and performance appraisals.
		• Fair performance appraisal processes	• Standardisation and communication of performance appraisal procedures
		• Safety and a conducive working environment	• Enforcement of Occupational Health and Safety (OHS) standards
Customers	• Meetings and direct feedback sessions • Customer satisfaction surveys • Customer relations and marketing activities • Feedback and grievance channels	• Responsible, equitable, and fair service provision	• Establishment of non-discriminatory service standards
		• rotection of confidential information and data privacy	• Implementation of stringent data privacy and information security policie
		• Timely response and effective grievance mechanisms	• Maintenance of efficient grievance handling procedures and various communication channels

Stakeholders	Engagement and Communication Channels	Stakeholder Expectations	The Company's Response
Shareholders	• Annual General Meeting of Shareholders (AGM) • Quarterly Analyst Briefings • Site visits and investor relations activities • Corporate website and grievance channels	• Sustainable share price performance and attractive dividend yields	• Formulation of strategic plans aligned with industry growth trends
		• Long-term business growth and competitiveness	• Development of new business ventures to diversify risk and ensure long-term income stability
		• Efficient corporate management	• Definition of clear operational processes and resource allocation
		• Ethical business conduct and transparent disclosure	• Comprehensive disclosure of performance results via the Annual Report and accessible channels
Communities	• Public hearings and community meetings • Community engagement and social activities • Annual community satisfaction surveys • Site visits and online/offline communication channels	• Management of environmental impacts from the Company and estate operators	• Transparent waste management and promotion of efficient waste handling among operators
		• Compliance with environmental laws	• Strict adherence to environmental regulations across all projects
		• Contribution to community and social development	• Implementation of knowledge-sharing and quality-of-life improvement programmes
		• Maintenance of positive community relations	• Efficient community grievance management processes
		• Safety and security of life and well-being	• Disclosure of crisis management and safety measures

Stakeholders	Engagement and Communication Channels	Stakeholder Expectations	The Company's Response
Suppliers / Contractors	• Joint meetings and relationship-building activities • Supplier audits and assessments • Online, email, and telephone communication channels	• Fair, transparent, and ethical procurement processes	• Implementation of clear procurement policies and guidelines
		• Fair and timely payments	• Strict adherence to commercial terms and contractual obligations
		• Collaboration to achieve mutual goals	• Provision of platforms for suppliers to share feedback and suggestions
Business Partners	• Board meetings of subsidiaries and associates • Joint meetings with partners or investors • Online, email, and telephone communication channels	• Honest, fair, and transparent business conduct	• Adherence to laws, regulations, and the Code of Business Conduct • Compliance with investment agreements and commercial terms
		• Protection of confidential information regarding joint ventures	• Implementation of data confidentiality policies for investment partners
Creditors	• Meetings with creditors • Communication via online media, email, and telephone • Company visits	• Compliance with loan covenants and agreements	• Strict adherence to loan agreement conditions
		• Timely debt servicing	• Timely debt repayment
		• Effective financial risk management	• Comprehensive risk management covering economic, social, and environmental dimensions • Disclosure of accurate and complete financial risk information
Government Agencies	• Meetings and support for government-led initiatives • Provision of reports and data as required • Regulatory inspections	• Compliance with Applicable Laws, Regulations and Requirements	• Establish policies and operational guidelines to ensure that the conduct of business complies with all applicable laws, regulations and require-ments governing the industrial estate business.

Stakeholders	Engagement and Communication Channels	Stakeholder Expectations	The Company's Response
Government Agencies (Continued)	• Company visits Communication via email		• Ensure full and proper compliance with all applicable laws, regulations and requirements governing business operations • Monitor and track changes to relevant laws, regulations and requirements on an ongoing basis • Develop operational processes and maintain resources and information in a state of readiness for regular audit and review
		• Management of Social and Environmental Impacts arising from the Company's Operations	• Regularly monitor and assess social and environmental impacts arising from the Company's operations • Develop, improve and refine operational process-es to mitigate social and environmental impacts in accordance with established measures
		• Conducting Business in accordance with the Principles of Corporate Governance and Good Corporate Governance (GCG)	• Establish effective governance structures and mechanisms across both the Board of Directors and Management • Disclose accurate and complete information with transparency and accountability
Competitors 	• Participation in industry-related conferences and seminars • Collaboration with government agencies upon request	• Compete fairly, transparently and in full compliance with applicable laws	• Conduct business under Good Corporate Governance principles • Cooperate on initiatives that benefit consumers and the industry
Media 	• Press releases and press conferences • Exclusive interviews • Company visits • Corporate website	• Receipt of accurate, complete, and timely information	• Provide accurate and factual information based on verified facts • Maintain positive relationships with the media and engage with all media representatives on an equal and impartial basis

Insights and feedback gathered through the stakeholder engagement process are consolidated and presented to management at relevant meetings, to inform the review of operations, risk management, and the identification of the Company's material sustainability topics before being escalated to the Board of Directors for further consideration.

Sustainability Materiality

The Company prioritises the identification and assessment of material sustainability topics to inform strategy, operational direction, risk management, and long-term value creation for the organisation and its stakeholders. In 2025, the Company reviewed its 2024 material sustainability topics by enhancing the assessment and prioritisation process to align with current business contexts and international standards.

The Company has adopted the Double Materiality principle to assess material sustainability topics, considering both the impact of its business operations across the entire value chain on the economy, environment, and society (Impact Materiality) and the potential financial effects on the Company (Financial Materiality). This assessment is conducted in accordance with the GRI 3: Material Topics 2021 standard and the European Sustainability Reporting Standards (ESRS) to ensure a more systematic and credible evaluation of sustainability issues.



Sustainability Materiality Review and Assessment Process

1. Analysis of Industrial and Business Context

The Company studied and analysed both internal and external contexts to identify sustainability risks and opportunities related to the development and management of industrial estates. This analysis considered external factors such as global economic shifts, industrial investment trends, environmental and social regulations, the transition to a low-carbon economy, and the expectations of local, regional, and international stakeholders that may affect business operations and the value chain. These were evaluated alongside internal factors, including strategic direction, organisational goals, infrastructure and utility development models, and relationships with customers, operators, and surrounding communities, as well as internal factors that may pose risks or create opportunities for the Company's operations.

2. Review of Sustainability Issues and Sub-topics

The Company reviewed material sustainability issues from 2024 by examining relevant issues in industrial estate operations based on various international standards and the material topics of leading companies within the same industry. This was considered in conjunction with the analysis of internal and external contexts, industry trends, relevant regulations, stakeholder expectations, and potential risks and opportunities. Subsequently, the Company categorised and refined the list of sustainability issues to ensure clarity, eliminate redundancy, and maintain alignment with the business context and the value chain.

3. Assessment of Impact Materiality across the Value Chain

The Company engaged management and specialists from relevant internal and external units to assess the significance of impacts on the economy, environment, society, and human rights arising from the Company's operations for each sustainability issue. This comprehensive assessment considered both actual and potential positive and negative impacts occurring throughout the value chain over various time horizons.

The evaluation criteria included the severity of the impact, the scope and affected groups, the likelihood of occurrence, and the Company's ability to remediate or mitigate the impact, integrated with insights gained from stakeholder engagement.

4. Assessment of Financial Materiality of Sustainability Issues

Senior Management collectively considered the risks and opportunities associated with each sustainability issue that could affect the Company's operational performance, financial position, cash flows, and growth potential over the short, medium, and long term.

5. Prioritisation of Sustainability Topics

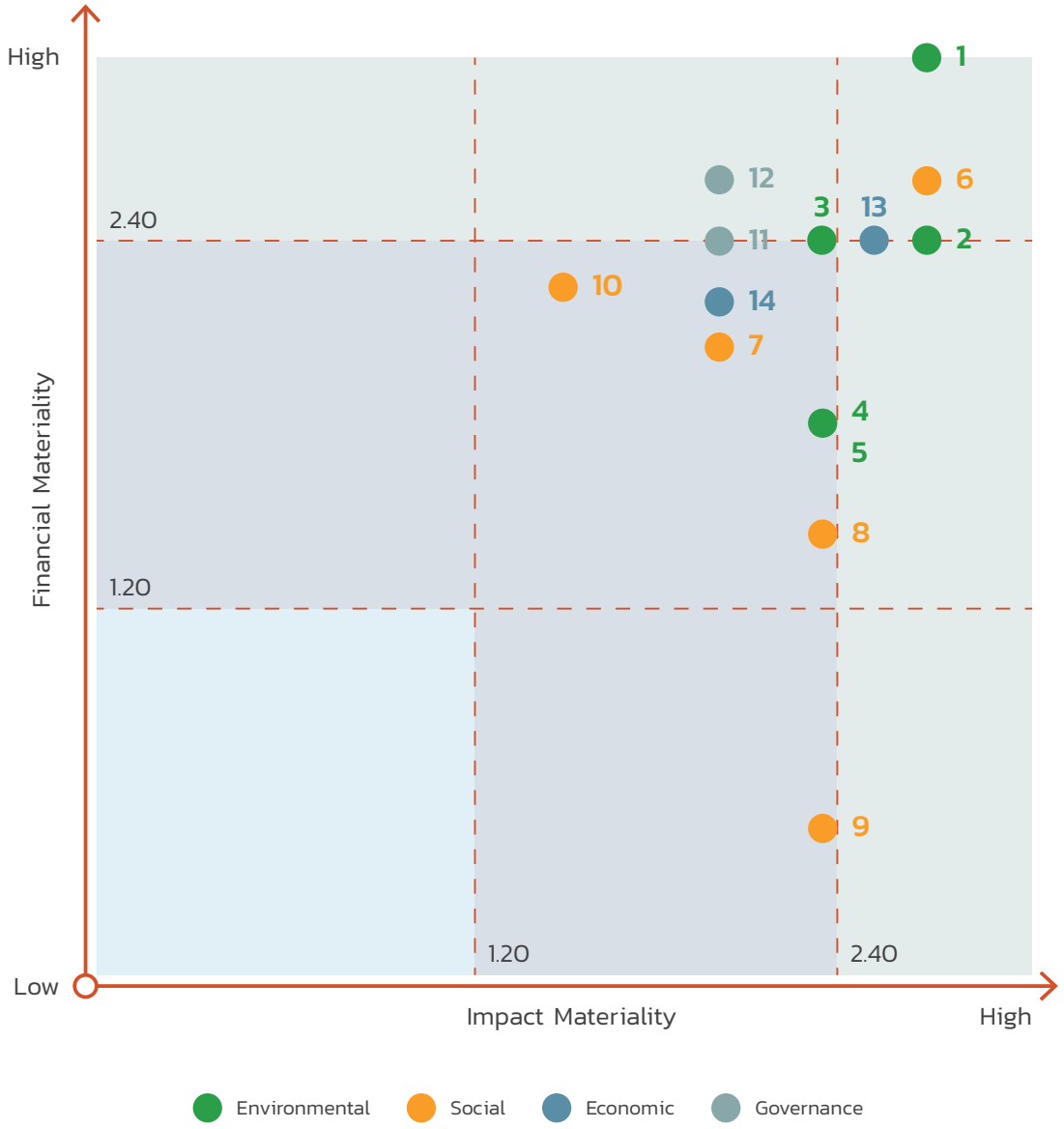
Prioritising sustainability issues by establishing a threshold of 2.40 for identifying high-priority topics. Any topic meeting this threshold in either dimension is classified as a high-priority sustainability issue.

6. Approval of Material Sustainability Topics

Ensuring all material topics are approved by the Sustainability Working Group before being presented to senior management and the Board of Directors, respectively. This ensures that the identified topics align with the Company's strategic direction and corporate governance framework.



Material Sustainability Topics



1. Climate Change and Greenhouse Gas Emissions
2. Energy Management
3. Water Management
4. Waste Management
5. Biodiversity
6. Product and Customer Responsibility
7. Human Resources Management and Development
8. Occupational Health and Safety
9. Human Rights
10. Community Well-being
11. Corporate Governance and Business Integrity
12. Risk and Crisis Management
13. Innovation and Process Development
14. Supply Chain Management

Following the review and assessment of material sustainability topics in 2025, the Company identified 14 material sustainability topics, a decrease from 20 topics in 2024. Among these, 7 topics were classified as having high importance and 7 topics as having medium importance. The details regarding the impacts, risks, and opportunities of the sustainability aspects with high importance are as follows:

1. Climate Change and Greenhouse Gas Emissions

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Greenhouse Gas (GHG) Emissions	Actual Negative Impact	Direct and indirect GHG emissions from the Company's activities and factories within its industrial estates increase atmospheric GHG concentrations. This contributes to physical climate change, which subsequently affects ecosystems and society.	Own Operations - Downstream	Short-term
Business opportunities arising from shifts in climate policy and regulations	Financial Opportunity	Support from the government sector, such as the BCG model or green tax measures, provides opportunities for the Company to develop into a Green / Low-Carbon Industrial Estate. This includes launching new carbon and environmental services, as well as elevating standards and certifications (e.g., high-level Eco-Industrial Town and Net Zero Park) to enhance brand value and investor confidence.	Own Operations - Downstream	Long-term
Opportunities from low-carbon infrastructure development	Financial Opportunity	Development of clean energy, such as solar power and smart energy management systems, including carbon offset projects, to reduce the overall GHG emissions of industrial estates.	Own operations	Medium-term

2. Energy Management

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Energy Consumption	Potential Negative Impact	Inefficient energy consumption or the use of fossil fuels leads to high greenhouse gas emissions, accelerating climate change. This results in climate volatility, biodiversity loss, and adversely affects societal well-being.	Own operations - Downstream	Short-term
Energy Efficiency	Potential Positive Impact	Industrial estates with efficient energy management infrastructure enhance the quality of power distribution systems, ensuring stability and reducing transmission losses. This supports the efficient and sustainable development and expansion of industrial areas.	Own operations	Medium-term

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Opportunities from clean energy and smart infrastructure development	Financial Opportunity	Investment in renewable energy systems, such as Solar Rooftops or clean energy power plants, and the development of smart energy infrastructure including Smart Grids and automated energy monitoring systems elevates the energy management efficiency of industrial estates and reduces carbon emissions.	Own operations	Medium-term

3. Water Management

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Risks from water scarcity	Financial Risk	Droughts and changes in rainfall patterns may result in industrial estates being unable to provide sufficient water to meet the demands of operators, leading to production halts or the necessity to temporarily reduce production capacity.	Upstream - Own operations	Long-term

4. Customer and Product Responsibility

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Product and Service Safety	Potential Negative Impact	Designing or providing infrastructure services that fail to consider the specific safety needs of each operator category may expose personnel within the estates and surrounding communities to risks regarding accidents, health, and quality of life.	Own operations	Short-term
Risks from non-compliant services regarding safety and sustainability standards	Financial Risk	Accidents or utility failures within the estates may force the Company to bear repair costs, compensation for damages, or legal liability claims, while also impacting service revenue and tenant retention capabilities.	Own operations	Medium-term

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Opportunities from elevating customer management systems and sustainable services	Financial Opportunity	Developing customer management systems and proactive service designs that precisely address operator needs can increase lease renewal rates, promote the use of on-site value-added services, and attract new operators. This ensures continuous operational revenue and creates additional revenue streams in the long term.	Own operations	Long-term

5. Corporate Governance and Business Ethics

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Risk from inefficient governance	Financial Risk	Unclear management structures and lack of data transparency, such as procurement decisions lacking clear criteria or the misuse of internal information, may lead to delays in Management or Board decision-making. Furthermore, inadequate monitoring of material issues or environmental and safety risks could result in operational failures, unexpected events, or delayed responses, leading to damage for operators within the industrial estates and surrounding communities.	Own operations	Short-term

6. Risk and Crisis Management

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Risk of operational disruption from external factors	Financial Risk	Natural disasters such as floods, storms, or emergencies like fires, water main bursts, or utility system failures within the industrial estates, may cause service interruptions (electricity, water, or wastewater treatment). This could lead to temporary halts or impacts on the operations of operators within the estates.	Own operations	Medium-term

7. Innovation and Process Development

Sub-topics	Impact, Risk and Opportunity	Actual or Potential Impacts	Supply Chain	Period of Impact Occurrence
Opportunities from adopting digital technology to enhance utility and environmental management	Financial Opportunity	Adopting digital technology and installing smart systems such as real-time data analytics, real-time water quality monitoring, Smart Grids, or Energy Management Systems (EMS) enhances the efficiency of utility and environmental management. These initiatives reduce waste and increase the Company's overall operational capabilities.	Own operations	Medium-term
Innovation for Sustainability	Actual Positive Impact	Innovations that support renewable energy, industrial symbiosis through shared resource utilisation, and carbon capture technologies contribute to mitigating climate change and serve as key drivers in transitioning the overall industrial system towards sustainability.	Own operations - Downstream	Long-term

Sustainability Materiality Management

Sustainability issues identified as high priority are integrated into strategy formulation, risk management, and the development of operational plans. These issues are supported by the definition of appropriate targets and key performance indicators (KPIs), with continuous monitoring of progress and regular performance disclosure.

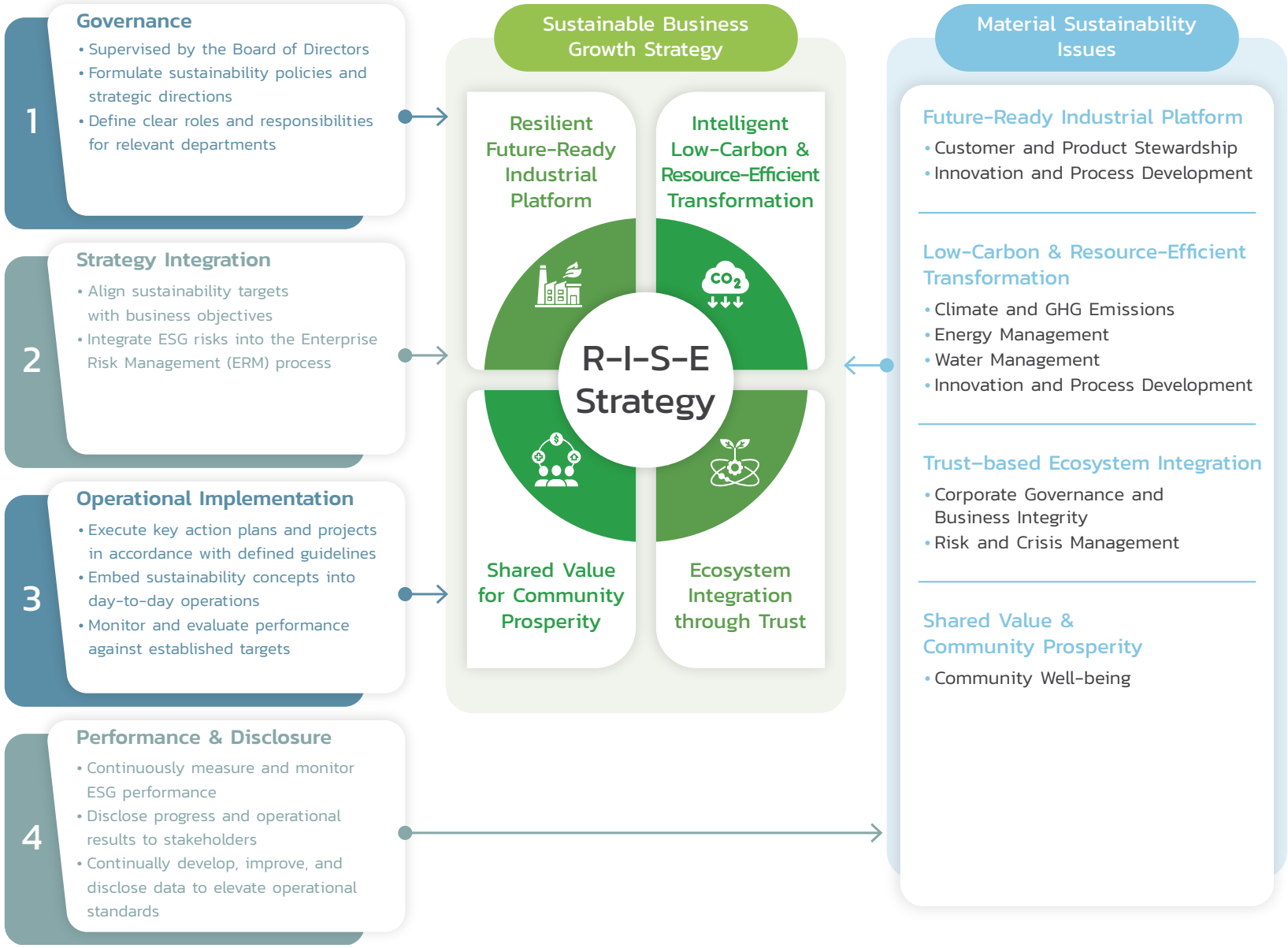
Issues of medium priority are monitored through the Company's risk management framework and standard operating procedures. These issues undergo periodic reviews to reflect shifts in the business context, stakeholder expectations, and emerging risks and opportunities. The Company has assigned relevant departments to operate according to defined guidelines and has systematically linked sustainability performance indicators to the performance appraisals of Management and relevant employees.

Strategy Formulation for Sustainable Growth

The Company has analysed and linked high-priority sustainability material issues with its vision and strategic direction to develop the "R-I-S-E" strategy. This Sustainability integrated Business Strategy aims to ensure that strategic decision-making, risk management, and long-term business development are aligned with industrial transitions, stakeholder expectations, and international sustainability trends.

This strategic approach enables the Company to connect material sustainability issues with economic value creation, resource efficiency, and the management of environmental and social impacts. Consequently, the Company can enhance its competitive advantage, differentiate itself from peers within the same industry, and strengthen balanced stakeholder confidence.

Sustainability Strategy and Framework



1. Resilient Future-Ready Industrial Platform Strategy (R - Resilient Future-Ready Industrial Platform)

Committed to the continuous development and enhancement of industrial estates to support next-generation industries, emerging supply chain models, and evolving regulatory requirements.

Strategic Objectives	• Enhance organisational capabilities to support future industries • Improve the quality of industrial estate services • Upskill human capital and elevate management systems
Long-term Targets (2030)	• Customer satisfaction score of at least 90% • Average employee service quality score of at least 90% • Average service quality score for utilities and common areas of at least 85% • At least 95% of customer complaints successfully resolved within the specified timeframe

2. Intelligent Low-Carbon & Resource-Efficient Transformation Strategy (I - Intelligent Low-Carbon & Resource-Efficient Transformation)

Elevating operations and utility systems towards becoming low-carbon and resource-efficient industrial estates to strengthen long-term competitiveness and environmental performance.

Strategic Objectives	• Reduce GHG emissions from operations • Increase energy, water, and resource efficiency • Develop industrial estates towards Low-Carbon Industrial Estate status
Long-term Targets (2030)	• Reduce operational greenhouse gas emissions (Scope 1 and Scope 2) by 30% from the 2022 base year • Reduce value chain greenhouse gas emissions (Scope 3) by 25% from the 2022 base year • Increase the proportion of renewable energy to total energy consumption in office areas to at least 70%
Long-term Targets (2030) (continued)	• Increase the proportion of renewable energy to total energy consumption in water production and treatment systems to at least 50% • Increase renewable energy capacity within industrial estates to more than 50 MW • Increase the proportion of corporate electric vehicles (EVs) to 100% of the total fleet • Increase the proportion of recycled water (reclaimed water) to more than 20% • Increase the proportion of raw water usage from onsite storage reservoirs to at least 50% to reduce reliance on external water sources • Reduce the proportion of waste sent to landfill to no more than 10% of total waste • Achieve 100% utilisation of biological sludge from treatment systems • Develop and upgrade 100% of legally allocated green spaces into ecological green areas

3. Shared Value and Community Prosperity Strategy (S - Shared Value and Community Prosperity)

Creating shared economic and social value with communities and stakeholders through responsible industrial estate development, inclusive growth, and proactive relationship building.

Strategic Objectives	• Build strong relationships with communities surrounding the industrial estates • Mitigate impacts from business operations • Support local economic development
Long-term Targets (2030)	• Zero community complaints arising from the Group's business activities • 100% successful resolution of air pollution complaints from the community • Zero cases of community human rights violations resulting from the Company's operations • 100% of employees to receive human rights training

Long-term Targets (2030) (continued)	• 100% coverage of human rights risk assessments across all stake-holder groups • Community satisfaction score for Pinthong Industrial Estate, as surveyed by the Industrial Estate Authority of Thailand (IEAT), of at least 95%

4. Ecosystem Integration through Trust Strategy (E - Ecosystem Integration through Trust)

Building long-term trust and cooperation with all stakeholders within the industrial ecosystem-including customers, communities, government agencies, and business partners-through transparency, continuous engagement, and responsible industrial estate development.

Strategic Objectives	• Strengthen governance and transparency • Promote business ethics throughout the supply chain • Build trust among all stakeholder groups
Long-term Targets (2030)	• Enhance Board diversity, with at least 2 female directors • Achieve a 5-star "Excellent" Corporate Governance Report (CGR) rating • 100% of employees pass business ethics and code of conduct assessments • 100% of suppliers receive communication regarding the Business Code of Conduct and ethical guidelines • Zero significant instances of non-compliance with laws, rules, and regulations • Zero complaints regarding ethics and corruption • 100% of the Risk Management Working Group complete risk management training • 100% of employees receive risk management training • Conduct Business Continuity Plan (BCP) testing at least once a year • 100% ESG risk assessment coverage for new and key suppliers • Zero complaints or litigation cases related to human rights violations

To ensure that the sustainable business growth strategy is effectively implemented, the Company has established a sustainability operational framework linked to all four strategic directions. This framework encompasses governance, risk management, target setting, and systematic performance monitoring, consisting of:

1. **Establishing policies and accountability at the Board of Directors and Management levels to oversee direction and prioritise material issues**



2. **Integrating sustainability material issues into business planning processes, project development, and corporate risk management**



3. **Defining targets and key performance indicators (KPIs) aligned with material topics and linked to the performance appraisals of relevant units**



4. **Monitoring, evaluating, and disclosing information to stakeholders with transparency**



This operational framework enables the efficient execution of each strategy. Climate, energy, and resource issues are integrated into the development of industrial estate infrastructure and services. Simultaneously, governance, risk, and stakeholder relationship issues support the building of trust and the long-term competitiveness of the organisation.

Corporate Governance

Material Sustainability Issue

11. Corporate Governance and Business Integrity

Good corporate governance is the foundation for creating sustainable long-term value. The Company emphasises establishing appropriate board structures with clear separation of duties between policy-making and management functions, and ensuring business operations comply with principles of good governance, transparency, accountability and auditability. This includes business ethics andanti-corruption, strict compliance with social, environmental and economic laws, to build confidence among shareholders, investors and all stakeholders.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance Result 2025
Board Diversity	Female Directors At least 2 persons	At least 1 female director	No female director
Proportion of Meeting Attendance of the Board of Directors and Sub-committees	100%	100%	100%
Corporate Governance Report (CGR) Assessment Result	5-star level or Excellent	5-star level or Excellent	3-star level or Good

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance Result 2025
Proportion of Employees Passed Assessment on Ethics and Business Code of Conduct	100%	100%	100%
Proportion of Business Partners Received Communication on Promotion of Ethics and Business Code of Conduct	100%	100%	100%
Violations and Non-compliance with Laws, Regulations, and Rules Materially (cases)	0 case	0 case	0 case
Number of Ethics and/or Anti-corruption Complaints	0 case	0 case	1 case



Risks and Opportunities

Inadequate governance mechanisms and inefficient processes may result in non-compliance with environmental laws and standards,causing pollution, improper waste management, and inefficient resource utilisation, affecting the ecosystem, community health, organisational reputation, and increasing remediation costs. Business operations lacking ethics or violating human rights, labour law, and safety standards may result in disputes, distrust, and pressure from regulatory bodies and investors, as well as compliance risks, which may result in fines, licence revocation, or suspension of operations, affecting revenue, confidence, and long-term organisational stability. Corruption also distorts decision-making, reduces efficiency, and undermines competitiveness, including limiting opportunities to participate in projects or supply chains that prioritise ESG.

Therefore, the Company emphasises transparent corporate governance with ethics and prevention of all forms of corruption. This helps reduce operational risks, strengthen environmental governance and compliance systems, improve resource efficiency, and support the development of an environmentally friendly an industrial estate. Respecting labour rights and systematic stakeholder engagement help build confidence and good relationships with all sectors. Meanwhile, verifiable transparencyincreases access to funding sources, such as sustainability-linked loans, and ESG-focused funds, helping reduce financial costs, enhance organisational reputation, and support long-term growth.

Strategy and Management



The Company is committed to upholding good corporate governance, anchored by the principles of transparency, accountability, fairness, and verifiability. This framework guides the Group's management to foster confidence among shareholders, investors, and all stakeholders, while supporting the sustainable, long-term growth of the industrial estates. Operations are conducted in accordance with the Public Limited Companies Act, the regulations of the Securities and Exchange Commission, the requirements of the Stock Exchange of Thailand, and the Corporate Governance Code for Listed Companies. These standards serve as the foundation for enhancing organisational credibility and stability. To ensure a systematic approach, the Company has established the "Good Corporate Governance Policy" as the overarching framework for defining policies, strategies, and business directions. This policy integrates eight core principles covering the roles and responsibilities of the Board, defining corporate objectives and goals, enhancing Board effectiveness, nominating and developing management and personnel, operating responsibly, maintaining risk management and internal control systems, ensuring financial integrity and disclosure, and promoting shareholder rights and engagement.

The Board of Directors is responsible for establishing policies and strategies while overseeing the Group's overall operations to ensure alignment with governance principles, monitoring performance, and maintaining appropriate risk management and internal control systems. Concurrently, the Nomination and Remuneration Committee (NRC) is tasked with the recruitment, appointment, and determination of remuneration for directors and senior executives, ensuring alignment with roles, responsibilities, and performance under the "Director and Executive Nomination and Remuneration Policy." All such information is disclosed transparently in the 56-1 One Report. Furthermore, the Company has implemented an "Anti-Corruption Policy" and regulations regarding entertainment and gifts for directors, management, and employees to cultivate a corporate culture of integrity. This is supported by a "Whistleblowing Policy" and appropriate protection measures for complainants. In 2025, the Company formally declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC), reaffirming its commitment to conducting business with transparency and ethical integrity.

Good Corporate Governance Policy

https://investor.pinthongindustrial.com/storage/document/cg/good-corporate-governance-policy-en.pdf

Nomination and Remuneration Policy

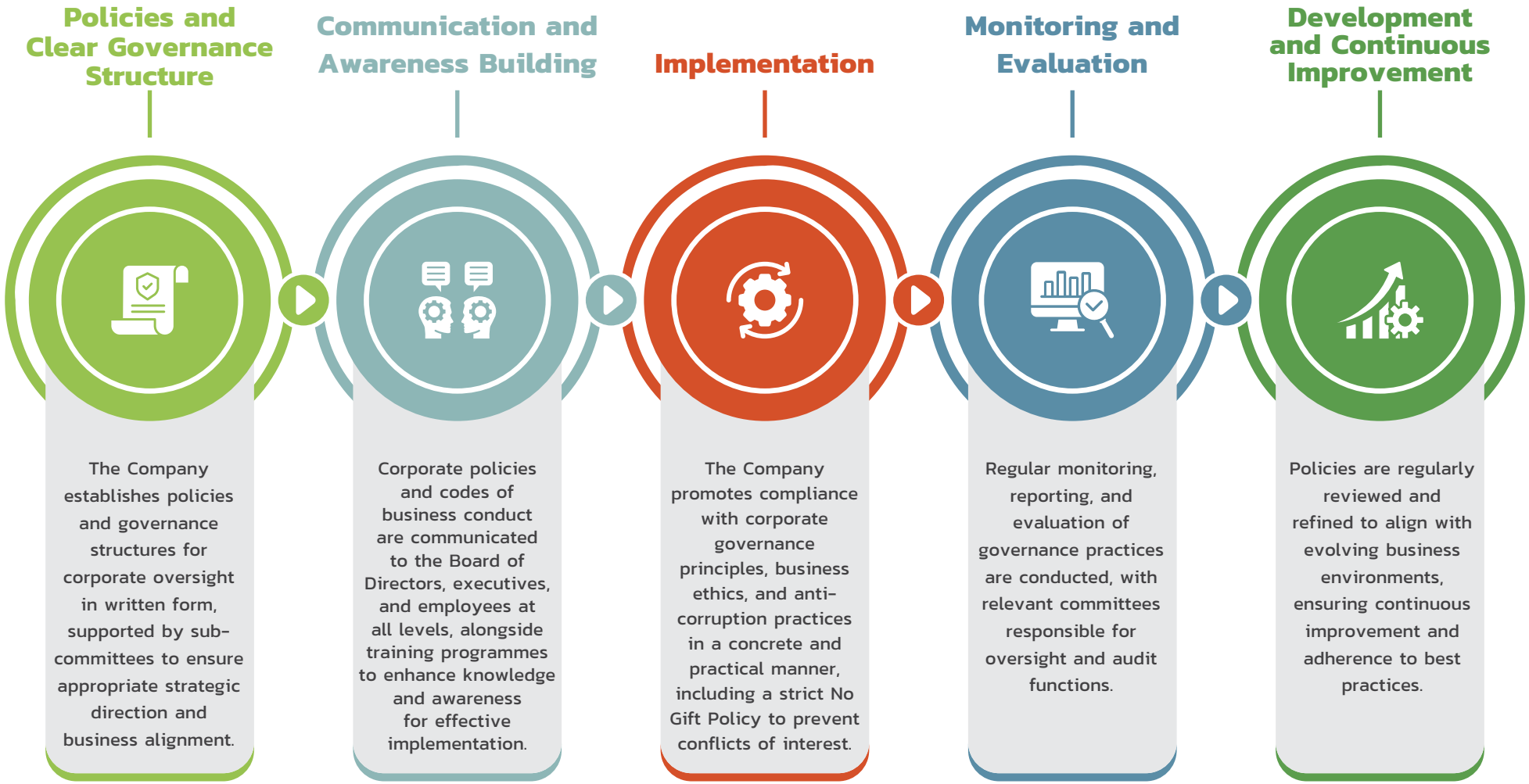
https://investor.pinthongindustrial.com/storage/document/cg/director-top-executives-nomination-and-remuneration-policy-en.pdf

Corporate Governance principles

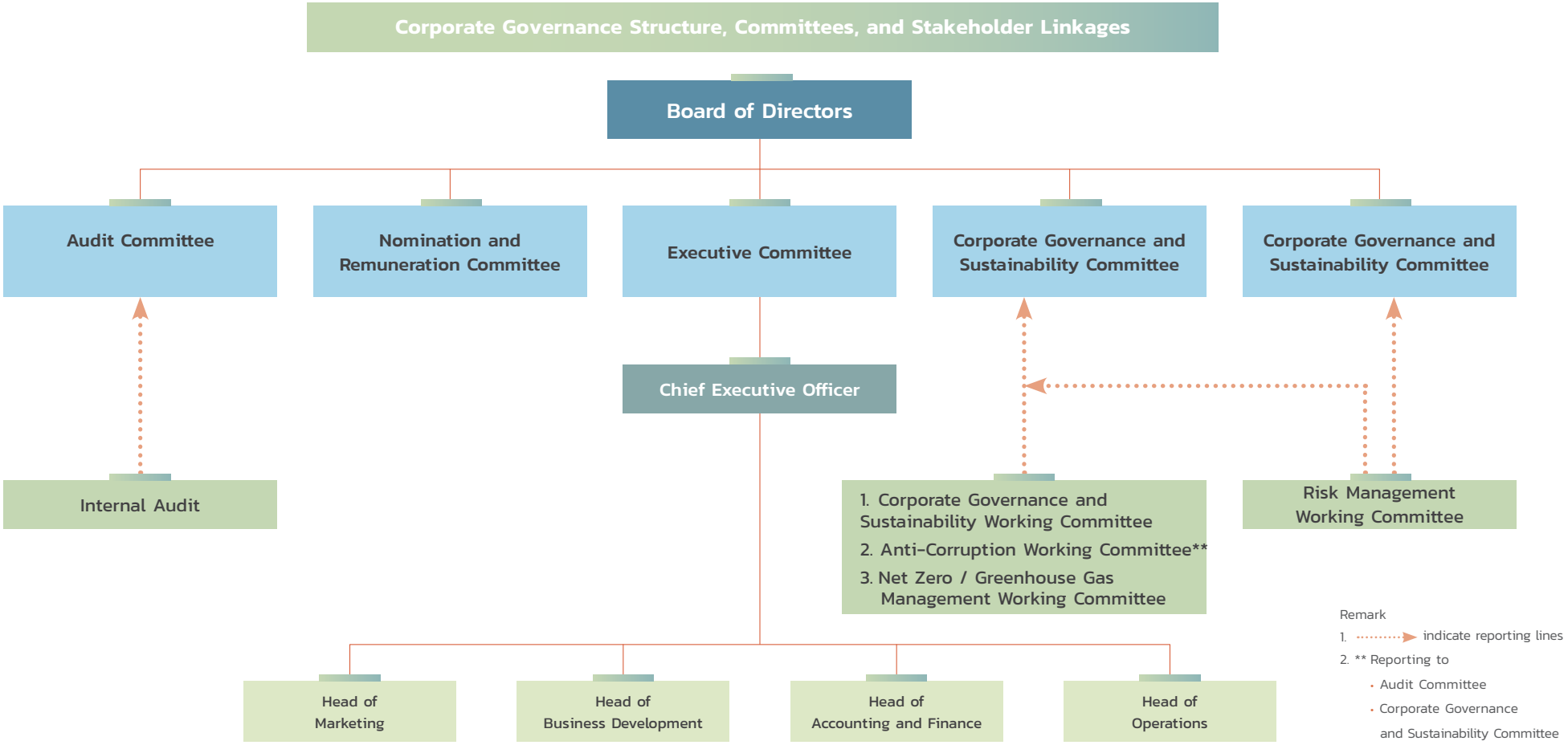
The Board of Directors has established the Good Corporate Governance Policy, prioritising compliance with the Corporate Governance Code for Listed Companies 2017. This framework encompasses eight key principles:

1. Establish clear leadership roles and responsibilities of the Board as leaders who create sustainable value for the business.
2. Define objectives that promote sustainable value creation as the primary goals of the organisation.
3. Strengthen Board effectiveness.
4. Ensure effective CEO and people management, including the recruitment and development of senior executives.
5. Nurture innovation and responsible business practices.
6. Strengthen effective risk management and internal control systems.
7. Ensure disclosure and financial integrity to maintain market credibility.
8. Ensure engagement and communication with shareholders.

The Company integrates good corporate governance guidelines and strategies into its core organisational management. By focusing on business operations governed by transparency, accountability, and responsibility, the Company considers the interests of and impacts on all stakeholder groups to support stable and sustainable long-term growth. The operational strategies are as follows:



the Board of Directors Structure



The Company has established a corporate governance structure that clearly separates the roles and responsibilities of the Chairman of the Board and the Chief Executive Officer. This separation is intended to ensure effective governance, management efficiency, and transparency. The Chairman of the Board is responsible for setting policies, overseeing governance, and providing strategic guidance to the management team to ensure that operations align with the Company's objectives and principles of good corporate governance. Meanwhile, the Chief Executive Officer is responsible for managing the business and driving the implementation of strategies into day-to-day operations. Such a clear division of roles strengthens an appropriate system of checks and balances and enhances transparency in corporate governance.

In addition, the Board of Directors is responsible for overseeing sustainability development at an organisational level. The Board has delegated the Corporate Governance and Sustainability Committee to monitor sustainability performance on a quarterly basis and to report the results to the Board for consideration and further direction.

Changes in the Company's Corporate Governance Structure

On 14 November 2025, at the Board of Directors' Meeting No. 4/2025, a resolution was passed to revise the Company's corporate governance structure by appointing two additional sub-committees: the Corporate Governance and Sustainability Committee and the Risk Management Committee. These enhancements aim to strengthen governance mechanisms across both corporate governance and risk management, while supporting efficient, transparent, fair, and auditable business operations. This, in turn, enables the Company to drive the organisation towards achieving its vision and mission, while fostering confidence among employees at all levels and both direct and indirect stakeholders.



Board Composition

As at 31 December 2025, the Company's Board of Directors comprised a total of nine members, including four independent directors (representing 44.4%), one non-executive director, and four executive directors.

In terms of gender diversity, the Board consisted entirely of male directors (100%), with no female representation (0%).

No.	Board of Directors		Executive Director	Non-Executive Director	Independent Director	Directorships in Other Listed Companies
	Name	Position				
1.	Mr. Prasan Tanprasert	• Director • Chairman of the Board		✓	✓	None
2.	Pol.Gen. Udom Raksiltham	• Director • Chairman of the Audit Committee • Member of the Corporate Governance and Sustainability Committee*		✓	✓	None
3.	Dr. Surin Tanticharoenkiat	• Director • Chairman of the Nomination and Remuneration Committee • Member of the Risk Management Committee*		✓	✓	None

No.	Board of Directors		Executive Director	Non-Executive Director	Independent Director	Directorships in Other Listed Companies
	Name	Position				
4.	Mr. Prasert Patradhilok	• Director • Chairman of the Corporate Governance and Sustainability Committee* • Member of the Nomination and Remuneration Committee • Member of the Risk Management Committee*		✓	✓	4 companies
5.	Mr. Pira Patamavorakulchai	• Director • Chairman of the Executive Committee • Chief Executive Officer	✓			None
6.	Mr. Pea Patamavorakulchai	• Director • Member of the Nomination and Remuneration Committee • Member of the Corporate Governance and Sustainability Committee* • Member of the Executive Committee • Deputy Chief Executive Officer	✓			None
7.	Mr. Suchin Rianviriyakij	• Director • Chairman of the Risk Management Committee* • Member of the Executive Committee	✓			None
8.	Mr. Surain Suwanwongkij	• Director • Member of the Executive Committee	✓			None
9.	Mr. Rattawat Suksaichol	• Director		✓		1 company
Total			**4**	**5**	**4**	

Note (*) Appointedby the the Board of Directors on 14 November 2025

Director and Executive Recruitment

All members of the Board of Directors are appointed through a structured and systematic nomination process. Candidates are assessed in accordance with the qualifications prescribed by applicable laws and the regulations of the Securities and Exchange Commission (SEC), alongside an evaluation of their knowledge, expertise, and experience relevant to the Company's industrial estate business context. The Nomination and Remuneration Committee is responsible for establishing the criteria and procedures for director selection to ensure that the Board comprises individuals capable of performing their governance duties effectively and delivering value to the Company and all stakeholder groups.

The Company has implemented a transparent and systematic process for the nomination and appointment of directors in line with good corporate governance principles. The Nomination and Remuneration Committee evaluates nominated candidates based on their qualifications, knowledge, competencies, experience, specialised expertise, independence, as well as diversity in skills, age, gender, and experience that are beneficial to shaping the Company's strategic direction. In addition, the Committee ensures that nominated individuals possess all required qualifications and do not exhibit any prohibited characteristics under applicable laws and regulations. The shortlisted candidates are then proposed to the Board of Directors for consideration and subsequently submitted to the Shareholders' Meeting for approval in accordance with the prescribed procedures. This process ensures that the Company appoints suitably qualified directors who can perform their duties effectively and support the Company's sustainable growth.

To enhance comprehensive governance, the Company has developed a Board Skill Matrix to identify and assess the essential skills, expertise, and experience required of its directors across key dimensions. These include industrial estate business management, finance and accounting, legal, risk management, corporate governance, and sustainability development. This framework enables the Company to systematically evaluate the appropriateness of its Board composition and serves as a key reference for future director succession planning and development.



Board Skill Matrix

Director Name	Position	Accounting / Finance	Economics	Real Estate	Energy	Utilities	Strategy	Business Operations	Business Administration	Engineering	Law	Investment Banking & Capital Raising	Risk Management	Audit / Internal Audit	Corporate Governance / Oversight
1. Mr. Prasan Tanprasert	• Director • Chairman of the Board of Directors	✓	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓
2. Pol.Gen. Udom Raksiltham	• Director • Chairman of the Audit Committee • Corporate Governance and Sustainability Committee Member*	✓	✓				✓				✓		✓	✓	✓
3. Dr. Surin Tanticharoenkiat	• Director • Chairman of the Nomination and Remuneration Committee • Corporate Governance and Sustainability Committee Member* • Risk Management Committee Member*	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓	✓
4. Mr. Prasert Patradhilok	• Director • Chairman of the Corporate Governance and Sustainability Committee* • Nomination and Remuneration Committee Member • Risk Management Committee Member*	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓

Director Name	Position	Accounting / Finance	Economics	Real Estate	Energy	Utilities	Strategy	Business Operations	Business Administration	Engineering	Law	Investment Banking & Capital Raising	Risk Management	Audit / Internal Audit	Corporate Governance / Oversight
5. Mr. Pira Patamavorakulchai	• Director • Chairman of the Executive Committee • Chief Executive Officer	✓	✓	✓		✓	✓	✓	✓			✓	✓		✓
6. Mr. Suchin Rianviriyakij	• Director • Chairman of the Risk Management Committee • Executive Director	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓
7. Mr. Pea Patamavorakulchai	• Director • Nomination and Remuneration Committee Member • Corporate Governance and Sustainability Committee Member* • Executive Director • Deputy Chief Executive Officer	✓	✓	✓		✓	✓	✓	✓			✓	✓		✓
8. Mr. Surain Suwanwongkij	• Director • Executive Director						✓	✓	✓				✓		✓
9. Mr. Rattawat Suksaichol	• Director						✓	✓	✓		✓		✓	✓	✓
Total		7	7	5	2	3	9	8	8	4	2	5	9	5	9

Note: (*) Appointed by the Board of Directors on 14 November 2025

Board Development and Training

The Company places strong emphasis on the continuous development of the Board of Directors to ensure that they can perform their governance duties effectively, in compliance with applicable laws, regulatory requirements, and best practices for listed companies. Directors are encouraged and supported to participate regularly in training programmes and seminars related to business operations, corporate governance, legal matters, and organisational development.

In 2025, four directors—Pol. Gen. Udom Raksiltham, Mr. Prasert Patradhilok, and Dr. Surin Tanticharoenkiat, all members of the Audit Committee, participated in training programmes aimed at enhancing their knowledge of the roles and responsibilities of the Audit Committee, as well as strengthening governance standards in line with best practices for listed companies. In addition, Mr. Pira Patamavorakulchai, Chief Executive Officer, attended training programmes to further develop his knowledge and capabilities.

Details of the training programmes attended are as follows:

Director	Programme	Organiser
Pol.Gen. Udom Raksiltham	Transforming One Report with IFRS S Integration	EY Thailand
	Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency	The Stock Exchange of Thailand and the Thai Institute of Directors Association
	The Evolving Role of Audit Committee in Fostering Trust and Transparency (Session 1/2025)	The Stock Exchange of Thailand
Mr. Prasert Patradhilok	In-depth Expectations for Audit Committee Roles and Responsibilities and Chief Audit Executive (CAE)	The Stock Exchange of Thailand and relevant professional bodies under Royal Patronage
	The Strategic Role of an Audit Committee in Cybersecurity Oversight	PwC
	Transforming One Report with IFRS S Integration	EY Thailand
	Audit Committee Forum No.56: Audit Committee Priorities 2025 “Enhance Audit Committee Effectiveness”	KPMG Thailand
	Greenwashing: Can You Green Claim Stand Up to Scrutiny?	EY Thailand
	Embedding Trust in an AI-Driven World: Cybersecurity Insights 2025	Insights 2025 KPMG Thailand
	Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency	The Stock Exchange of Thailand and the Thai Institute of Directors Association
	Audit Committee: How to Capture Value from M&A	PwC
	2025 Audit Committee Seminar: In the Winds of Change	EY Thailand

Director	Programme	Organiser
Dr. Surin Tanticharoenkiat	Transforming One Report with IFRS S Integration	EY Thailand
	Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency	The Stock Exchange of Thailand and the Thai Institute of Directors Association
	The Evolving Role of Audit Committee in Fostering Trust and Transparency (Session 1/2025)	The Stock Exchange of Thailand
Mr. Pira Patamavorakulchai	Market Outlook H1/2025, Outlook H2/2025	SCB Julius Baer
	Economic Seminar 2025	Beyond Securities
	Mid Year Economics - Investment Outlook	Krungsri Private Banking
	Future Ready Beyond 2025	Beyond Securities
	The Legacy Blueprint	SCB WEALTH & Baker & McKenzie
	Rise Above Global - Decoupling	Beyond Securities

Performance Evaluation and Monitoring

The Company conducts performance evaluations of the Board of Directors, Board Committees, and the Chief Executive Officer at least once annually. This process is designed to review performance outcomes and enhance governance effectiveness to maximise value for the Company.

The evaluation is conducted using assessment frameworks aligned with the guidelines of the Stock Exchange of Thailand, tailored to suit the Company's structure and business context. This is complemented by consideration of meeting attendance criteria and self-assessments undertaken by directors at both individual and collective levels. The Company has clearly defined evaluation criteria and systematically analyses the results to develop action plans and governance improvement initiatives aimed at strengthening Board effectiveness.

Evaluation results for both the Board of Directors and Board Committees at both collective and individual levels are quantified as a percentage of the total possible score in accordance with established criteria. Performance rating levels are defined to reflect the effectiveness of duty performance. The results are analysed both holistically and by specific areas to identify strengths and areas for improvement, and to establish development plans aligned with the roles, duties, and responsibilities of the Board. This approach supports a governance framework that is effective, transparent, and capable of sustaining the Company's long-term growth.

Board of Directors Performance Evaluation for 2025

Evaluation Criteria	Collective Assessment	Individual Assessment
Board structure and composition	✓	✓
Roles, duties, and responsibilities of the Board	✓	✓
Board meetings	✓	✓
Board performance	✓	
Relationship with management	✓	
Director development and executive development	✓	



	Meeting		Performance Evaluation Scores	
	Number of Meetings (times)	Attendance Rate (%)	Collective Assessment (%)	Individual Assessment (%)
Board of Directors	5	100	98	99
Audit Committee	7	100	100	98
Nomination and Remuneration Committee	2	100	99	99
Executive Committee	28	100	91	85
Chief Executive Officer	-	-	-	99
Risk Management Committee*	4	100	-	-
Corporate Governance and Sustainability Committee*	2	100	-	-

Remarks : The Risk Management Committee and the Corporate Governance and Sustainability Committee were formally established on 14 November 2025. As such, no formal Board-level meetings or performance evaluations were conducted for these committees during 2025.

However, the Risk Management Working Team convened four meetings, and the Sustainability Working Team held two meetings during the year. The outcomes of these meetings were reported to the Audit Committee.

In addition, the Company conducts an annual performance evaluation of the Chief Executive Officer (CEO), aligned with the Company's strategic plan and annual business plan. This ensures that management performance is consistent with the Company's business growth objectives alongside sustainable development. Sustainability performance is incorporated as a key component of the evaluation criteria (KPIs), and the results of such evaluations are used as part of the determination of remuneration for the Chief Executive Officer, directors, and senior executives. Environmental, Social, and Governance (ESG) indicators are assigned explicit weighting alongside financial performance metrics to ensure a balanced and comprehensive assessment. This approach reflects a clear linkage between performance outcomes, accountability to stakeholders, and long-term value creation. It also reinforces the commitment of executives at all levels to drive the organisation in accordance with good corporate governance principles and sustainable development. The key performance evaluation criteria are as follows:

Financial Performance

- Total annual revenue
- Total annual net profit

Corporate Governance

- Violations of laws, regulations, and the Code of Conduct
- Complaints related to corruption and misconduct

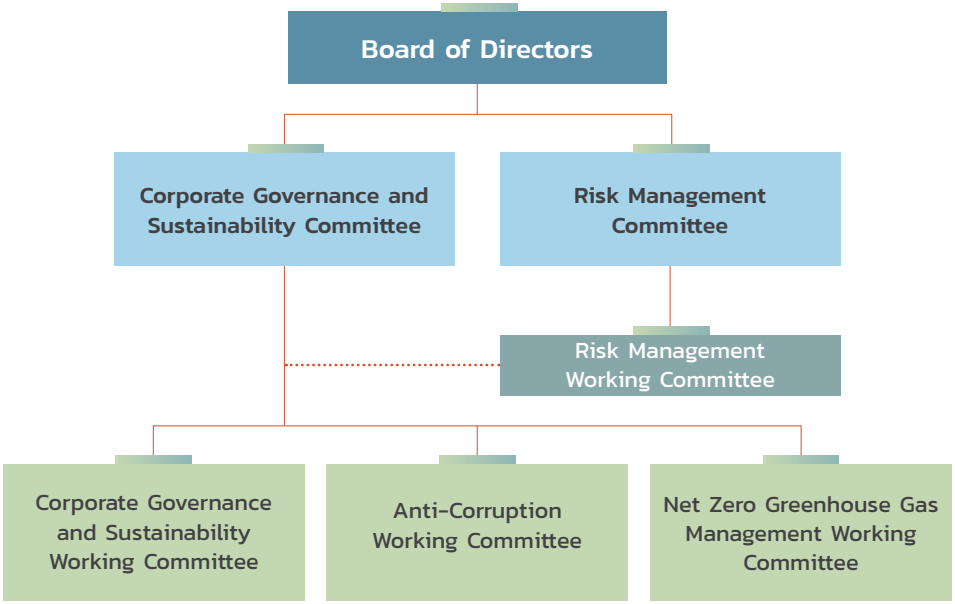
Environmental

- Greenhouse gas emissions (direct and indirect: Scope 1 and Scope 2)
- Energy and waste management

Social

- Employee development and engagement
- Occupational health and safety
- Customer satisfaction

Sustainability Governance



The Corporate Governance and Sustainability Committee was established pursuant to the resolution of the Board of Directors' Meeting No. 4/2025 on 14 November 2025. The Committee is responsible for overseeing, guiding, and driving the Company's corporate governance and sustainability practices. Its scope of responsibilities includes reviewing and refining policies, practices, and the Code of Conduct to ensure alignment with applicable laws, regulations, and relevant standards. The Committee also oversees regulatory compliance, anti-corruption measures, and the promotion of a strong governance culture across the organisation. In addition, it is responsible for defining and monitoring sustainability strategies across Environmental, Social, and Governance (ESG) dimensions, including climate change and related risks. These efforts aim to enhance corporate governance standards and create long-term value for the business and all stakeholders.

The Committee is required to convene at least once annually and to report its performance to the Board of Directors on a regular basis. An annual performance evaluation of the Committee is also conducted. However, as the Committee was established towards the end of 2025, no formal meetings were convened during the year. Nonetheless, the Sustainability Working Team held two meetings to report progress and performance outcomes to the Audit Committee on an ongoing basis.

Board Oversight

In 2025, the Company convened a total of six meetings of the Board of Directors and the Audit Committee. The meeting agendas covered key matters including monitoring, reporting, endorsement of performance outcomes, and the continuous enhancement of corporate governance, risk management, internal audit, and sustainability development.

Details of the relevant agenda items are summarised in the table below.

Meeting No.	Audit Committee	Meeting No.	Board of Directors
No. 1/2568 **19 February 2025**	**Agenda** • Review and approve the Charter of > Risk Management Working Group Charter > Internal Audit Department Charter • Acknowledge the Internal Audit Department's internal audit report for Quarter 1 of the year 2568 • Acknowledge the internal control system follow-up audit report of the Internal Audit Department (Follow-Up) • Acknowledge the internal control system adequacy assessment report (COSO) • Approve the annual risk management plan 2568 • Acknowledge the risk management performance summary report for 6 months as of 31 December 2567	**No. 1/2568** **19 February 2025**	**Agenda** • Approve the annual risk management plan 2568 • Review the Charters and various scopes > Risk Management Working Group Charter > Sustainability Working Group Charter (ESG) > Internal Audit Department Charter • Review the vision, annual mission and strategy 2568 • Assess the performance of the Board of Directors and the Sub-committees for the year 2567 • Acknowledge the Internal Audit Department's internal audit report for Quarter 1 of 2025 • Acknowledge the internal control system follow-up audit report of the Internal Audit Department (Follow-Up) • Acknowledge the internal control system adequacy assessment report (COSO) • Acknowledge the risk management performance summary report for 6 months as of 31 December 2567
No. 2/2568 **9 May 2025**	**Agenda** • Acknowledge the performance report on ESG of the Company	**No. 2/2568** **15 May 2025**	**Agenda** • Acknowledge the Internal Audit Department's internal audit report for Quarter 2 of Year 2568

Meeting No.	Audit Committee	Meeting No.	Board of Directors
No. 3/2568 15 May 2025	**Agenda** • Acknowledge the Internal Audit Department's internal audit report for Quarter 2 of Year 2568	No. 3/2568 13 August 2025	**Agenda** • Approve various › Tax Policy › Nomination and Remuneration Policy for Directors and Senior Executives › Policy and Guidelines for Performance Assessment of the Board, Sub-committees and Chief Executive Officer • Approve revisions to the › Policy and Guidelines on Human Rights and Labour Practices › Policy and Guidelines for Development of Directors, Executives and Employees › Executive Succession Policy for Key Positions • Acknowledge the Internal Audit Department's internal audit report for Quarter 3 of 2025 • Acknowledge risk management performance results by 6 months (Jan.–Jun. 2568)
No. 4/2568 13 August 2025	**Agenda** • Acknowledge the Internal Audit Department's internal audit report for Quarter 3 of the year 2568 • Acknowledge risk management performance results by 6 months (Jan.–Jun. 2568)	No. 4/2568 14 November 2025	**Agenda** • Approve changes to the corporate governance structure of the Company • Appoint the Corporate Governance and Sustainability Committee and its Chairman • Appoint the Risk Management Committee and its Chairman • Approve the Charter and the Scope of Authorityof the Sub-committees › Corporate Governance and Sustainability Committee Charter › Risk Management Committee Charter

Meeting No.	Audit Committee	Meeting No.	Board of Directors
No. 4/2568 13 August 2025 (continued)	Agenda	No. 4/2568 14 November 2025 (continued)	Agenda • Approve various of the Company › Policy and Guidelines on Information Confidentiality Classification › Anti-Unfair Competition Policy › Biodiversity Policy: For the Future, Towards a Sustainable Business › Environmentally Friendly Construction Policy › Board Diversity Policy › Sustainable Supply Chain Management Policy › PolicyEnvironmental Affairs and Climate Change › Responsible Stakeholder Communication and Treatment Policy › Business Continuity Management Policy • Approve amendments to various of the Company › Whistleblowing Policy › Corporate Social Responsibility Policy › Approve amendments to the scope of authority of the Chief Executive Officer (on ESG) • Approve the application to join the Thai Private Sector Collective Action Against Corruption (programme CAC) • Approve the appointment of the Internal Auditor and Determining Remuneration year 2569 • Approve the internal audit plan for 2569 • Acknowledge the list of potential assets under framework agreement for business operations

Meeting No.	Audit Committee	Meeting No.	Board of Directors
No. 4/2568 13 August 2025 (continued)	**Agenda**	No. 4/2568 14 November 2025 (continued)	**Agenda** • Acknowledge the internal audit report of the Internal Audit quarterly 4 year 2568 • Acknowledge the internal control system follow-up audit report of the Internal Audit Department (Follow-Up) • Acknowledge the whistleblowing report for the year 2568
No. 5/2568 29 October 2025	**Agenda** • Acknowledge sustainability performance results ESG for the year 2568	No. 5/2568 27 November 2025	**Agenda** • Approve connected transactions relating to property leasing
No. 6/2568 14 November 2025	**Agenda** • Acknowledge the list of potential assets under the framework agreement for business operations • Acknowledge the Internal Audit Department's internal audit report quarterly 4 year 2568 • Acknowledge the follow-up report on the internal controlntrol system of the Internal Audit Department (Follow-Up) • Approve the appointment of the Internal Auditor and Determining Remuneration year 2569 • Review and approve the internal audit plan year 2569 • Acknowledge the whistleblowing report for the year 2568		

Conflict of Interest Prevention

The Company has established a conflict of interest policy to prevent and avoid any actions that may give rise to conflicts between personal interests and the interests of the Company. This includes situations involving interactions or relationships with business partners, customers, or competitors, as well as the use of opportunities or information obtained through the course of duties for personal benefit. Employees who may have a conflict of interest are required to abstain from participating in the consideration, approval, execution, or any decision-making process on behalf of the Company in matters that may give rise to such conflicts. At the Board and management levels, the Company requires that the consideration of related party transactions between the Company and individuals or juristic persons with potential connections be conducted with due care, transparency, and independence, in accordance with ethical standards and with primary regard to the best interests of the Company and its shareholders.

In 2025, the Company did not identify any material conflicts of interest.

Corporate Governance Assessment of Listed Companies

In 2025, the Company received a Corporate Governance Report of Thai Listed Companies (CGR) rating of three stars ("Good") from the Thai Institute of Directors Association (IOD), with the support of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand. The Company remains committed to continuously enhancing its corporate governance standards with the aim of achieving an "Excellent" CG scoring level in the future.



Business Ethics and Anti-Corruption



The Company conducts its business with integrity, fairness, accountability, and strong ethical standards. Good corporate governance serves as a fundamental principle guiding management and operations at every stage from project planning and development, collaboration with public and private sector entities, to the provision of services to operators and investors. This ensures that all business activities are transparent, auditable, and free from all forms of corruption.

To uphold this commitment, the Company has established an Anti-Corruption Policy, which is mandatory for directors, executives, and employees at all levels. The policy clearly stipulates a zero-tolerance approach, prohibiting the solicitation, offering, giving, accepting, or tolerating of corruption in any form. It also defines roles, responsibilities, monitoring and review mechanisms, as well as regular policy reviews to ensure alignment with evolving business environments, laws, and regulatory requirements. In addition, the Company has implemented a Code of Conduct for directors, executives, and employees, providing a framework for appropriate and ethical behaviour. A Supplier Code of Conduct has also been established to promote ethical, transparent, and lawful business practices among the Company's business partners.

The Company communicates these policies and practices both internally and externally. Internally, communication is conducted through orientation programmes, training sessions, notice boards, and electronic systems to ensure that all employees understand and strictly adhere to the guidelines. Externally, the policies are communicated via the Company's website, annual report, and sustainability report, enabling stakeholders to understand the Company's approach and supporting the cultivation of a governance-driven organisational culture.

Anti-Corruption Policy

https://investor.pinthongindustrial.com/storage/document/cg/anti-corruption-policy-en.pdf

Whistle Blowing Policy

https://investor.pinthongindustrial.com/storage/document/cg/whistleblowing-policy-en.pdf

Ethics and Code of Conduct

https://investor.pinthongindustrial.com/storage/document/cg/code-conduct-en.pdf

Responsible Party	Roles and Responsibilities
Board of Directors	Establishes the anti-corruption policy covering all forms of corruption, both direct and indirect, and oversees the implementation of systems, mechanisms, and resources to ensure effective prevention and anti-corruption practices across the organisation.
Audit Committee	Reviews the Company's operations and ensures that adequate and appropriate internal control systems are in place to mitigate corruption risks, and reports its findings to the Board of Directors on a regular basis.
Corporate Governance and Sustainability Committee	Oversees and defines the operational framework to ensure appropriate anti-corruption measures aligned with the business context, promotes awareness and compliance at all levels, appoints relevant working groups, and reports to the Board of Directors.
Risk Management Committee	Assesses and monitors corruption risks in key organisational processes on a regular basis, establishes risk management approaches, and reports to the Board of Directors.
Internal Auditor	Review and verify operations to ensure compliance with policies, applicable laws, and relevant regulations.
AMT Solution Co., Ltd.	Examines and reviews operations to ensure compliance with policies, laws, and relevant regulations, ensuring that internal control systems are adequate and effective. This includes investigations into fraud and corruption cases beyond the internal audit plan, with findings reported to the Audit Committee.
Chief Executive Officer (CEO)	Communicates, promotes, and oversees compliance with the anti-corruption policy across the organisation, supports investigations into complaints, and appoints working groups to review and investigate relevant cases when necessary.
Anti-Corruption Working Team	Implements assigned responsibilities and anti-corruption measures, including participation in the CAC programme, and reports performance outcomes to the Corporate Governance and Sustainability Committee.
Employees	Perform duties with integrity, refrain from offering or accepting bribes, comply with the Company's anti-corruption policies and practices, report any suspected misconduct, and cooperate fully and transparently in investigations.

In 2025, the Company convened anti-corruption meetings (corruption risk assessments) conducted by the Risk Management Working Committee on a quarterly basis (four times per year) to report operational outcomes to the Audit Committee. In addition, at the Board of Directors' Meeting No. 4/2025 held on 14 November 2025, the Company Secretary presented a summary of whistleblowing reports for the year 2025 for acknowledgement by both the Audit Committee and the Board of Directors.

Communication and Promotion of Business Ethics and Anti-Corruption

The Company places strong emphasis on fostering knowledge, understanding, and awareness of anti-corruption practices throughout its value chain. Training programmes are conducted in accordance with the Anti-Corruption Policy and the Code of Conduct, starting from new employee orientation, to ensure a clear and accurate understanding of corporate governance principles, business ethics, and expected standards of conduct In addition, the Company provides ongoing training and knowledge refreshment for employees at all levels to enable the effective application of these principles in their daily work. These efforts are complemented by the promotion of an organisational culture rooted in transparency, integrity, and a zero-tolerance approach to all forms of corruption. The Company also communicates relevant policies and practices to directors, executives, employees at all levels, and business partners through various channels, including notice boards and electronic systems (e.g. email), to ensure awareness, understanding, and strict adherence.

In 2025, the Company conducted training on the Code of Conduct to reinforce knowledge and understanding among existing employees. A total of 24 employees participated, representing 26.09% of the Company's total workforce.

Furthermore, all employees are required to undertake an annual assessment of their knowledge of business ethics and the Code of Conduct, with a mandatory passing score of 100%. In 2025, 100% of employees completed the assessment, and all participants achieved a full score of 100%.

Assessment of Employees' Knowledge of Business Ethics and Code of Conduct for 2025

Employee participation rate in assessment (%)	Employees passing the assessment (%)
100	100









In addition to communicating the Anti-Corruption Policy and the Code of Conduct to internal personnel, the Company has also communicated these policies to its suppliers and contractors via electronic systems (e.g. email), as well as through its corporate website, annual report, and sustainability report. This is to ensure that all relevant parties are aware of the Company's business practices and expectations.

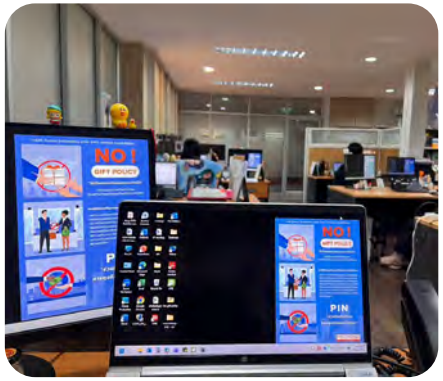
The Company has clearly defined anti-corruption requirements for suppliers and contractors within relevant policy documents and the Supplier Sustainability Self-Assessment Questionnaire (SAQ), which serves as a tool to assess and monitor compliance. This approach ensures mutual understanding and promotes ethical, transparent, and auditable business practices.

In 2025, all of the Company's suppliers and contractors completed the Supplier Sustainability Self-Assessment Questionnaire (SAQ) and formally acknowledged the Supplier Code of Conduct, which includes the Company's anti-corruption practices. A total of 183 suppliers, representing 100% of all suppliers, completed the process.

No Gift Policy

In 2025, the Company launched a "No Gift Policy" campaign during the New Year festive season, encouraging the exchange of goodwill messages in place of gifts. This initiative reinforces the Company's commitment to conducting business with transparency and without conflicts of interest. The campaign was communicated through internal communication channels, including notice boards and digital materials such as banners used as desktop backgrounds for employees. These efforts aimed to raise awareness and embed the practice into employees' daily working lives. The Company emphasises a strict policy of not giving, receiving, or soliciting gifts, hospitality, or any other benefits in all circumstances that may be considered inappropriate or may influence business decisions. The campaign targeted directors, executives, employees at all levels, and business partners, with the objective of reducing corruption risks, strengthening ethical business standards, and fostering an organisational culture grounded in integrity, transparency, and accountability.







Participation in the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)

On 18 December 2025, the Company formally submitted its Declaration of Intent to join the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). The CAC has reviewed and approved the Declaration of Intent, and the Company is currently in the process of preparing and submitting the required documentation to obtain full CAC certification. This initiative reflects the Company's strong commitment to conducting its business with integrity, transparency, and strict adherence to ethical principles. The Company has adopted the CAC's principles and guidelines as a framework for developing and enhancing its anti-corruption policies, measures, and operational processes. These cover key areas including corporate governance, risk management, internal controls, as well as communication and training programmes for directors, executives, and employees at all levels. In addition, the Company actively promotes ethical and transparent business practices among its suppliers, encouraging them to align with the same standards. This collaborative approach supports the prevention and mitigation of corruption risks throughout the Company's value chain.

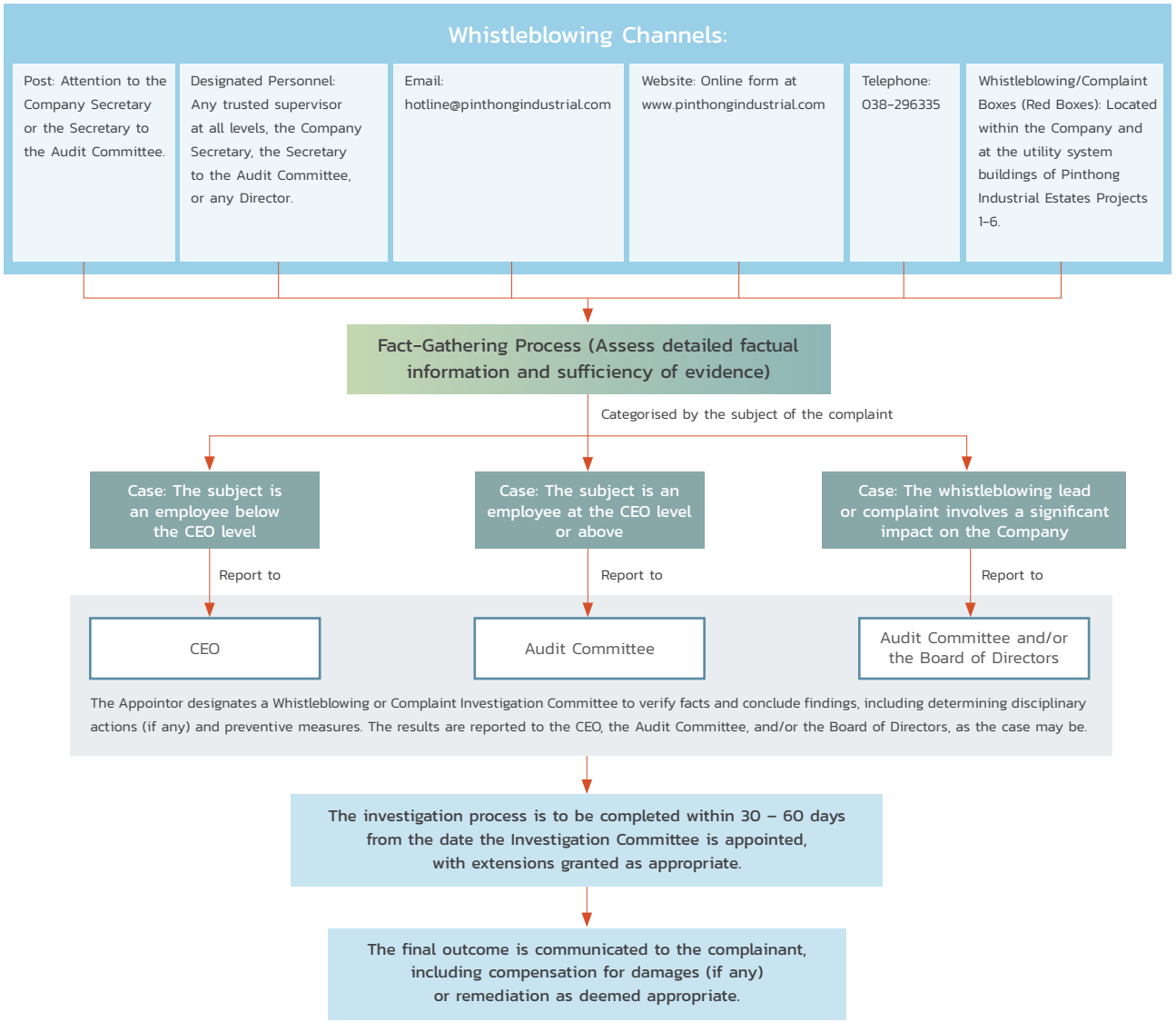


Grievance Handling Mechanism

The Company has established a grievance handling and whistleblowing process to support good corporate governance and mitigate ethical risks. Employees and stakeholders are encouraged to report concerns through trusted channels, including their supervisors, the Company Secretary, the Secretary to the Audit Committee, or any member of the Board of Directors, as appropriate to the nature of the issue.

Upon receiving a report, the Company conducts a preliminary review and verification of facts before proceeding to a formal investigation by authorised personnel or a designated committee responsible for handling whistleblowing cases or complaints. A summary report is then prepared, including findings, disciplinary actions (if any), and preventive or corrective measures. The report is submitted to the Chief Executive Officer, the Audit Committee, and/or the Board of Directors, as appropriate. The process is generally completed within 30–60 days, with extensions permitted in cases of complexity or severity.

The Company ensures the protection of whistleblowers and complainants by maintaining confidentiality and safeguarding them against intimidation, harassment, or unfair treatment, in compliance with personal data protection laws. In cases where reports are found to be false, the Company will take action in accordance with applicable regulations or laws. Furthermore, where misconduct is identified, appropriate disciplinary measures are imposed alongside improvements to internal control measures and enhanced ethics awareness. This approach aims to prevent recurrence and strengthen the Company's overall governance standards.



Whistleblowing and Grievance Reporting Channels

Whistleblowing reports or complaints may be submitted to any of the designated recipients through the following channels:

Postal Mail	Company Secretary / Secretary to the Audit Committee Pinthong Industrial Park Public Company Limited 789 Moo 1, Nong Kho–Laem Chabang Road, Nong Kham, Si Racha, Chonburi 20230, Thailand
Designated Recipients	• Immediate supervisors at all levels trusted by employees • Company Secretary • Secretary to the Audit Committee • Any member of the Board of Directors
Email	Hotline@pinthongindustrial.com
Online Form	https://investor.pinthongindustrial.com/th/governance/whistleblowing-form
Telephone	+66 38 296334 ext. 202
Whistleblowing Boxes	• Internal whistleblowing boxes (red boxes) located in front of the Sales Office building • Whistleblowing boxes within project areas (red boxes) located in front of utility buildings across Pinthong Industrial Estate Projects 6–1

In 2025, the Company received one complaint related to corruption, involving an employee who was alleged to have solicited commission payments in the course of their duties. Such conduct had the potential to materially impact the Company's operational efficiency and corporate reputation. Upon receipt of the complaint, the Company appointed a Whistleblowing and Investigation Committee to conduct a fact-finding investigation in accordance with its established whistleblowing and investigation procedures. The accused employee was given the opportunity to present explanations and supporting evidence as part of a fair and transparent process. The investigation concluded that the misconduct had indeed occurred and constituted corruption in the course of duty, representing a serious violation of the Company's work regulations, policies, and directives. Accordingly, the Company took disciplinary action by terminating the employee's employment in accordance with established procedures.

Following the incident, the Company reviewed and strengthened its internal control systems to enhance their robustness. In parallel, the Company reinforced communication of its Anti-Corruption Policy and Code of Conduct to employees, aiming to raise awareness, prevent recurrence, and further strengthen corporate governance standards in line with principles of good governance and long-term transparency.



Type of Complaint	Number (Cases)	Investigation Result	Disciplinary Action	Preventive Measures
Corruption	1	Misconduct confirmed	Termination of employment	1. Review and strengthen internal control measures 2. Communicate and disseminate policies to internal and external stakeholders 3. Provide additional training and guidance
Insider trading / Use of inside information	0	-	-	-
Personal data/ privacy violation	0	-	-	-
Human rights violation	0	-	-	-
Harassment and sexual harassment	0	-	-	-
Workplace environment issues	0	-	-	-

Compliance with Environmental, Social, and Economic Laws

The industrial estate business plays a significant role in driving the country's economic growth, particularly Pinthong Industrial Estate, which is located within the Eastern Economic Corridor (EEC) a key investment hub supported by government policy and characterised by substantial employment generation. As such, the Company's operations involve a wide range of stakeholders, including employees, industrial operators within the estate, local communities, government authorities, and investors. The Company therefore strictly adheres to applicable laws, regulations, and requirements across environmental, social, and economic dimensions. These include environmental laws and pollution control regulations, wastewater, air emission, and waste management requirements, Environmental Impact Assessment (EIA) conditions, labour laws and occupational health and safety requirements, as well as laws related to business operations, investment, and taxation. In parallel, the Company upholds principles of good corporate governance, transparency, anti-corruption, and compliance with the guidelines of the Industrial Estate Authority of Thailand (IEAT) to oversee tenants and operators, while minimising impacts on stakeholders. The Company also adopts the principles of Corrective and Preventive Action (CAPA) in accordance with relevant ISO standards to monitor, address, and prevent instances of non-compliance.

To ensure effective compliance with applicable laws and regulations, the Company has established a management governance structure to enable efficient oversight, supervision, and monitoring of operations, as outlined below:

Responsible Party	Roles and Responsibilities
Board of Directors	Establishes policies, vision, and direction on legal compliance, and oversees and advises management to ensure operations are conducted in accordance with good corporate governance principles and relevant standards.
Corporate Governance and Sustainability Committee	Establishes operational frameworks and reviews approaches relating to environmental, social, and economic aspects, monitors legal compliance, and provides policy recommendations aligned with the Company's sustainability goals and policies.

Responsible Party	Roles and Responsibilities
Management	Implements policies and action plans, monitors operational performance, and proposes continuous improvements.
Corporate Governance and Sustainability Working Team	Drives, coordinates, and monitors changes in laws and regulatory compliance at the operational level, and reports progress and key issues to management.
Relevant Functions	Monitors changes in laws relevant to their respective functions, provides supporting information, implements measures within their scope of responsibility, and reports performance to ensure compliance with applicable laws and Company policies.

Monitoring of Legal Compliance

- Environmental Impact Assessment (EIA) reporting is conducted twice annually.
- Operational performance is reported to management on a regular basis, with immediate reporting in cases where issues may impact business operations or stakeholders.
- Corrective and Preventive Action (CAPA) plans are developed to address instances of non-compliance and to reduce the likelihood of recurrence.
- Complaints and feedback are collected from tenants, communities, and external stakeholders to support continuous operational improvement.

Strategy and Management Approach

The Company has established strategies and operational approaches to ensure compliance with laws and regulations related to environmental, social, and economic aspects. These efforts aim to prevent and mitigate risks, as well as to manage potential impacts arising from non-compliance. The Company adopts a preventive approach, complemented by ongoing monitoring, evaluation, and continuous improvement of operational processes, as outlined below:



In 2025, the Company did not identify any instances of non-compliance with applicable laws or regulations. There were no fines, legal actions, or compensation payments arising from non-compliance.

Risk Management and Business Continuity

Material Sustainability Issue

12. Risk and Crisis Management

Risk management is not merely a mechanism for preventing losses; it is a strategic tool for enhancing organisational resilience and long-term competitiveness. The Company integrates economic, social, environmental, and governance (ESG) risk management into strategic planning, investment decision-making, and business continuity management to ensure its ability to effectively respond to uncertainties, changes, and emergency or crisis situations, while creating sustainable value for all stakeholders.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Proportion of ESG risks integrated into the ERM system and assessed using the same criteria as general risks	100%	100%	100%
Risk Management Working Team completing risk management training programmes	100%	100%	100%
Success rate of Business Continuity Plan (BCP) testing	100%	100%	100%

Risks and Opportunities

The analysis and assessment of both internal and external factors within the context of an industrial estate may expose operations to a range of risks, including financial, investment, and area management costs. This also includes risks related to non-compliance with environmental laws or land use regulations, which may result in severe impacts such as pollution, noise, odour, or industrial waste issues. Such incidents could lead to partial suspension of operations and may require expenditures for remediation, restoration, or compensation for affected parties.In addition, these risks extend to human rights, health, and safety of workers and surrounding communities, which may affect the Company's reputation and stakeholder confidence.

At the same time, a comprehensive and systematic risk analysis enables the industrial estate to effectively plan and manage land use and utilities, implement proactive preventive measures, reduce the likelihood of severe incidents, and enhance governance standards in line with evolving economic, social, and environmental conditions. This, in turn, strengthens confidence among operators, investors, and surrounding communities, while supporting long-term sustainable growth.

Strategy and Management

The Company recognises the importance of environmental, social, and governance (ESG) risks that may impact the operations of the industrial estate in both the short and long term. In particular, material ESG risks are incorporated into strategic planning and investment decision-making, such as infrastructure development for energy and water, environmental management within the estate, occupational health and safety for workers and operators, as well as compliance with applicable laws and regulations. Accordingly, the Company places strong emphasis on assessing potential impacts on stakeholders, corporate reputation, and business continuity in a comprehensive manner.

The Company adopts the COSO ERM 2017 framework as a proactive risk management approach. This includes establishing risk management policies, defining organisational objectives, identifying risk categories, and assessing risks based on both likelihood and impact. Appropriate measures and processes are implemented to prevent or mitigate potential causes of damage to the organisation. A Risk Management Manual has also been developed to provide consistent guidelines for identifying, assessing, and managing risks systematically and effectively across the organisation. In parallel, the Company emphasises the development of a Business Continuity Plan (BCP), with key policies approved and announced by the Board of Directors.

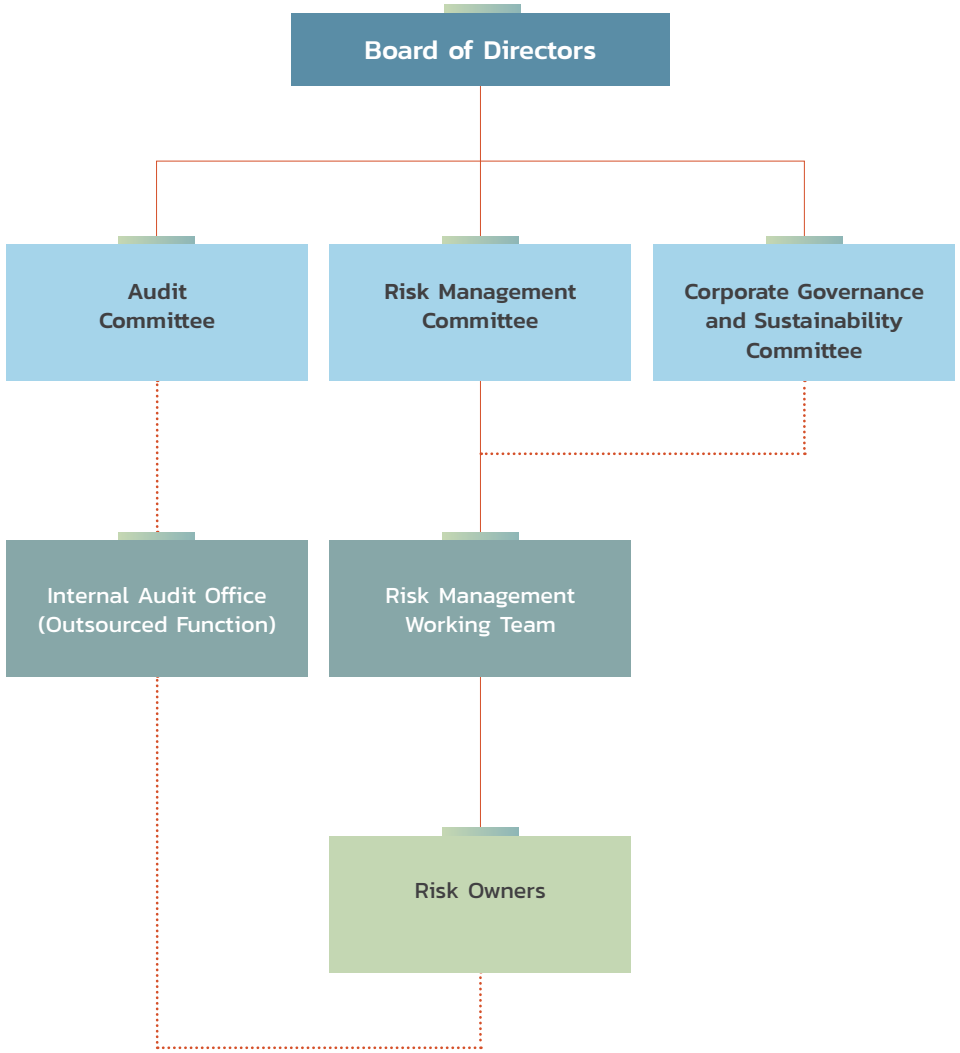
Risk Management Policy

https://investor.pinthongindustrial.com/storage/document/cg/risk-management-policy-en.pdf

Business Continuity Management Policy

https://investor.pinthongindustrial.com/storage/document/cg/business-continuity-management-policy-en.pdf

Governance Structure



Responsible Unit	Roles and Responsibilities
Board of Directors	Oversees enterprise-wide risk management to ensure alignment with the Company's strategy, business objectives, and good corporate governance principles. Reviews key risks and approves the disclosure of risk and opportunity information related to business operations and sustainability.
Risk Management Committee	Establishes risk management policies, frameworks, and guidelines covering all aspects of the business, including defining Risk Appetite and Risk Tolerance. Oversees the implementation of systematic risk management and regularly reports key issues to the Board of Directors.
Risk Management Working Team	Supports the organisation's risk management activities by coordinating with relevant functions to identify and assess all types of risks, including strategic, operational, financial, legal, environmental, social, and emerging risks. Maintains and updates the Risk Register, monitors control measures and residual risks, and supports the development, review, and testing of the Business Continuity Plan (BCP) and emergency response plans.
Risk Owners	Manage risks within their respective areas of responsibility by identifying, assessing, and implementing control measures. Monitor residual risks, integrate risk management into daily operations, and report status to management and the Risk Management Working Team. Also responsible for developing and testing BCPs for critical processes within their functions to foster a risk-aware culture across the organisation.

Performance Monitoring

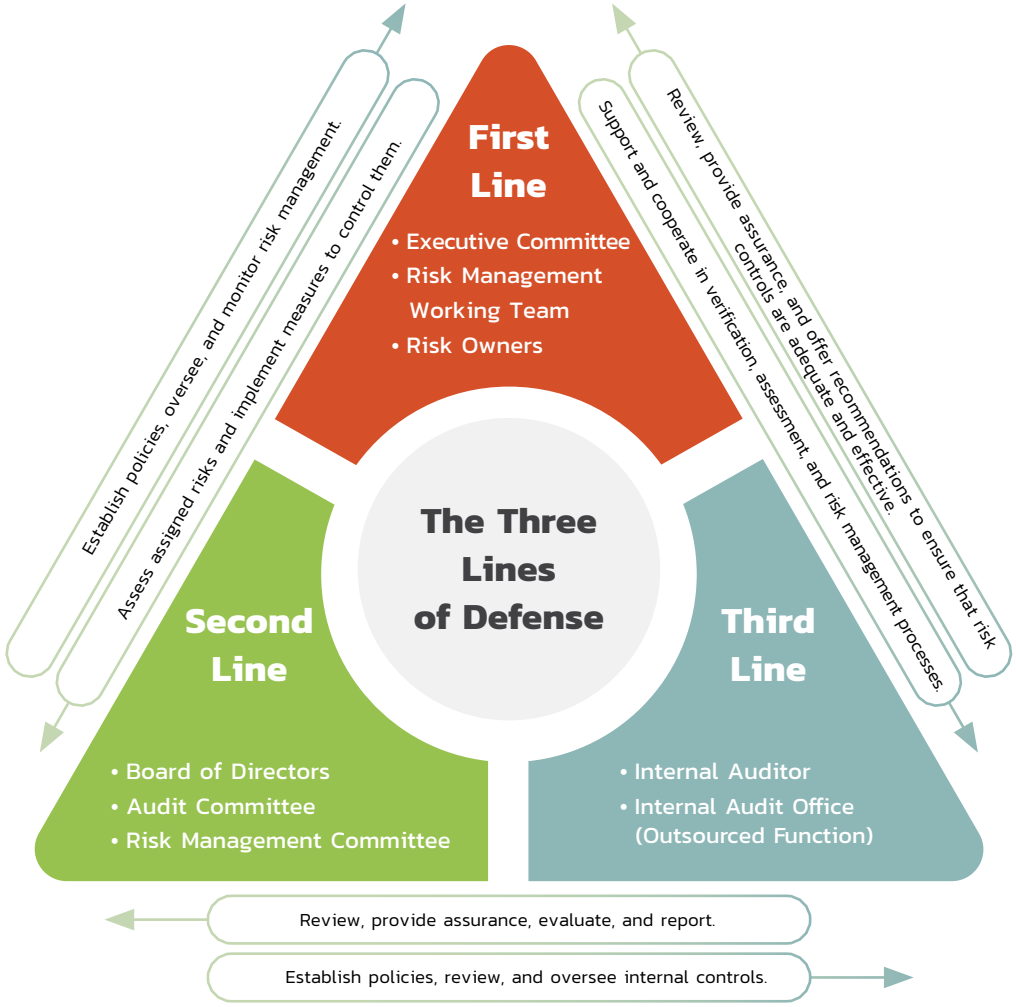
Risk Owners report the implementation of preventive, control, and risk mitigation measures arising from operational processes and activities within their areas of responsibility to management-level meetings. The Risk Management Working Team convenes to plan and consolidate enterprise-wide risk assessment results across all dimensions, and subsequently reports to the Risk Management Committee for review and recommendations. The outcomes are then presented to the Board of Directors for acknowledgement and approval of action plans, as well as to establish ongoing risk management frameworks and guidelines.

In addition, the Company has established mechanisms to receive complaints and feedback from both internal and external stakeholders through accessible, transparent, and fair channels. Complaints related to environmental, social, or business continuity impacts are incorporated into the risk management process and the review of the Business Continuity Plan (BCP), ensuring that appropriate corrective, preventive, and monitoring measures are implemented systematically.

Risk Management Monitoring in 2025

Responsible Unit	Monitoring Activity	Frequency
Board of Directors	Acknowledgement of risk management reports	2 times
Risk Management Committee	Meetings to monitor risk management	4 times
Risk Management Working Team	Meetings to review risk assessment results	2 times
Risk Owners	Summary reporting of operational results	6 times

The Company adopts the Three Lines of Defense (3LOD) framework as a guideline for governance, risk management, and internal control. This approach aims to clearly define roles and responsibilities across all functions, establish appropriate checks and balances, and enhance the effectiveness, transparency, and consistency of risk management, governance, and operations throughout the organisation.



Operational Approach

The risk management process begins with the establishment of clear policies and objectives by management. This is followed by implementation through defined risk management mechanisms, in conjunction with internal control systems and audit processes, to evaluate performance against objectives. The outcomes are then used to continuously improve operational processes for greater effectiveness. The process consists of five key steps:

steps 1	steps 2	steps 3	steps 4	steps 5
Define Objectives	Risk Identification	Risk Assessment Process	Risk Treatment	Monitoring and Reporting

Pinthong's Key Risk Assessment

In 2025, the Company developed a risk management plan and identified a total of 19 risk factors related to its operations. These risks are categorised into four main types: Strategic Risk, Operational Risk, Financial Risk and Compliance Risk. The Company has further classified and linked these risks to sustainability (ESG) dimensions to reflect potential impacts comprehensively, covering: Environmental risks, Social risks and Governance and economic risks. Details are presented as follows.

Risk Category	Economic Risks	Environmental Risks	Social Risks	Governance Risks
Strategic Risk	1) Risk of delays in land title transfer 2) Risk of maintaining occupancy rates of rental buildings 3) Risk from competition among industrial estate operators and others 4) Risk from rising land prices			1) Risk from changes in economic conditions, political factors, government policies, and other macroeconomic factors

Risk Category	Economic Risks	Environmental Risks	Social Risks	Governance Risks
Operational Risk		2) Risk of flooding 3) Risk of fire	1) Risk of insufficient water supply to meet contractual obligations 2) Risk of disruption to water production and wastewater treatment systems 3) Risk of delays in repair works 4) Risk of ineffective preventive maintenance plans 5) Risk in recruitment processes 6) Risk from lack of succession planning 7) Risk of non-compliance with good corporate governance (human resource management) 8) Risk of pandemics	1) Risk of non-compliance with good corporate governance (procurement) 2) Risk of cyberattacks from external sources
Financial Risk	1) Risk related to liquidity management 2) Risk from interest rate fluctuations			
Compliance Risk				1) Risk of delays in obtaining regulatory approvals from government authorities 2) Risk from changes in laws related to computer systems and information (Computer Crime Act)

Emerging Risks

As part of the enterprise risk assessment process, the Company has identified the following emerging risks that may arise over the next 3–5 years:

Physical Climate Risk

The Company recognises the increasing severity and frequency of climate change impacts as a critical factor that may affect industrial estate operations in both the short and long term. In particular, physical risks from extreme weather events such as heavy rainfall, flash floods, heatwaves, and drought may damage roads, drainage systems, power systems, and utilities within the estate. Such events may disrupt or halt operations of industrial operators, affecting business continuity, revenue, and investor confidence. In addition, rising temperatures may increase energy demand, reduce labour productivity, and accelerate the deterioration of machinery and infrastructure. Water scarcity and drought may also impact water-dependent industries, increasing water management costs and the need for investment in backup systems.

The Company has therefore designated physical climate risk as a Key Risk requiring regular assessment. Risk severity and likelihood are reviewed at least annually or when significant events occur. The Company also evaluates the effectiveness of control measures and response plans, and conducts scenario analysis for severe impact cases to enhance preparedness.

Climate-related risks are integrated into the enterprise risk management process, with relevant risk monitoring indicators aligned with the characteristics of the industrial estate, such as rainfall levels, water levels, average temperatures, and frequency of extreme events. Data from reliable sources is used to monitor conditions, assess infrastructure readiness, and continuously improve both risk management and business continuity plans. The results are reported to management and the Board of Directors to support strategic decision-making.

Regulatory and Environmental Policy Risks

Changes in laws and regulations related to climate change (Transition Risks), including stricter greenhouse gas reduction measures, waste and wastewater management, and water resource management, as well as increasing ESG expectations from investors, are key factors that may impact business models, competitiveness, and investment decisions within industrial estates. These developments require both the Company and operators within the estate to enhance operational processes, make additional investments to ensure compliance and preparedness, and may potentially delay project development timelines.

To mitigate these impacts and strengthen resilience, the Company has integrated low-carbon transition and ESG considerations into its enterprise risk management framework. This includes closely monitoring regulatory trends, policy developments, and investor expectations, as well as regularly assessing potential business impacts. The Company also emphasizes proactive preparedness through the development of environmental infrastructure and support systems, such as centralized waste and wastewater management systems, promotion of clean and energy-efficient practices, advisory support for operators, and enhanced ESG disclosures in a transparent manner. These efforts aim to build confidence among stakeholders and reduce regulatory risks.



Digital Transformation and Cybersecurity Risks

The advancement of operational models through technologies such as Smart/Digital Industrial Estates and infrastructure control systems (e.g., SCADA and IoT) exposes the organization to increasing cybersecurity risks, including potential data breaches and threats to critical systems. Key risks include cyberattacks that may disrupt the availability of utilities and core infrastructure, unauthorized access or manipulation of automated systems, and the leakage or misuse of customer and operational data. These risks may affect system security and undermine the confidence of operators.

In response, the Company has continuously strengthened its information security and cybersecurity measures. This includes implementing appropriate access controls based on roles and responsibilities, establishing monitoring and surveillance mechanisms, and conducting regular risk assessments. The Company also promotes awareness and provides training on information security for employees and relevant stakeholders to reduce risks related to data leakage and cyber threats. These measures enhance the overall security of digital systems and IT infrastructure while reinforcing stakeholder confidence.

Industrial Structure Transformation Risks

Global economic trends toward emerging industries such as electric vehicles (EV), batteries, data centers, and high-tech manufacturing are significantly reshaping demand patterns for electricity, water, and waste management systems. In particular, there is increasing demand for high and stable electricity supply, specialized water quality, and advanced waste management systems that comply with stringent environmental standards and support greenhouse gas reduction. If industrial estates are unable to adapt their infrastructure and utility systems in a timely manner, this may lead to substantial capital investment requirements, loss of business opportunities, and reduced long-term competitiveness especially in the context of achieving strategic positioning or maintaining a competitive advantage.

The Company closely monitors global industry trends and investment directions and incorporates such insights into the systematic planning of infrastructure and utility development within the industrial estate. The focus is on flexibility and scalability to accommodate future demand, covering the development of power systems, water supply and wastewater treatment systems, and waste management, alongside the design of services and support systems aligned with the needs of target industries.

Community Expectations and Social Pressure Risks

Changing community expectations and increasing social pressure represent a significant Emerging Risk for the Company's industrial estate operations. Industrial estates are closely interconnected with surrounding communities in terms of environmental impact, resource utilization, employment, and quality of life. In the current context, communities and stakeholders are increasingly aware and expect higher standards from industrial estate operators. These include compliance with laws and regulations, proactive environmental management such as air, water, and noise pollution control effective industrial waste management, efficient resource utilization, and active participation in sustainable community development. At the same time, greater access to information and the rapid expansion of social media have amplified the speed and reach of complaints and public concerns, potentially escalating social pressure within a short period. The strengthening role of civil society networks has also increased the sensitivity of new or expansion projects. As a result, the nature of risk has shifted from focusing solely on actual impacts to also considering public perception, which may affect corporate image, credibility, and stakeholder confidence. These risks may also lead to project delays, increased costs, and disruptions to business continuity. To address these challenges, the Company places strong emphasis on stakeholder and community engagement by closely monitoring evolving social expectations and emerging risks. It continues to develop proactive communication mechanisms, strengthen stakeholder engagement and feedback processes, and enhance environmental and social performance standards to build trust and effectively manage evolving risks.

Supply Chain and Geopolitical Risks

Uncertainty in geopolitical conditions such as international conflicts, changes in trade policies, trade barriers, and the restructuring of global industrial supply chains can significantly influence customer and investor decisions. These factors may affect the relocation or diversification of production bases, as well as the timing of investments by industrial operators. Such uncertainties may lead to fluctuations in demand for industrial land, delays in investment decisions, or reductions in production capacity among certain groups of operators. Consequently, this may impact occupancy rates, revenue stability, and industrial estate development plans in both the short and long term. In addition, these dynamics increase the complexity of infrastructure planning and service provision, which must adapt to rapidly evolving industry requirements.

To mitigate these risks, the Company has established measures to monitor and assess key geopolitical developments and global supply chain trends that may impact investment decisions. Insights from such analyses are incorporated into the planning and development of industrial estates, ensuring flexibility to accommodate changes in target industries and diverse investment models. The Company also continuously adjusts its infrastructure development and service strategies to align with evolving customer needs, with the aim of maintaining occupancy rates, ensuring revenue stability, strengthening investor confidence, and enhancing long-term competitiveness.

The Company recognises that risk management within the industrial estate business context is not solely a mechanism for preventing or mitigating negative impacts, but also a key driver for unlocking business opportunities and creating long-term strategic advantages. Amid ongoing changes in economic, social, technological, and environmental factors, the ability to manage risks systematically enables the Company to adapt with resilience and achieve sustainable growth.

- Climate Change and Environmental Regulations Increasingly severe climate-related risks such as floods, droughts, and heatwaves have driven the Company to enhance the resilience of its infrastructure and utilities to better withstand and respond to emergency situations. Such investments not only reduce business continuity risks but also build confidence among operators and investors who prioritise climate resilience. At the same time, stricter environmental regulations, greenhouse gas reduction measures, and rising ESG expectations present opportunities to transform industrial estates into environmentally friendly and low-carbon business models.
- Resource Efficiency and Digital Transformation Enhancing waste management systems, wastewater treatment, and efficient resource utilisation improves the overall quality of industrial estates and increases their attractiveness for high-value investments. The transition toward Smart/Digital Industrial Estates, while introducing technology and cybersecurity risks, also presents opportunities to create added value through digital services, intelligent infrastructure management, and enhanced system and data security ultimately improving user experience and stakeholder confidence.
- Industrial Transformation and Future Industry Opportunities The global transition toward emerging industries such as EV, battery, and advanced technology sectors provides an opportunity for the Company to evolve from a land developer into a platform for future industries. This is achieved through the development of flexible infrastructure tailored to the specific needs of target industries, alongside fostering strong relationships with communities and stakeholders to maintain social acceptance, operational stability, and long-term growth.



Business Continuity Plan (BCP)

The Company places strong emphasis on preparedness to effectively respond to crises or emergency situations that may disrupt business operations, such as natural disasters, infrastructure failures, limited access to information technology systems, and public health incidents. A comprehensive Business Continuity Plan (BCP) has been developed and implemented systematically, covering both the corporate and operational levels.

The process begins with a Business Impact Analysis (BIA) to identify critical processes, infrastructure, utilities, and core services essential to operations. The Company establishes priorities, defines recovery time objectives (RTO), and determines the resources required to manage emergency situations. The BCP is integrated with the role of the industrial estate ecosystem, including coordination with industrial operators, local authorities, the Industrial Estate Authority of Thailand, and relevant external agencies. This ensures effective coordination, command, communication, incident response, and timely recovery of operations within an appropriate timeframe.



The Company has developed prevention, mitigation, and recovery plans for various crisis scenarios, including:

1. Fire prevention and mitigation plan
2. Hazardous incident and chemical spill response plan
3. Occupational incident prevention and mitigation plan
4. Traffic incident prevention and mitigation plan
5. Flood prevention and mitigation plan
6. Communicable disease and epidemic prevention and control plan

In addition, the Company has established business continuity plans for ESG-related risks that may directly impact operations, including: Flood and drought response plans for water supply and wastewater treatment systems, Backup plans for electricity and water supply, IT system backup and disaster recovery plans and Workforce management plans during emergency situations. The Company also emphasizes a clear command structure and communication framework during crises by defining roles, responsibilities, and accountability of the BCP team. Communication channels both internal and external are established to ensure timely and transparent information dissemination to employees, operators, and stakeholders. Furthermore, the Company regularly tests, reviews, and updates the BCP through drills, simulations, and post-incident evaluations to ensure that the plan remains current, aligned with evolving risk contexts, and practical for implementation. These measures enhance the Company's preparedness, resilience, and confidence in managing crisis situations, thereby supporting long-term business continuity for both the Company and operators within the Pinthong Industrial Estate.

Risk Management Culture

Embedding Risk Management into Operational Processes

The Company places strong emphasis on fostering a risk management culture as an integral part of operations across all levels of the organization. This is guided by principles of good corporate governance, accountability, and active participation from employees across all functions. The Company has established the use of Key Risk Indicators (KRIs) as a key tool for monitoring risk status and providing early warning signals, enabling timely and effective risk management. KRIs are linked with performance measurement (Key Performance Indicators: KPIs) by identifying Key Risks at both the corporate and departmental levels. These risks are assessed based on their potential impact and likelihood, as well as their alignment with corporate strategy, business objectives, and business continuity. KRIs are designed to clearly reflect changes in risk levels in a measurable and practical manner. The Company prioritizes the use of leading indicators, rather than lagging indicators, to ensure early detection of potential risks before impacts occur. Thresholds and risk levels are defined namely normal, alert, and critical levels along with corresponding response actions when KRI values approach or exceed the defined limits.

KRI management outcomes are integrated into the performance evaluation of executives and business units. This includes the ability to maintain KRI levels within acceptable thresholds, responsiveness in addressing deviations, and consistency in monitoring and reporting. This approach reinforces risk management as a clear performance responsibility.The Company regularly reviews and updates both KRIs and KPIs to ensure alignment with evolving business contexts, emerging risks, and corporate strategies. These indicators are used to support decision-making and continuous improvement of operational plans, ensuring effective risk management.

In addition, the Company emphasizes effective communication and broad participation across all functions. It supports the role of Risk Champions, promotes cross-functional data integration, and fosters a culture of knowledge sharing. The Company also remains open to reviews from both internal and external audit functions, using their recommendations to continuously enhance and strengthen its risk management practices, ensuring robustness and transparency.



Appointment of Risk Champions

The Company appoints Risk Champions in each department to serve as representatives in the enterprise risk management working team. These individuals act as key drivers in implementing risk management practices within their respective functions. Their responsibilities include communicating risk management policies and guidelines, identifying and reflecting operational risk issues, developing and monitoring departmental risk management plans, as well as coordinating and reporting progress to the enterprise risk management team on a regular basis. Risk Champions are also required to participate in annual training and knowledge refresh programs led by qualified experts to ensure that they can effectively apply risk management practices within their work processes and remain responsive to evolving risk environments.

In addition, the Company establishes regular cross-functional meetings at both operational and management levels at least once a month to facilitate information exchange among Risk Champions and employees. These meetings enable ongoing monitoring of risk management actions and provide a platform to discuss improvements to align operational processes with changing risk levels. This approach enhances effective risk communication across the organization, promotes active participation, and ensures that risk management practices are practically implemented throughout all departments.



Human Rights

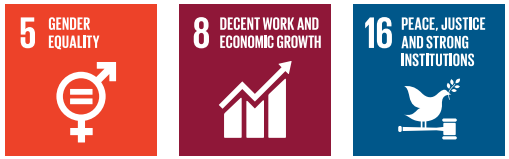
Material Sustainability Issue

9. Human Rights

Human rights represent both a social responsibility and a risk that Pinthong Industrial Estate must manage in a systematic manner encompassing both the dimension of impacts on people and communities, and the dimension of long-term business value risks. The Company is fully aware that human rights violations may give rise to negative social impacts, as well as legal, reputational, and operational continuity risks. For this reason, the Company integrates human rights management into corporate governance, organisational strategy, and risk management processes, in order to prevent structural impacts, strengthen investor confidence, and create value for all stakeholder groups.

Significance Level

Moderate



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Annual Target 2025	Performance Result 2025
Number of complaints or lawsuits relating to human rights violations (case)	0 case	0 case	0 case
Proportion of employees who have received training on human rights and labour practices (%)	100%	100%	100%
Proportion of stakeholders throughout the Company's value chain who have undergone human rights risk assessment (%)	100%	100%	100%

Risks and Opportunities

The Company operates in the development and management of industrial estates, which involves a diverse range of stakeholders, including employees, operators within the industrial estate, labour of operators and tenants, supplier-contractors, surrounding communities, and government agencies. The Company therefore attaches importance to managing human rights issues in a manner that is appropriate and consistent with the Company's role, in order to prevent and mitigate risks that may arise from business operations and related business relationships including unfair labour treatment, discrimination, unsafe working conditions, and impacts on surrounding communities which could lead to complaints, stakeholder conflicts, project delays, problem-resolution costs, or adverse effects on the reputation and confidence of investors and operators within the industrial estate.

The Company is committed to continuously integrating human rights issues into industrial estate development and management by establishing appropriate governance frameworks, communicating expectations to value chain stakeholders, and monitoring risk issues associated with the Company's operations and business relationships. This approach will support proactive risk prevention, promote an environment that prioritises safety, fairness, and appropriate community coexistence, as well as strengthen stakeholder confidence and support the Company's competitive capacity.

Strategy and Management



The Company is committed to respecting, protecting, and promoting human rights in its business operations throughout the value chain. It has established a **Human Rights and Labour Practice Policy** to serve as an operational framework for all employees and executives, functioning as a key mechanism to prevent and mitigate the risk of human rights violations that may arise from the Company's business activities throughout the supply chain.

The policies and practices are referenced against and aligned with Thai labour laws and related legislation, alongside internationally recognised standards and principles, including the Universal Declaration of Human Rights, the International Labour Organisation (ILO) fundamental labour rights principles, the UN Guiding Principles on Business and Human Rights (UNGPs), and the Children's Rights and Business Principles. The key substance of the policy encompasses: the prohibition of forced labour and child labour; non-discrimination in all forms; respect for the dignity and equality of personnel; support for freedom of association and appropriate collective bargaining; provision of a safe and fair working environment; and consideration of the rights of children and communities that may be affected by business operations. The Company expects all levels of employees and relevant parties to adhere to these principles as guidelines for their work.

The Company operates responsibly, transparently, and with strict respect for human rights. It communicates human rights policies and practices to employees, tenants, partners, and relevant stakeholders through orientation processes, training sessions, meetings, activities, and other readily accessible communication channels, whilst promoting knowledge, understanding, compliance, and participation in the prevention of human rights violations. Grievance mechanisms and remediation processes are also provided to ensure that the Company's business operations are conducted with good governance, transparency, and in support of long-term sustainable development.

Human Rights and Labour Practice Policy

https://investor.pinthongindustrial.com/storage/document/cg/human-right-and-labor-practice-policy-en.pdf

Governance Structure

The Company has established a human rights governance structure as an integral part of the corporate governance and sustainability operational framework. The Board of Directors is responsible for policy-level oversight and for setting the operational direction in alignment with organisational strategy and sustainable development principles. It delegates to the Corporate Governance and Sustainability Committee to monitor human rights performance of relevant departments, in accordance with the following roles and responsibilities:

Responsible Body	Roles and Responsibilities
Board of Directors	Set human rights and labour policies, vision, and direction in alignment with laws and international standards; supervise, monitor, and provide recommendations to the Corporate Governance and Sustainability Working Group to ensure risk management and impacts comply with company policy.
Corporate Governance and Sustainability Committee	Review and approve human rights risk management plans and provide continuous development recommendations; define and review Human Rights Due Diligence (HRDD) approaches; supervise and support risk management; and monitor impacts and opportunities to prioritise issues and determine risk management approaches.
Corporate Governance and Sustainability Working Group	Implement comprehensive human rights risk management processes in accordance with HRDD guidelines; coordinate with relevant departments; assess and prioritise risks; define measures; monitor results; and report risk assessment outcomes to the Corporate Governance and Sustainability Committee in alignment with human rights policies and risk management plans.
All Relevant Departments	Provide data support, participate in risk assessment and review, implement measures within work processes, and monitor results within their respective areas of responsibility.

Human Rights Operations

The Company has adopted the Human Rights Due Diligence (HRDD) framework in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs) and relevant international labour standards as a systematic basis for managing human rights issues. This encompasses the formulation of policies, identification and assessment of risks, establishment of prevention and impact mitigation measures, monitoring of operational effectiveness, and remediation of potential impacts both within the Company's own activities and throughout the value chain integrated with the Company's business operations and organisational risk management processes, in order to effectively identify, prevent, and manage significant human rights impacts in a manner consistent with international standards.



Human Rights Due Diligence Process

1. Policy Commitment
Establishment of human rights and labour practice policies and guidelines.

2. Human Rights Risk assessment
Identification and assessment of potential human rights risks.

3. Integration of Human Rights Policy into Risk Assessment
Integrating defined policies into the formal human rights risk assessment framework.

4. Development of Human Rights Mitigation Measures
Defining measures to mitigate human rights impacts.

5. Monitoring and Review of Human Rights Performance
Continuous monitoring and review of human rights performance.

6. Remedy
Providing remediation for any identified impacts.

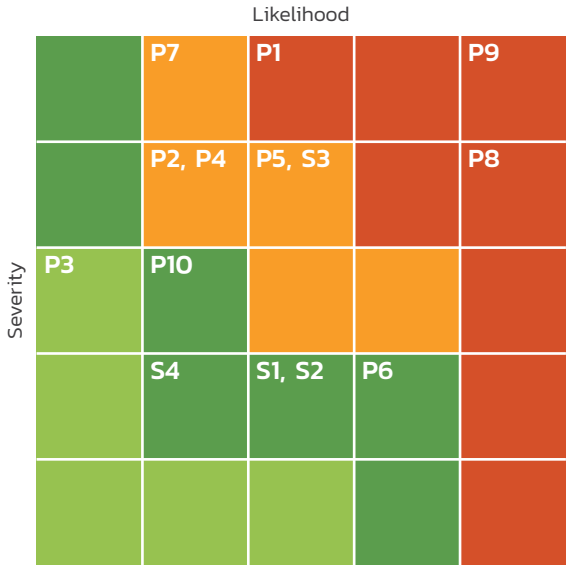
Pinthong Industrial Estate's Human Rights Risk Issues

The Company has identified human rights issues relevant to its organisational activities and conducted its first human rights risk assessment in 2025. Risk levels were evaluated across two dimensions: the severity of impacts on stakeholders encompassing the scale and number of affected parties as well as the difficulty of remediation alongside the likelihood of occurrence, in order to appropriately prioritise issues requiring management action. This process covers both the Company's own operations and supply chain activities involving suppliers, contractors, and tenants within the industrial estate, representing 100% coverage. The Company will continuously monitor and evaluate human rights performance, and has stipulated that a comprehensive review of risk issues and impacts be conducted every three years, or upon the occurrence of significant events or changes. Progress on risk management plan implementation is reported to the Corporate Governance and Sustainability Committee for use in defining approaches to continuously develop and enhance operational effectiveness.

Scope	Human Rights Risk Issue	Affected Stakeholders
Activities Conducted by the Company	**Labour Rights** • Employee Health and Safety (P1) • Employee Conditions of Employment (P2) • Discrimination and Inequality in the Workplace (P3) • Freedom of Association and Collective Bargaining (P4)	Company Employees
	Community Rights • Environmental Impacts on Surrounding Communities (P5) • Community Health and Safety (P6)	Communities
	Customer Rights • Quality of Products and Services (P7) • Customer Health and Safety (P8) • Personal Data and Data Security (P9)	Customers
	Rights of Suppliers and Contractors • Health and Safety of Suppliers and Contractors (P10)	Suppliers and Contractors
Supply Chain Activities by Suppliers/Contractors and Customers within the Estate	**Labour Rights** • Health and Safety of Supplier/Contractor Labour (S1) • Conditions of Employment of Supplier/Contractor Labour (S2)	Labour of Suppliers and Contractors
	Community Rights • Community Health and Safety (S3) • Environmental Impacts on Communities (S4)	Communities

The Company assessed human rights risks across two dimensions: Likelihood and Severity of Impact. Assessment results were classified into four levels: Low (L), Medium (M), High (H), and Extremely High (XH).

Based on the 2025 assessment, human rights risk issues rated at High and Extremely High levels which the Company prioritises for special management attention are as follows: Extremely High (XH): three issues, namely Employee Health and Safety (P1), Customer Health and Safety (P8), and Personal Data and Data Security (P9). High (H): five issues, namely Employee Conditions of Employment (P2), Freedom of Association and Collective Bargaining (P4), Environmental Impacts on Surrounding Communities (P5), Quality of Products and Services (P7), and Community Health and Safety (S3).



- P1 Employee Health and Safety
- P2 Employee Working Conditions
- P3 Discrimination and Inequality in the Workplace
- P4 Freedom of Association and Collective Bargaining
- P5 Environmental Impacts on Surrounding Communities
- P6 Community Health and Safety
- P7 Quality of Products and Services
- P8 Customer Health and Safety
- P9 Data Privacy and Information Security
- P10 Health and Safety of Suppliers and Contractors
- S1 Health and Safety of Supplier and Contractor Labour
- S2 Working Conditions of Supplier and Contractor Labour
- S3 Community Health and Safety
- S4 Environmental Impacts on Communities

Risk Level	Colour	Meaning
Low (L)		A risk level that is acceptable to the organisation without the need for additional risk controls or management measures.
Medium (M)		An acceptable risk level, but requiring control measures to prevent escalation to an unacceptable level.
High (H)		An acceptable risk level, but requiring control measures and additional measures to prevent escalation to an unacceptable level.
Extreme High (XH)		An unacceptable risk level that requires urgent risk management to bring it to an acceptable level, along with additional measures to prevent or reduce future impacts.

The Company uses risk assessment and prioritisation results as inputs for defining appropriate management measures, alongside gathering the opinions of directly affected stakeholders, in order to inform the formulation of prevention, corrective, and remediation measures that align with the actual context and circumstances covering the organisation, the industrial estate, and throughout the supply chain with the aim of reducing both the likelihood and severity of impacts on employees, customers, suppliers, supplier labour, and surrounding communities.

The Company continuously monitors and reviews the effectiveness of measures through internal audit processes, complaint and grievance management systems, and reviews by relevant departments. In cases where incidents occur or complaints are received, the Company uses the findings to evaluate and improve its operational approach, as well as to develop additional prevention measures for enhanced effectiveness on an ongoing basis.

ID	Human Rights Issue (Extremely High Risk)	Affected Stakeholders	Existing Measures	Additional Future Measures
P1	Employee Health and Safety	Company Employees	1. Annual employee health check-up 2. Annual basic first aid training 3. Provision of group insurance for employees 4. Installation of warning signs, fire exit signs, and fire-fighting equipment in ready-to-use condition 5. Provision of personal protective equipment (PPE) and first aid supplies 6. Annual fire system testing and evacuation drill plan, supervised by a Workplace Safety Officer (WSO) 7. Regular employee training on fire prevention and equipment use	1. Review and update safety measures in line with current conditions 2. Create convenient channels for employees to report safety concerns 3. Provide safety training relevant to employees' specific job functions 4. Regularly inspect and maintain safety equipment
P2	Employee Conditions of Employment	Company Employees	1. Establish a salary structure aligned with the labour market 2. Prepare transparent employment contracts clearly specifying the duties and rights of both parties 3. Update employment policies in accordance with labour rights principles, best practices, and evolving labour legislation 4. Provide appropriate and fair benefits in compliance with applicable law	1. Regularly communicate labour rights to employees 2. Provide channels for employees to submit complaints or express opinions 3. Develop a system to monitor labour risk indicators, e.g. turnover rate, overtime hours, and complaints 4. Conduct pay equity analysis and establish approaches to reduce wage disparities 5. Hold regular consultations between management and employee representatives; develop improvement plans based on recommendations 6. Control working hours and rest days in compliance with legislation

ID	Human Rights Issue (Extremely High Risk)	Affected Stakeholders	Existing Measures	Additional Future Measures
P4	Freedom of Association and Collective Bargaining	Company Employees	1. Establishment of a Welfare Committee in the workplace 2. Annual review of employee benefits 3. Transparent consideration of welfare-related feedback and suggestions 4. Respect for employees' rights to form groups and appoint representatives as required by law	1. Train employees and executives on freedom of association and collective bargaining rights in accordance with international human rights principles 2. Establish follow-up mechanisms post-welfare improvements to evaluate whether measures have genuinely addressed employee needs
P5	Environmental Impacts on Surrounding Communities	Communities	1. Control and treat wastewater before discharge to public waterways 2. Monthly measurement of treated effluent quality, with results disclosed to communities at EIA Monitoring meetings (twice per year) 3. Installation of aerators in wastewater retention ponds prior to discharge to public waterways, to reduce colour and odour 4. Retain wastewater in retention ponds for six months during dry season at Pinthong 5 and 6 projects 5. Promptly inspect and rectify anomalies upon detection 6. Install BOD Online monitoring equipment to continuously verify water quality post-treatment	1. Communicate and publicise to communities in cases where treated effluent must be discharged to public waterways during dry season (for Projects 5 and 6) 2. Develop an emergency wastewater management plan and establish procedures for immediate community notification upon abnormal occurrences 3. Organise additional community consultations beyond EIA Monitoring, in cases where complaints regarding water quality are received
P7	Quality of Products and Services	Customers	1. Define annual maintenance plans for utility equipment and systems 2. Set service quality standards and response timeframes 3. Monitor customer complaints and corrective actions within defined timeframes 4. Track the availability and readiness of utility systems 5. Assess customer satisfaction and use results for service improvement	1. Develop tools and technology to enhance monitoring and detection of system anomalies 2. Define risk zones and area-specific control measures, with periodic suitability reviews 3. Build a joint monitoring network with customers within the estate (inspection teams + security personnel + customers) and define clear incident notification procedures 4. Develop a Business Continuity Plan (BCP) for utility system disruption scenarios

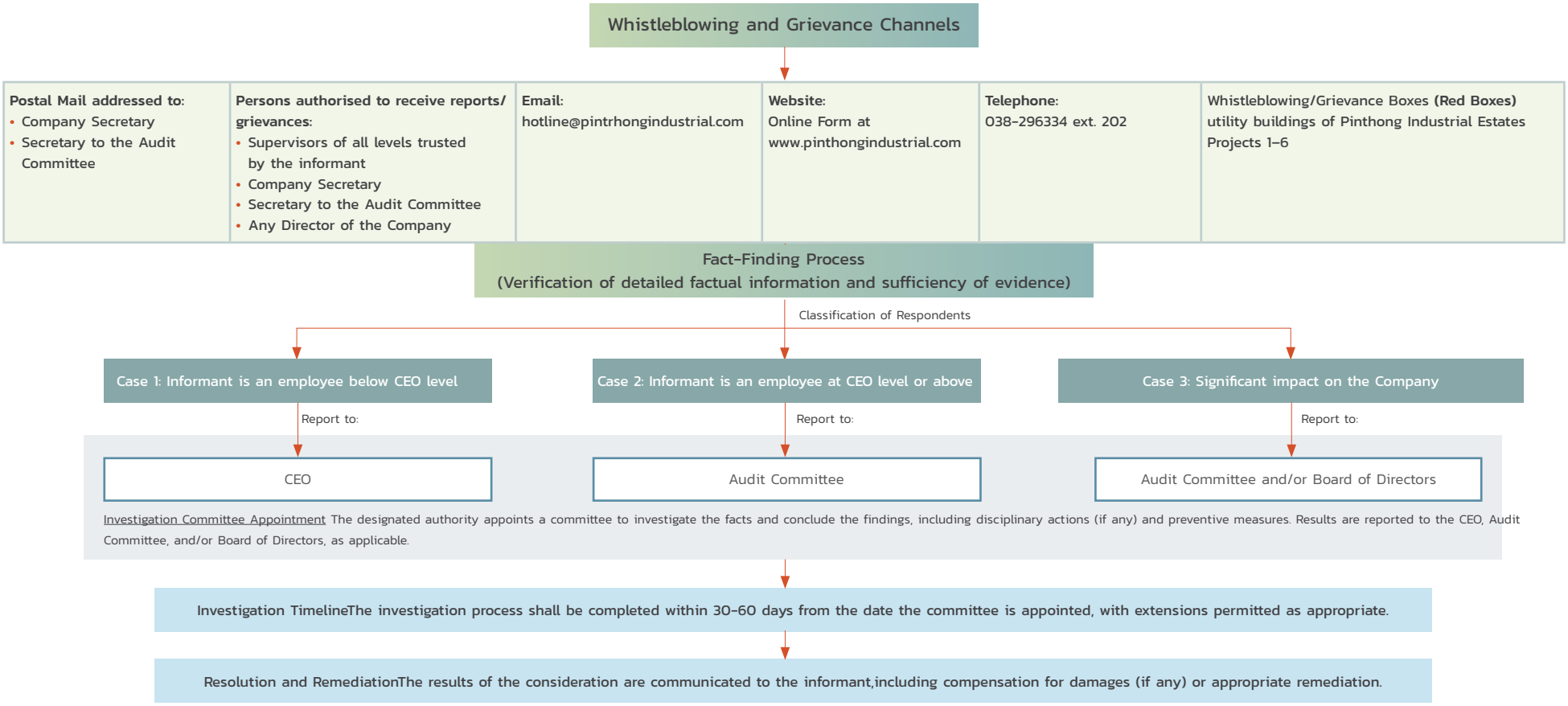
ID	Human Rights Issue (Extremely High Risk)	Affected Stakeholders	Existing Measures	Additional Future Measures
P8	Customer Health and Safety	Customers	1. Maintain the environment and physical infrastructure to safe standards 2. Install safety warning signs and symbols 3. Implement a safety management system for traffic, the environment, and physical infrastructure within the industrial estate 4. Prepare emergency response readiness 5. Maintain quality of service delivery 6. Provide channels for customers to submit safety-related complaints or notifications	1. Communicate safety information to customers on a regular basis 2. Enhance the skills of employees, security personnel, and landscaping staff in maintaining customer and service area safety 3. Continuously inspect and maintain physical infrastructure and facilities
P9	Personal Data and Data Security	Employees Customers Suppliers	1. Establish a personal data protection and data security policy 2. Implement a data security system for storage, access rights, and data recovery 3. Regularly review access rights to information systems 4. Deploy Firewall, Antivirus, and threat detection systems 5. Provide channels for reporting data breach incidents or personal data complaints	1. Develop a data breach incident response plan 2. Provide employee Cyber Security training 3. Develop a contingency plan for data breach or information security incidents 4. Continuously review and update information system security measures
S3	Community Health and Safety	Communities	1. Annual monitoring of pollution from operations (e.g. particulate matter, noise, surface water, groundwater), with communities invited to attend environmental measurement sessions and results disclosed at EIA Monitoring meetings (twice per year) 2. Install BOD Online monitoring equipment to continuously verify treated water quality 3. Implement a continuous Air Quality Monitoring System (AQMS) at Pinthong 5 project 4. Supervise and control contractors operating within the area to manage and prevent dust dispersion 5. Survey, solicit, and collect community feedback regarding environmental impacts	1. Install a continuous Air Quality Monitoring System (AQMS) at Pinthong 4 and 6 projects 2. Develop guidelines for cases where pollution levels exceed standards, and establish procedures for immediate notification to communities and relevant agencies 3. Periodically review the effectiveness of pollution control systems and develop improvement plans when values trend upwards

Complaint Management and Monitoring

To ensure operations comply with human rights principles and to monitor the management of human rights issues, the Company has established a Whistleblowing Policy and provides multiple communication channels to facilitate employees and stakeholders in reporting incidents or concerns relating to human rights violations, corruption, or activities that are inconsistent with applicable law and organisational codes of conduct. All cases are reviewed and investigated carefully, transparently, and impartially, under whistleblower protection measures that prioritise the safety of informants. Where investigation results confirm wrongdoing, the offender will be subject to disciplinary proceedings, and in cases of legal violations, legal proceedings will be pursued accordingly.

Following investigation, the Company will consider taking appropriate and fair corrective, mitigating, and remediation actions, such as compensation for damages, restoration of rights, or provision of other forms of assistance, along with continuous monitoring and evaluation to ensure that remediation measures are effective and capable of genuinely addressing the impacts.

Employees and external persons who witness or have information regarding activities that may fall within the above categories are encouraged to report through the Company's designated channels:



In 2025, no significant incidents or complaints related to human rights issues were identified from the Company's operations.

Promoting Diversity, Equity and Inclusion (DEI)

The Company places importance on promoting Diversity, Equity and Inclusion (DEI) for all stakeholder groups, guided by the principles of non-discrimination, respect for human dignity, and equal opportunity which have been integrated into the Human Rights and Labour Practice Policy. The Company promotes fair treatment of employees and stakeholders without discrimination based on gender, age, ethnicity, religion, disability, or any other status; supports a working environment that respects differences and enables everyone to participate in expressing opinions; and ensures equal access to grievance mechanisms. The Company undertakes activities appropriate to its organisational context, such as communications raising awareness of diversity and non-discrimination, provision of appropriate facilities for vulnerable groups, equitable occupational health and safety care, and community engagement that acknowledges the diversity of people.

Furthermore, the Company promotes employees' right to participation and representation in accordance with the principles of freedom of association and collective bargaining. A Welfare Committee in the workplace has been established pursuant to Section 96 of the Labour Protection Act B.E. 2541, serving as a mechanism to gather employee opinions, suggestions, and needs regarding welfare and working conditions. The Committee consists of elected employee representatives serving two-year terms. It is responsible for collating and presenting issues to management, participating in consultations, and communicating the outcomes of deliberations to employees across the organisation, in order to strengthen transparency and positive organisational relations.

In 2025, the Welfare Committee proposed and advocated for improvements to welfare benefits and working conditions, including: amendments to leave entitlement criteria under work regulations with requests to add sick leave entitlements arising from work-related injuries or illness; additional rights to leave without pay; and changes to the eligibility criteria for the provident fund, enabling employees to enrol as members from their first working day without the requirement to complete a probationary period. The Company has fully considered and acted upon all proposals from the Welfare Committee, resulting in employees receiving more appropriate benefits that better meet their needs.

Human Rights Communications and Operations for Stakeholder Groups

Employees

New employees receive knowledge and understanding of human rights through the orientation process, which includes the key substance of the Human Rights and Labour Practice Policy, business ethics, and complaint channels. Existing employees at all levels undergo an annual human rights and labour knowledge review. In 2025, the Company organised a human rights training programme conducted by iAMHR Consultants Company Limited, with 24 employees participating, representing 26.09% of all employees. The training comprised lectures and workshop activities to strengthen understanding of human rights issues and their application in work practices, consistent with the Company's human rights policies and guidelines.

Suppliers and Contractors

In 2025, the Company conducted a human rights risk assessment of 45 critical Tier-1 suppliers that directly conduct business with the Company. This was achieved through self-assessment using ESG Self-Assessment Questionnaires (SAQ) for 38 general critical suppliers, and site visits to premises for 7 strategically significant critical suppliers. The Company used the assessment results to prioritise suppliers' human rights risks and determine approaches for monitoring, promoting, and developing supplier capacity to operate in alignment with the Company's human rights standards.

In addition, the Company communicates human rights policies to suppliers through Pre-work / Kick-off Meetings to clarify relevant practices, build shared understanding, and provide opportunities for suppliers to raise questions and exchange views before commencing work.



Customers

The transparent, accurate, and comprehensive disclosure of information to customers is one of the Company's key commitments, in order to support customers' investment decision-making and business operations effectively particularly material fundamental information such as utility systems, safety measures, emergency management plans, and channels for product and service complaints. The Company aims to ensure that such information is appropriately accessible and kept up to date, so as to build confidence and reduce risks that may affect customer rights. The Company has integrated human rights practices towards customers through its Customer Relationship Management (CRM) system, placing importance on personal data protection, data security, and responsible use of data, alongside the disclosure of material fundamental information for investment decision-making, including utility systems, safety measures, emergency management plans, and product and service complaint channels. Fair, transparent, and auditable complaint and grievance management processes are also provided to ensure that customers receive appropriate care and remediation when affected.

Communities

The Company operates with importance placed on securing a Social Licence to Operate from surrounding communities, alongside promoting the economic well-being and safety of local residents, and managing the appropriate shared use of resources such as refraining from competing for water resources with communities, controlling and preventing pollution that may be hazardous to health, and preventing environmental impacts. Communication of these operational guidelines to employees who carry out work that may intentionally or unintentionally affect communities, either directly or indirectly, is stipulated in order to ensure that operations are conducted appropriately and in a manner that promotes long-term community coexistence. Furthermore, the Company has conveyed community-relevant human rights practices through relevant internal and local government departments, and publicised complaint channels for cases in which community human rights violations are identified, to enable appropriate investigation and corrective action.

Human Rights Performance Results 2025

Human Rights Issue	Indicator	2025 Target	2025 Performance
Labour Rights (Employees)	Proportion of employees who received human rights communications (%)	100%	100%
	Number of complaints or lawsuits relating to human rights violations (case)	0 case	0 case
Employee Health and Safety	Work-related accident rate (case)	0 case	0 case
Personal Data and Data Security	Number of data breach incidents (case)	0 case	0 case
	Number of personal data complaints (case)	0 case	0 case
Customer Rights	Number of customer safety complaints (case)	0 case	0 case
Supply Chain	Proportion of critical suppliers who underwent human rights risk assessment (%)	100%	100%

Supply Chain Management

Material Sustainability Issue

14. Supply Chain Management

Sustainable supply chain management and oversight of suppliers and contractors is a critical factor that enables the Company to deliver goods and services efficiently, in accordance with contractual terms and within the agreed timescales, whilst operating in compliance with relevant laws, regulations, and standards, including those pertaining to the environment, occupational health and safety, labour, and business ethics. The Company therefore places great importance on appropriately selecting, assessing, monitoring, and developing suppliers and contractors, in order to promote responsible, transparent, and effective risk management throughout the supply chain. This approach not only reduces operational risks and non-compliance risks, but also elevates the operational standards of suppliers and contractors, builds confidence amongst clients and stakeholders, and supports the sustainable growth of the business network associated with the industrial estate.

Significance Level

Medium



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Proportion of new suppliers that acknowledged the Supplier Code of Conduct	100%	100%	100%
Proportion of existing suppliers that acknowledged the Supplier Code of Conduct	100%	100%	100%
Proportion of key suppliers that underwent a sustainability risk assessment	100%	100%	100%

Risks and Opportunities

Should the Company fail to manage suppliers, contractors, and related service providers comprehensively, or lack appropriate processes for selection, assessment, and performance monitoring, this could give rise to risks including the delivery of work or services that do not conform to agreed terms, specified quality standards, or planned timescales. It could also result in risks arising from suppliers failing to comply with relevant laws and standards, such as those relating to the environment, occupational health and safety, labour, and business ethics, which may adversely affect operational efficiency, project continuity, the cost of remediation, and the confidence of clients, regulatory bodies, and relevant stakeholders.

At the same time, proper management of suppliers and the supply chain presents an opportunity for the Company to raise the operational standards of suppliers, contractors, and related service providers, through the establishment of selection criteria, the communication of expectations, performance monitoring, and the promotion of appropriate ESG practices, which not only supports the quality and timeliness of goods and services received by the Company, but also strengthens a business network that is well positioned for the development of a modern, smart, and low-carbon industrial city a key strategic direction for the Company in the long term.

Strategy and Management

The Company is committed to conducting business with suppliers and contractors with transparency, integrity, and fairness, whilst integrating environmental, social, and governance (Environmental, Social and Governance: ESG)) considerations into operations throughout the entire supply chainto raise operational standards and manage risksof suppliersthat may impact the business, society, and the environment appropriately.

To align operations in the same direction, the Company hasestablished a Sustainable Supply Chain Management Policy to serve as a framework, guidelines, and standards for working with suppliers, encompassing transparent and fair supplier selection, assessment of supplier risks relating to human rights, labour, and workplace safety, the promotion of environmentally responsible procurement, and the development of supplier capabilities to collectively raise operational standards.

Furthermore, the Company adheres to relevant laws and standards at both national and international levels, including Thai labour laws and environmental laws, the principles of the United Nations Global Compact (UNGC) UN Guiding Principles on Business and Human Rights (UN Guiding Principles on Business and Human Rights: UNGP) International Labour Organization (ILO) standards (International Labour Organization: ILO) as well as relevant management standards, such as ISO 9001 and ISO 14001 and the Green Industry guidelines (Green Industry) of the Ministry of Industry, to govern and promote ethical responsible, and appropriate business practices with suppliers.

a Sustainable Supply Chain Management Policy

https://investor.pinthongindustrial.com/storage/document/cg/supply-chain-management-policy-en.pdf

Supplier Code of Conduct

https://investor.pinthongindustrial.com/storage/document/cg/supplier-code-conduct-en.pdf

Structure and Governance

To ensure that supply chain management operations are in accordance with the established policy, the Company has defined a governance structure and assigned responsibilities to relevant departmentsSupply Chainimplementing and monitoring the management of suppliers and contractors, asfollows:

Responsible Unit	Roles and Responsibilities
Board of Directors	Oversees the overall picture and approves the Sustainable Supply Chain Management Policy to ensure alignment with business direction, risk management, and stakeholder expectations.
Executive Committee and Chief Executive Officer	Drives policy into practice, monitors performance, and oversees supplier management in accordance with the Company's plans, as well as considering approval of or defining approaches for significant matters that have implications for the business and operational continuity.
Audit Committee	Reviews the adequacy and effectiveness of internal controls, governance, and risk management related to procurement processes, in order to support transparency and prevent corruption.
Procurement Department	Serves as the primary unit for selecting, assessing, and monitoring suppliers in accordance with procurement criteria and the Supplier Code of Conduct, assessing related risks in line with the Company's criteria, and recommending suspension or review of engagement in cases where significant risks or non-compliance are identified.
Corporate Governance and Risk Management Department	Supports the establishment of frameworks, criteria, and processes for sustainability risk assessment in the supply chain, monitors relevant risk issues and compliance matters, and reports significant issues to management and relevant units for further action.
Environmental Quality Monitoring and Audit Committee	Monitors and provides recommendations on the operations of suppliers and contractors in relation to environmental matters of projects, in order to support the prevention and mitigation of impacts on the surrounding community and areas.
Project Owner Units	Oversee contractor and supplier operations within areas of responsibility to ensure compliance with safety, environmental, and project requirements, monitor the resolution of deficiencies, and take action in accordance with established procedures when operations are identified that may give rise to risks or impacts.

The Company has strategies and operational plans to drive the "Green Supply Chain" (Green Supply Chain) by focusing on integrating environmental, social, and governance (ESG) dimensions into business processes, as follows:



Supplier Code of Conduct and Communication

The Company has established the Supplier Code of Conduct (Supplier Code of Conduct) with a focus on managing suppliers to promote responsibility towards society, the community, and the environment, in line with sustainable development principles, and with a commitment to developing the capabilities of the Company's suppliers to grow and extend their positive impact to society at large. The Company alsoplaces importance on communicating the Supplier Code of Conduct to suppliers in order to build understanding and establish guidelines for conducting business together with transparency and responsibility. Multiple communication channels have been established to ensure suppliers can access informationconveniently,including:

- Corporate website – publishes the Sustainable Supply Chain Management Policy and Supplier Code of ConductSupplier Code of Conduct through the Company website, enabling suppliers to access information at any time.
- Procurement system – requires the Supplier Code of ConductSupplier Code of Conduct to be incorporated into the new supplier registration process (Supplier Registration) and appended to procurement contracts, so that suppliers acknowledge and sign before commencing operations.
- Meetings and activities with suppliers – operational guidelines and relevant standards are communicated through various meetings and activities, such as environmental impact monitoring meetings (EIA Monitoring) to build understanding of environmental and operational safety standards.

This communication covers the Company's direct suppliers (Tier 1 Suppliers) in full, particularly significant suppliers, who are required to undergo an environmental, social, and governance (ESG)) risk assessment appropriately. New suppliers are also required to sign acknowledgement of the Supplier Code of ConductSupplier Code of Conduct prior to being formally registered. Furthermore, the Company encourages suppliers (Tier-1 Suppliers) to cascade the principles of the Supplier Code of Conduct Supplier Code of Conduct to their own supply chain suppliers, in order to collectively raise operational standards. The Company has set a target for all suppliers conducting transactions in 2025 to sign acknowledgement of the Supplier Code of ConductSupplier Code of Conduct at 100%, with the policy reviewed and updated annually to ensure alignment with relevant standards and practices.

In 2025 the Company ensured that all suppliers conducting business directly with the Company (Tier-1 Suppliers) – totalling 183 companies (100%) – had signed the Supplier Code of Conduct. This included all newly registered suppliers in 2025 totalling 72 companies (100).

Supplier Categorisation

Supplier categorisation is a critical step in managing the supply chain effectively and in a manner appropriate to the business context. Since each supplier has a different role, level of importance, and risk profile in relation to the Company's operations, supplier categorisation enables the Company to define appropriate approaches to governance, monitoring, assessment, and development of suppliers, based on the nature of business relationships, procurement value, operational criticality, and relevant risk considerations.

In 2025 The Company has all suppliers conducting business directly with the Company (Tier-1 Supplier) totalling 183 companies, categorised into the following groups with the following characteristics and criteria:

1. Key Suppliersthatconduct business directly with the Company (Critical Tier-1 Suppliers) refers to suppliers that deliver goods and services tothe Company directly and are of high importance to the Company's operations. A supplier qualifies under this category if it meets any one of the following criteria:

(1) procurement valueranking in the top 90% of total procurement value; or

(2) delivers goods and services that are critical components of business operations; or

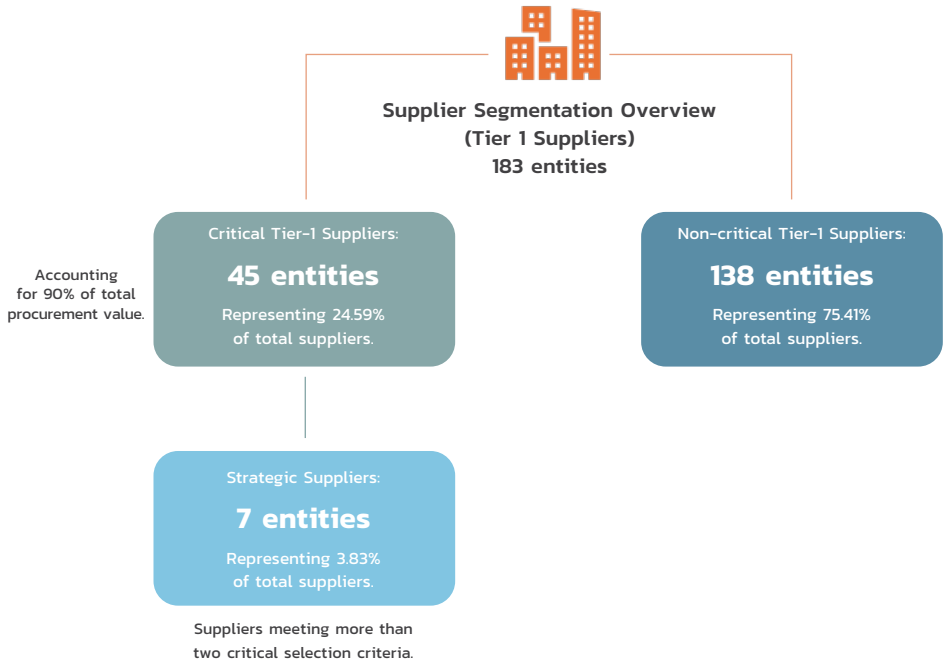
(3) delivers goods and services that are irreplaceable, where there are very few suppliers capable of delivery, or where the Company has a high degree of dependency.

2. Strategic Suppliers (Strategic Suppliers) refers to certain suppliers within the Key Suppliers group that conduct business directly with the Company (Critical Tier-1 Suppliers) that meet two or more of the Key Supplier criteria. Beyond their direct operational importance, they play a significant role in driving the Company's strategic objectives, such as supporting competitive capability, developing critical projects or services, offering specialist expertise or technology, and contributing to the Company's long-term growth or competitive advantage.

3. Significant Indirect Suppliers (Critical Non-tier 1 Suppliers) refers to suppliers in the supply chain with whom the Company does not directly conduct business, but who are important to the continuity of goods and services delivery, or who may cause significant impacts and risks to the Company's business operations in the event of disruption or failure to meet established standards.

Year 2025 the Company analysed and categorised its suppliers as follows:

- Total suppliers conducting business directly with the Company: (Tier-1 Supplier) totalling 183 companies
- Key Suppliers conducting business directly with the Company: (Critical Tier-1 Supplier) totalling 45 companies
- Strategic Suppliers (Strategic Suppliers) totalling 7 companies

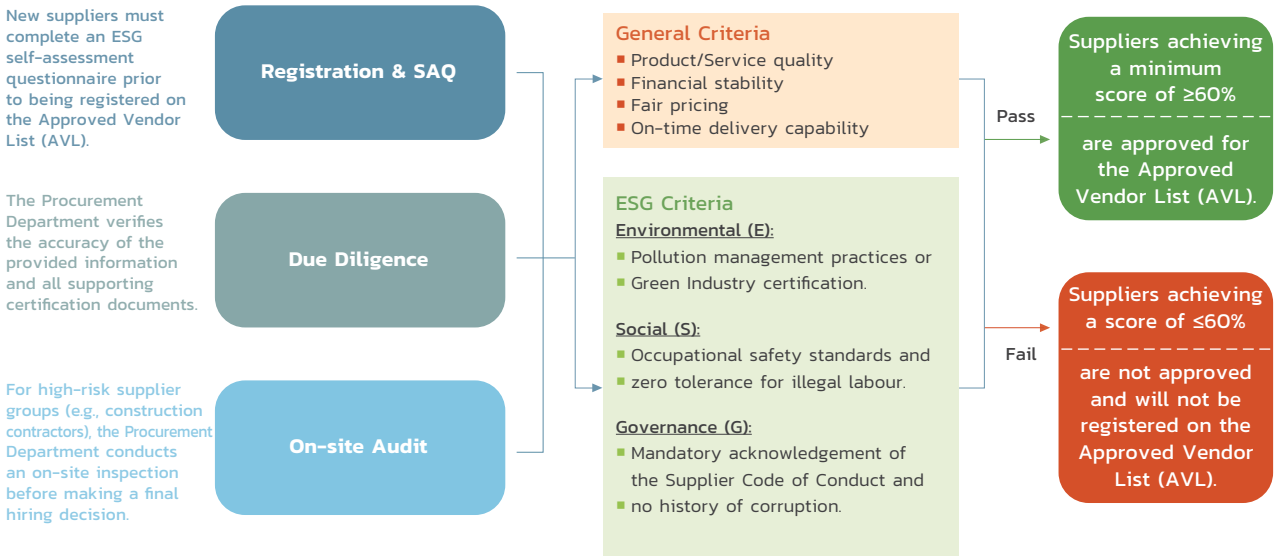




New Supplier Selection and Registration

The Company has a processand criteria fornew supplier selection, withconsideration of baseline criteria (General Criteria) relating to quality, price, and operational performance, combined withsustainability criteria (ESG Criteria) environmental, social, and governance (ESG) as part of the conditions fornew supplier selection. New suppliers are required to complete a self-assessment using the Self-Assessment Questionnaire: SAQ and must achieve a minimum score of not less than 60% to be registered as a supplier on the Approved Vendor List (AVL). (Approved Vendor List: AVL).

New Supplier Selection Process



In 2025, the Company had new suppliers that passed the assessment criteria and were registered as suppliers totalling 72 companies representing 39.34 % of the Company's total suppliers.

Supplier Risk Assessment

The Company conducts supplier risk assessments to ensure that business conducted with suppliers is in accordance with business ethics and aligned with environmental, social, and governance (ESG) principles. The risk assessment process is as follows:

1. Self-Assessment Questionnaire (Self-Assessment Questionnaire: SAQ)

The Company requires suppliers to complete a self-assessment using a questionnaire developed by the Companys. New suppliers must complete the assessment and achieve a score of greater than 60% prior to being registered as a supplier. Existing suppliers are assessed annually, with a passing score of greater than 70 The contentof the assessmentis aligned with the Supplier Code of Conduct (Supplier Code of Conduct) and covers key topics including:

Governance

Transparent and ethical business conduct, anti-corruption measures, respect for intellectual property, and transparency in management.

Social

Strict compliance with labour laws and human rights principles, including fair wage payment, equal treatment, prohibition of child labour, forced labour, or illegal labour, as well as adequate safety, occupational health, and working environment measures.Provision of personal protective equipment (PPE).

Environment

Having an environmental policy or management system, strict legal compliance, such as holding ISO 14001 or Green Industry standard (Green Industry) certification, as well as capacity to manage waste, air pollution, and wastewater from operations, particularly for construction contractors and activities that may impact the industrial estate area.

2. Risk Level Analysis (Risk Profiling & Tiering)

The Procurement Department analyses data from the self-assessment together with other relevant factors to classify supplier risk levels into low, medium, and high risk groups. Thecriteria forconsideration are as follows:

- **Business type** – Construction contractors and hazardous materials transporters are classified in a higher risk group than office equipment suppliers.
- **Procurement value** – Suppliers with high transaction values that impact business continuity (Business Continuity).

Risk Analysis Criteria

Score	Assessment Result	Risk Level	Measures
> 70	Good	Low	• No Onsite audit Onsite audit • Conduct SAQ assessment Self-Assessment annually
Between 30-70	Satisfactory	Medium	• Audit Onsite Audit every 3-5 years • Definecorrective action plan (Corrective Action Plan) and completion timeline • Monitor corrective actionprogress (Monitoring) • Conduct SAQ assessment Self-Assessment annually
< 30	Needs improvement	High	• Audit on-site audit (On-site Audit) immediately or within 1-2 month(s) • Definecorrective action plan (Corrective Action Plan) and completion timeline • Monitor corrective actionprogress (Monitoring) • Suspension or termination of engagement (Termination) if requirements are not met or corrective actions are not taken, suspend the use of the supplier until corrective actions are completed. • Conduct SAQ assessment Self-Assessment annually

Supplier Compliance Assessment and Audit

In 2025, the Companyhas a system for auditing and monitoring supplier operations, particularly forhigh-risk suppliers (High Risk) and key suppliers (Critical Suppliers) to ensure that supplier operations comply with environmental and social standards, business ethics, and alignment with eco-industrial estate development guidelines. The Company has established a supplier audit and oversight process throughout the duration of projects, covering performance assessment, on-site inspection, follow-up, and disclosure to stakeholders, as follows:

1. Key Assessment Topics (Core Assessment Areas)

The Company defines supplier performance assessment criteria in accordance with labour standards and business ethics, covering key topics including:

- **Working hours and wages** - Verifying that suppliers pay wages and benefits to workers at no less than the legally required minimum, and that working hours and overtime are managed in accordance with labour laws.
- **Occupational health and safety** - Inspecting working environments, particularly at construction sites or contractor work areas, to ensure that personal protective equipment (Personal Protective Equipment: PPE) PPE) is adequately provided, that safety management systems are in place, and that accident rates are kept low.
- **Fair labour treatment** - Verifying that supplier operations are consistent with human rights principles, including the prohibition of child labour, forced labour, and illegal labour, as well as the absence of discrimination in the workplace.
- **Environmental impacts** - Verifying that supplier operations comply with relevant environmental measures, such as those arising from Environmental Impact Assessment (Environmental Impact Assessment: EIA) EIA) reports, as well as the management of pollution and related treatment systems.

2. Verification Methods and Reporting

Supplier performance is verified and monitored through on-site audit processes (On-site Audit) whereby the Procurement Department team, together with project oversight units, conduct periodic on-site inspections to observe actual operations, with worker interviews conducted in certain cases to supplement the assessment. The inspection results are summarised into scores against the Company's environmental, social, and governance (ESG) ESG) criteria, and reported to the Executive Committee for acknowledgement of supply chain risk status, to inform the definition of appropriate management approaches.

3. Follow-up and Corrective Action Measures

In cases where supplier operations are found to be non-compliant with the Company's established standards (Non-compliance) the Company will implement systematic management measures as follows:

- **Corrective Action Plan (Corrective Action Plan)** - The Company will notify suppliers of deficiencies in writing and require suppliers to prepare an improvement plan within a specified timeframe, such as 15–30 days, depending on the severity of the issue.
- **Follow-up on Corrective Actions (Follow-up)** - The team will conduct a re-inspection to confirm that corrective actions have been implemented effectively and are capable of preventing recurrence.
- **Incentive and oversight measures** - Suppliers with good performance will be classified as Grade A suppliers and will be given priority consideration for future projects. Conversely, in cases where serious standards violations are found, such as those relating to worker health and safety, and no corrective actions are taken, the Company will apply suspension of engagement or consider removal from the Approved Vendor List (AVL) (Blacklist) as appropriate.

4. Disclosure of Performance to the Public

Supplier audit results, the number of suppliers developed, and corrective action measures implemented during the year are compiled and disclosed in the Company's Annual Sustainability Report to serve asto reflect transparency in supply chain governance, and to demonstrate that the Company's suppliers are not only expected to deliver quality goods and services, but must also conduct business ethically and prioritise the fair treatment of workers in accordance with the Company's established standards.

Furthermore, in 2025, the Company is working to develop digital systems to support supplier monitoring and assessment, in order to enhance efficiency, data accuracy, and transparency in the governance process. Stakeholders may find further details on the assessment criteria in the Company's Corporate Governance Policy.

Risk Assessment and On-Site Audit Results at Premises in accordance with established criteria

In 2025 the Company assessed the sustainability risks of suppliers, totalling 117 companies representing 100% of the supplier group within the assessment scope, covering Strategic Suppliers 7 companies, Key Suppliers conducting business directly with the Company 38 companies, and new suppliers 72 companies Additionally, the Company conducted on-site audits (On-site Audit) for Strategic Suppliers totalling 7 companies representing 100% of this supplier group.

The assessment results found that no suppliers were found to have high or very high ESG risk across all assessed supplier groups. Consequently, the Company had no suppliers requiring special corrective measures due to significant environmental or social impact issues, and there were no cases of business relationship termination (terminated) arising from the said assessment results in this reporting period.

	totalling (companies)	Proportion
of suppliers that underwentsustainability risk assessment in total	117	100
• Strategic Suppliers (Strategic Suppliers)	7	100
• KeySupplierSconducting business directly with the Company (Critical tier-1 suppliers)	38	100
• New Suppliers (New suppliers)	72	100
Suppliers that underwent on-site audit (On-site Audit)	7	100
• Strategic Suppliers (Strategic Suppliers)	7	100

	totalling (companies)	Proportion
Suppliers withHigh - very high ESGrisk (environmental, social and governance)	0	0
• Strategic Suppliers (Strategic Suppliers)	0	0
• KeySupplierSconducting business directly with the Company (Critical tier-1 suppliers)	0	0
• New Suppliers (New suppliers)	0	0

Responsible Procurement



In 2025, the Companyelevated its responsible procurement standards (Responsible Procurement) particularly in the area of infrastructure development and utilities, to align with eco-industrial estate development guidelines (Eco-Industrial Town) The Company has established a systematic supply chain governance process, covering material source verification, supplier selection, and ongoing monitoring of supplier operations, as follows:

1. Traceability and Source Verification (Traceability)

The Company places importance on verifying the origin of construction materials and utility equipment to ensure that materials used are of quality and comply with environmental standards. The approaches adopted include:

- **Green material criteria** Construction materials with environmental certification are selected, such as Green Label (Green Label) materials with recycled content, or products holding the Green Industry standard (Green Industry)
- **Source verification** Suppliers are required to provide Thai Industrial Standards (TIS) certification documents and documents relating to the source of key materials, such as steel, cement, and electrical equipment, to confirm that products comply with laws and do not originate from sources that have violated environmental laws or human rights.

2. Systematic Supplier Selection Process

The Company has established a supplier selection process to ensure that suppliers have the capability and comply with the Company's standards, comprising:

- **Pre-qualification assessment (Pre-qualification)** New suppliers in the engineering and utilities group must pass a due diligence check (Due Diligence) covering both financial stability and compliance with theSupplier Code of ConductSupplier Code of Conduct (Supplier Code of Conduct)
- **Consideration of ESG ESG factors in selection** Environmental management and safety factors are incorporated into the contractor selection process, in addition to price and quality criteria.

3. Ongoing Compliance Monitoring and Assessment (Monitoring & Compliance)

During project execution, the Company continuously monitors supplier operations to ensure compliance with the Company's requirements and relevant laws, including:

- **On-site inspection (On-site Inspection)** The Company's site supervision team regularly inspects material usage and contractor operations to ensure compliance with environmental measures arising from the Environmental Impact Assessment (EIA)
- **Human rights checks** Random checks of employment records and working conditions of workers are conducted to ensure that no illegal labour is used in the Company's supply chain.
- **Whistleblowing system (Whistleblowing)** A channel is provided for employees and external parties to report information if corruption or non-compliant operations are identified.

4. Management of Non-Compliance Cases

If suppliers are found to be non-compliant, such as through the use of materials without proper sourcing or in breach of ethics, the Company will implement measures proportionate to the severity of the case, ranging from work stoppage orders for remediation, the imposition of improvement measures, to downgrading of the supplier's trust rating, or enforcement of conditions specified in the contract.

In 2025 the Company had key suppliers providing environmentally friendly goods and services, totalling 27 companies out of a total of 45 key suppliers, representing 60% supporting the sourcing of materials and products with environmental standard certification, for use in the development of industrial estate infrastructure and utilities.



Promotion of Local Procurement

The Company alsoplaces importance on supporting the local economy alongside the systematic and efficient development of the supply chain. Bysourcing goods and services from local operators,this approachnot only helps distribute income to communities and strengthens the regional economy, but also reduces transportation distances, contributing to lower energy consumption and greenhouse gas emissions, as well as enhancing the agility of the Company's logistics management.

For the operations of Pinthong Industrial Estate, local procurement covers both infrastructure development works and services within the estate, including the procurement of construction materials such as gravel, soil, sand, and concrete for road development and maintenance, utilities systems, and common areas within the estate, as well as the sourcing of goods and services related to utilities management, such as water supply systems, wastewater treatment, and waste management, together with safety, maintenance, and other support services from local operators.

Furthermore, the Company places importance on supporting local operators in general services, such as cleaning, landscaping, internal transportation, and procurement of consumables for office operations and various activities within the estate. This approach tangibly reinforces economic growth within the area, whilst enhancing management efficiency and building strong relationships with the community and stakeholders surrounding the Company's industrial estate.

	2566	2567	2025
Proportion of goods and services procured within Thailand (%)	100	100	100
Proportion of goods and services procured within the Eastern Region (%)	26.8	26.5	26.7
Proportion of goods and services procured within Chon Buri and Rayong Provinces (%)	26.8	26.5	26.7

Supplier Capacity Development

The Company places importance on enhancing supplier capabilities, aiming to develop suppliers whose operations are aligned with environmental, social, and governance (ESG) standards, alongside building knowledge, best practices, and systematic performance monitoring, to foster continuous development and enable responsible business conduct.

In 2025 the Company implemented 2 key projects, namely the Green Supply Chain Network initiative and the Contractor Safety and Occupational Health Standards Development Project, with details as follows:

"Green Supply Chain Network" Project

The Company aims to develop suppliers to become part of the "Green Supply Chain Network" byactingas a centre for establishingsustainability developmentESGstandards transferring knowledge, and creating incentives for suppliers to adapt and raise their operational standards in the same direction throughout the entire supplychain, from selection, assessment, and development through to performance monitoring, in accordance with thesustainabilitydevelopmentrequirements for suppliers (Supplier Code of Conduct) and promotes the reduction of environmental impacts, such as supporting the attainment of ISO 14001 certification or developing environmentally friendly products, alongside raising standards relating to labour, safety, and governance.

Furthermore, the Company uses ESG supplier ESG assessment results in supplier selection and ranking decisions, such as the right to participate in projects, contract renewals, or the consideration of additional business opportunities, as incentives to encourage suppliers to improve their operationsfurther. Digital systems are also utilised to collect and track supplier assessment data, to enable analysis and monitoring ofdevelopment progress. These initiativeshelp to raise supplier standards, reduce environmental impacts, and foster collaboration in responsible business conduct.

Contractor Safety and Occupational Health Standards Development Project

The Company has developed safety and occupational health standards for suppliers in the construction and maintenance contractor group, to raise workplace safety standards and reduce work-related accidents, with the goal of achieving Zero Accident (Zero Accident) The Company requires all contractors to complete safety training before commencing work on site (Safety Induction) organised by professional safety officers. In 2025 a total of 43 training sessions were organised, with a total of 248 contractor workers attending the training, representing 100% of all personnel on site. Regular joint inspections of machinery, equipment, and personal protective equipment (Personal Protective Equipment: PPE) PPE) were also conducted between the Company's engineering team and contractors.

As a result of implementing the project, suppliers have more systematic safety management, including the establishment of accident prevention measures, the preparation of operational safety plans, and the provision of personal protective equipment (PPE) PPE), and the supervision of workers to ensure compliance with occupational health and safety requirements. The project succeeded in reducing the accident rate to 0 incidents, equivalent to a rate of 0 per total working hours, which reduces the risk of construction project disruptions and builds confidence amongst businesses investing in the industrial estate area.



Supplier Liquidity Management

The Company places importance on managing supplier liquidity as part of conducting business ethically and fairly, to support the financial stability of suppliers and strengthen supply chain sustainability. The Company has therefore established clear payment policies appropriate to the nature of goods and services, with a Standard Credit Term (Standard Credit Term) of approximately 30–60 days, in accordance with contract conditions. The Company places particular importance on supporting small and medium-sized enterprise (SMEs) SME) suppliers, aiming to maintain payment timescales in accordance with agreed terms, to help reduce their liquidity burden and support their business operations.

In 2025, the Company was able to make payments to suppliers within an average period of approximately 24 days, which is in accordance with or earlier than the timescale stipulated in the policy. The Company has developed a clear and systematic invoice submission and payment process to reduce delays that may arise from documentation procedures, whilst supporting the use of an online invoicing system so that suppliers can track payment status conveniently and promptly. Advance notification of payment schedules is also provided transparently to help suppliers plan their cash flow management effectively.

	2023	2024	2025
Average payment period to suppliers (days)	22 days	21 days	24 days

Customer and Product Responsibility

Material Sustainability Issue

6. Customer and Product Responsibility

Customer responsibility and the quality of products and services are critical factors in Pinthong Industrial Park's business operations, as customers must invest significantly to purchase land and develop their factories, whilst relying on efficient, safe, and reliable utility systems and support services to conduct their business. As such, the quality of the industrial estate, infrastructure, and related services directly impacts customers' business continuity. The Company is therefore committed to managing and developing its products and services in accordance with applicable standards, in order to support customer operations, reduce the risk of business disruption, and build confidence amongst customers, investors, and stakeholders across the value chain.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Customer satisfaction score from IEAT survey	>90%	>85%	90.25%
Average employee service quality score	>90%	>85%	94.70%
Average utility service quality score	>85%	>80%	86.00%

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Average common area service quality score	>85%	>80%	82.80%
Customer request resolution rate within the specified timeframe	>95%	>80%	80.4%



Risks and Opportunities

Should the management of utility system quality, infrastructure, and support services fall below standard including the absence of contingency measures for environmental emergencies or incidents involving operators within the estate, inadequate personal data protection, or inaccurate and untimely communication the continuity of customer business operations may be affected, leading to production disruption, asset damage, legal risks, damage claims, deferred new investment, and increased costs. This could ultimately impact the Company's competitive ability and revenue stability.

At the same time, raising standards in safety, utility system reliability, and customer data protection helps strengthen the industrial estate's competitive position and supports the attraction of high-value target industries, such as advanced technology and low-carbon industries. This also generates new business opportunities, such as clean and renewable energy project development, to meet the needs of modern operators who prioritise sustainability and environmentally responsible business practices.

Strategies and Management



The Company is committed to conducting business with responsibility towards customers and its products, recognising that the quality of the industrial estate, utility systems, and support services has a direct bearing on customer business operations and stakeholder confidence. Accordingly, the Company has established relevant policies to serve as a framework for governance and the enhancement of operational standards, namely: the Code of Conduct (Ethics and Business Conduct Guidelines), the Information Security Policy and Practice Guidelines, the Personal Data Protection Policy and Personal Data Management Guidelines (PDPA), and the Information Disclosure and Dissemination Policy to ensure that operations are conducted in a transparent, secure, and accountable manner.

The delivery of quality real estate products and services that meet customer expectations is the Company's primary commitment. This encompasses providing accurate, complete, and non-misleading information; communicating and delivering services courteously and reliably; giving due consideration to safety at every step; establishing a complaint-handling system with appropriate and timely responses; respecting and maintaining customer confidentiality; strictly adhering to contractual terms; conducting business at a reasonable cost whilst maintaining international-standard quality; and upholding ethical principles by neither soliciting, accepting, nor offering improper benefits all in order to build customer satisfaction, confidence, and goodwill.

Code of Conduct (Ethics and Business Conduct Guidelines)

https://investor.pinthongindustrial.com/storage/document/cg/code-conduct-en.pdf

Information Security Policy and Practice Guidelines

https://investor.pinthongindustrial.com/storage/document/cg/policy-on-information-security-en.pdf

Personal Data Protection Policy and Personal Data Management Guidelines (PDPA)

https://investor.pinthongindustrial.com/storage/document/cg/pdpa-en.pdf

Information Disclosure and Dissemination Policy

https://investor.pinthongindustrial.com/storage/document/cg/information-disclosure-policy-en.pdf

Governance Structure

To ensure that operations proceed efficiently and systematically, the Company designates the Customer Relations Department as the responsible unit for customer responsibility matters, handling service complaint intake and forwarding complaint issues into an online complaint-tracking system, so that the responsible unit may resolve the issues and provide timely feedback to complainants.

For cases involving complaints that are more complex than usual, or where resolution does not fall within the prescribed timeframe, the Customer Relations Department shall escalate the matter for resolution at the Management Committee meeting in order to reach a collective course of action. The Company also mandates a standing agenda item for reporting complaint summaries per service category, as well as customer satisfaction assessment results, at the Executive Committee meeting chaired by the Chief Executive Officer to review and assign operational policies for customer relations and service complaint resolution at least once per month, and to conduct service satisfaction assessments at least twice per year. The table below shows the responsible units involved in maintaining customer service quality and service standards.

Responsible Unit	Roles and Responsibilities
Executive Committee (Chaired by the Chief Executive Officer)	• Formulate policies and oversee operations in relation to customer and product responsibility • Review and resolve complaints that are more complex than usual, fall outside the prescribed timeframe, or involve financial matters
Customer Relations Department	Receive service complaints
Environmental and Water Management Department	Responsible for the service quality of industrial water / industrial wastewater treatment products
Safety and Utilities Department	Responsible for the service quality of central utility systems
Maintenance Department Building Section	Responsible for the service quality of factory buildings for lease
Energy Business Development Department	Responsible for the service quality of renewable energy electricity distribution

The Company prioritises the delivery of quality, safe, and internationally standardised products and services, whilst continuously developing products and services through the application of technology and operating approaches that create new business opportunities, and by integrating sustainable management principles into operational processes at every level. The operational approaches are as follows:



Product and Service Quality Control and Standards

The Company has established a systematic approach to controlling product and service quality and safety, adhering to the principle of operating in compliance with legal requirements, international standards, and customer needs to ensure that what is delivered is of high quality, verifiable, and does not cause adverse impacts to service users or the environment. Industrial estate development is conducted in accordance with the standards of the Industrial Estate Authority of Thailand (IEAT), alongside project development under the Environmental Impact Assessment (EIA) report and its prescribed measures. Industrial water supply production and distribution is referenced against drinking water quality standards, with water quality and wastewater analysis conducted by laboratories registered with the Department of Industrial Works. Building and asset inspections are also carried out by qualified external inspectors to control service quality across all dimensions.

The Company has obtained ISO 9001 Quality Management System (QMS) certification and has implemented the ISO 14001 Environmental Management System (EMS), using them as mechanisms to control operational processes and ensure quality and standard compliance of products and services from the design and development stage, construction and utility system installation, customer service delivery, through to after-sales care. Environmental quality monitoring in accordance with the EIA measures is conducted at least twice a year, and water supply and wastewater quality is regularly assessed by external agencies to ensure that operations meet prescribed criteria.

In terms of continuous improvement, the Company has established a process for collecting and analysing data from customer complaints and satisfaction surveys, in order to review service effectiveness, determine corrective approaches, and develop preventive measures to avoid recurrence. Findings from external monitoring agencies are also used as inputs for improving operational processes. As a result, the Company's quality control process encompasses standard-setting, in-process control, internal and external verification, and continuous improvement which together help raise the quality and safety of products and services to meet standards and respond to customer expectations in the long term.

Enhancing Service Safety and Reliability

The Company places great importance on enhancing the safety and confidence of operators using services within the industrial estate, by systematically integrating risk management for product, service, and infrastructure safety into the enterprise risk management process. The Company therefore designates the continuity of utility service provision and the safety of service users as a Key Risk, with regular assessment, monitoring, and reporting. In 2025, there were no utility system disruptions at an Extremely High severity level, and the Company was able to maintain System Availability throughout the service period.

The Company has established preventive measures and emergency response plans to address situations that may affect customer operations, including a Business Continuity Plan (BCP) for the event of a fire within the industrial estate, with regular joint emergency drills conducted with operators in the area. In 2025, five emergency drills were held with a total of 1,500 participants, and 100% of scenarios were contained within the designated timeframe.

In terms of communication, the Company emphasises the accurate, clear, and transparent disclosure of safety information, service conditions, and relevant limitations to customers through the customer service manual for new clients, communications via the Line Official Account, and the Pinthong Industrial Park HR Management Group channel to ensure that customers receive necessary information promptly. Advance notification of events or planned works that may affect services is provided at least 7 days in advance, and the customer information acknowledgement rate through primary communication channels is 100%. As a result, the Company has continued to earn operator confidence, with no significant safety complaints regarding utility systems or infrastructure recorded in 2025.

Enhancing Service Efficiency through Innovation and Technology

Given the importance of customer business continuity, the Company focuses on developing innovation and technology to enhance service efficiency, reduce the risk of breakdowns, accidents, and emergencies that may affect lives, assets, the environment, and the overall reputation of the industrial estate, whilst also improving service quality for customers. The following are examples of completed projects:

Automatic Sensor and Internet of Things (IoT) Network Installation Project for Water Management Systems

The Automatic Sensor and Internet of Things (IoT) Network Installation Project for Water Management Systems was developed to enhance efficiency and transparency in the industrial estate's utility service provision. Previously, monitoring of water consumption and wastewater quality relied on periodic data collection, causing delays in anomaly detection and event response.

The Company therefore applied digital technology by installing automatic sensors (Sensors) at key points in the industrial water distribution system and wastewater collection system, to measure water consumption, flow rates, pressure, and wastewater quality parameters. All data is transmitted via the Internet of Things (IoT) network to a central platform and displayed on an Online Dashboard according to designated access rights. This enables real-time monitoring, control, trend analysis, and instant anomaly alerts, supporting informed management decisions and accurate operational control.

This project helps reduce operational and environmental risks, reduces fuel energy consumption from data collection travel by 20 litres per day, and reduces the average time for detecting and resolving anomalies from 1 day to instantaneous (Real-Time), enabling problems to be addressed at the earliest stage and reducing the chance of impact on operators within the estate, surrounding communities, and the environment.

It also enables more effective control of wastewater quality to meet legally prescribed standard criteria. Transparent display of water consumption and wastewater quality data further builds confidence amongst all stakeholder groups operators, regulatory agencies, and communities whilst the system's data serves as an important database for water resource management planning, resource utilisation efficiency improvement, and smart utility service development, reflecting a systematic and verifiable application of technology to elevate service quality.

Industrial Estate Perimeter Firebreak Project





The Industrial Estate Perimeter Firebreak Project is of utmost importance for enhancing safety and overall risk management within the industrial estate. As the estate area is often situated near communities, agricultural areas, and open land, it is exposed to the risk of fires from external factors, such as open burning, wildfires, or accidents from surrounding activities. Without appropriate protective barriers, a fire could spread into the estate and cause severe damage to assets, infrastructure, utility systems, and the business continuity of operators. The Company has therefore established a firebreak perimeter around the estate boundary covering a total area of 281,292 square metres, encompassing a total fire protection zone of 1,504,707 square metres. The perimeter is designed as a combination of firebreaks, defensive open areas, boundary roads, and green buffers that help slow and contain the spread of fire, alongside measures for regular maintenance, upkeep, and inspection of the area.

The firebreak serves as a preventive measure that reduces the likelihood of large-scale fires, extends the response time of relevant agencies, and supports access by fire engines and emergency teams, thereby enabling more efficient and safe situation management. The project also plays a vital role in protecting the lives and safety of employees, operators, and surrounding communities, whilst helping to mitigate environmental impacts from smoke and pollution that may arise from widespread burning. It also helps maintain the stability of utility systems and business continuity of the industrial estate in emergency situations reflecting proactive risk management that prioritises safety as a primary concern.

Flood Prevention Infrastructure Construction Project in the Industrial Estate Area





Flooding and increasing rainfall from extreme weather events represent physical risks that may have severe impacts on the industrial estate area affecting infrastructure, utility systems, production processes, and the supply chains of operators. Without effective preventive measures, flooding may lead to operational disruption, asset damage, and widespread economic losses, as well as affecting surrounding communities and areas.

The Company has therefore undertaken a project to construct and upgrade flood prevention infrastructure within the industrial estate, encompassing the maintenance and enhancement of drainage channel systems, the creation of water retention areas, improvement of flood barriers, dredging of public waterways and canals to increase overall drainage capacity, as well as the construction of infrastructure to prevent floodwater from entering customer factory premises during high-water periods. The project also integrates area-level water management aligned with increasing rainfall risk trends and extreme weather conditions that are becoming more severe as a result of climate change.

This construction helps reduce flood risk and enhances infrastructure resilience specifically, it can reduce the occurrence of flooding within the estate by at least 24 factories per year. This enables operators to conduct business without interruption, reduces costs associated with damage restoration, and maintains supply chain stability. It also helps mitigate impacts on surrounding communities and builds confidence amongst operators, investors, and regulatory agencies demonstrating proactive risk management that is integrated with industrial estate infrastructure development to strengthen resilience and preparedness for future flooding events.

Customer-Centric Approach

The Company's industrial estate development is founded on the principle of being "customer-centric", whereby projects are designed and managed in alignment with operators' needs across every dimension operational efficiency, safety, logistics costs, and quality of the working environment. The Company places importance on appropriate project scale and location selection to ensure operational agility and the ability to develop infrastructure that can accommodate customers' capacity expansion in a timely manner. Appropriate area characteristics and project scale also help reduce traffic density within the estate, alleviate congestion during peak hours, and support transport efficiency, by developing projects in strategic locations connected to basic utility networks, major ports, and primary highways thereby helping to reduce costs and enhance operators' competitiveness. Simultaneously, the Company has adopted modern technologies such as Artificial Intelligence (AI) systems, CCTV, and digital management systems to support area oversight and elevate safety, thereby building customer confidence.

Project development also takes into consideration coexistence with communities and the environment, by allocating green spaces and managing the environment appropriately, to enable operators to conduct their business in an environment conducive to growth and aligned with sustainable development principles. The Company's development approach therefore focuses on creating value for customers, through the design of areas, infrastructure, and service systems that genuinely respond to their needs.

Beyond industrial estate development with on-site operators as the primary stakeholders, high-quality, prompt, and genuinely business-responsive service is also a factor that operators greatly value. Accordingly, the Company has established diverse channels for receiving customer feedback both formal and informal to gather suggestions, issues, and expectations, and to use the information received to appropriately improve service delivery and common area management.

Primary Communication Channels	• Customer Relations Office: Tel. 7-335-296-038 ,9393-237-092 ext. 217 • Line Official Account (Line OA) — available 24 hours • Email: Hotline@pinthongindustrial.com • Hot Line: 9393-237-092 (available 23:00–07:00 hrs) • Annual operator site visits • Joint operator meetings • Company official website • Facebook Page: facebook.com/pinthong.industrial/ • Collaborative activities with the Industrial Estate Authority of Thailand (IEAT), e.g. the Factory and Partner Visit Programme and joint meetings on utility and facility service standards (Service Level Agreement: SLA) • EIA measure compliance monitoring meetings (Monitoring)
Secondary Communication Channels	• Foreign operator clubs (Japanese and Chinese) • Professional management clubs, e.g. Pinthong Human Resources Management Club and Professional Safety Officer (Professional Safety Officer) Club • Social engagement activities conducted jointly between the Company and operators within the estate

To ensure comprehensive and prompt responses to customer needs, the Company has developed a Customer Relationship Management (CRM) system project via the Line Official Account (Line OA) as the primary communication channel for receiving problem reports and disseminating information to partner companies in a unified and structured manner, reducing duplicative processes and increasing service speed. The system connects directly with Line OA and is capable of recording requests, tracking status, and maintaining complete communication history. Currently, the Line OA has 468 followers, representing approximately 85% of all operators, with the remainder being operators that are currently under construction or do not yet have a Thai-speaking coordinator. The Company also uses the Customer List Email, which covers 100% of factory operators, as a concurrent official information communication channel.

In 2025, the Company received 47 items of requests for support, assistance, coordination, and various recommendations through the Line OA system, and was able to process all requests and close all items within the designated timeframe, representing 100% completion.

Benefits to the Company	• Enhanced service efficiency through a standardised intake channel, reducing handling via telephone or email • Systematic data enabling real-time tracking (Tracking) of all requests, with clear communication history • Reduced operational costs by minimising duplicative human resource coordination and providing a direct channel for sending announcements or information • Supports in-depth data analysis to apply data on frequently occurring issues and request types to prevention planning and service quality improvement • Enables monitoring of internal Company operations within Company designated timeframes
Benefits to Customers / Operators	• Convenient and prompt communication able to report complaints or enquire about information anywhere, anytime via the Line application • Easy access to services through a single channel (One Stop Service) via the Line Official Account linked to the «PIN Member» membership system, enabling full online access to water meter data and various services • Clear tracking of operational status, with a notification system confirming receipt of requests and notifying when actions are completed enabling self-service progress monitoring • Prompt response to requests within 24 hours under a standardised process

Building Customer Satisfaction and Long-term Relationships

The Company has established clear approaches for building customer satisfaction and long-term relationships through two key mechanisms:

- Establishing an efficient, transparent, and accountable complaint and feedback mechanism
- Continuously developing after-sales services and customer care to build confidence and loyalty towards the organisation

The Company has established diverse and easily accessible complaint channels for customers and operators. All complaints are recorded into the system, subjected to fact verification, and considered fairly with primary regard to impact level, contractual conditions, and relevant laws. Upon identification of issues requiring action, the Company will promptly resolve the problem, mitigate impacts, and consider appropriate compensation or remediation measures. For example, in cases where it is necessary to suspend water supply in a pipeline due to repairs, the Company will arrange water delivery vehicles for customers with urgent needs, to reduce the impact on operations, whilst continuously providing progress updates to the complainant.

With regard to after-sales service development, the Company uses complaints and suggestions to conduct root cause analysis and process improvement, raising service standards to prevent recurrence and improve the quality of responsiveness to customer needs. The responsible department conducts satisfaction assessments and compiles an annual corrective action plan from customer feedback, to ensure that service improvement has a clear direction and is as closely aligned as possible with operator expectations.









To ensure that operations are conducted to standard, the Company has established a structured customer complaint management process, covering intake, consideration, resolution, follow-up, and closure. The operational workflow is illustrated as follows:

Complaint Submission Process via Line OA (Customer Relations)

STEP 1

PIN Member Connection



Tap **"Customer Relations"** on the Line OA rich menu and select **"Submit a Complaint"**



The system checks the connection to CRM Member.
If not connected,
a prompt will be displayed to **"Connect CRM Member"**



Enter the company name, contact name, email address, and telephone number, then click **"Send OTP"** to receive a verification code for connection.



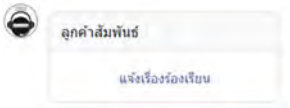
(Example screen showing successful CRM Member connection)

Check your SMS for the 4-digit OTP. Enter the code in the OTP field, then tap **Consent** and **Connect** to link LINE with the CRM system. Once connected, the screen will display **"Connected"**

STEP 2

Initiate Complaint Submission

Once the connection is complete, initiate a complaint via Line OA by tapping the Rich Menu (**"Customer Relations"**) again.



The system will automatically respond, prompting you to tap **"Submit a Complaint"**

STEP 4

Receive Complaint Acknowledgement

The system will send an acknowledgement to the registered contact channel.
Complainant : You will receive a summary message of your submission (e.g. case ID, project, and category) via your LINE account (the registered channel).
Internal Team : The same details will be forwarded to the relevant departments and the Customer Relations team for acknowledgement and further action.



STEP 3

Complete the Complaint Details

Complete the complaint form with accurate and complete information.



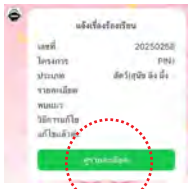
- Contact person and telephone number: (e.g. Ms Dao Suayjang)
- Project / Estate: (e.g. PINT)
- Complaint category: (e.g. water leakage, flooding, soil erosion)
- Issue description (nature of the problem): (e.g. details of the incident/problem)
- Attachment : (photos/videos/supporting documents, etc.)

Once all required information is completed, tap **"Save"**
The system will display **"Complaint submitted successfully"**

STEP 5

Updates and Case Closure

You will receive updates, including notification once your issue has been resolved.



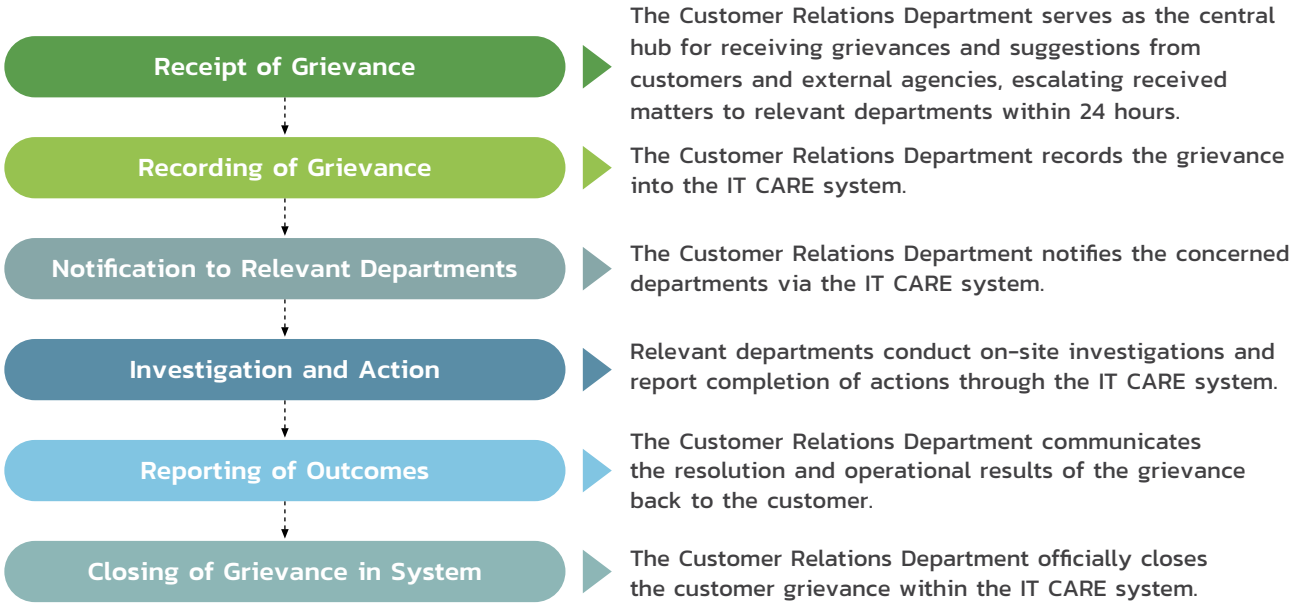


(Example screen showing completed resolution)

Once the process is completed, the system will send a notification to your LINE account, including details of the resolution such as actions taken and supporting images.

For further enquiries, please contact 092-237-9393 or 038-296-335-7 ext. 217

Customer Grievance Management Process



In 2025, no significant complaints were found regarding service quality or utility systems within the industrial estate. To further elevate proactive communication standards, the Company has supplemented its approach to information notifications in cases of closure for improvement or repair of the industrial water distribution network. In addition to announcing the scheduled closure period in advance, the Company now mandates periodic progress updates via the Line Official Account (Line OA) until work is completed, to enable operators to plan their operations appropriately, reduce uncertainty, and strengthen confidence in the industrial estate's utility management.

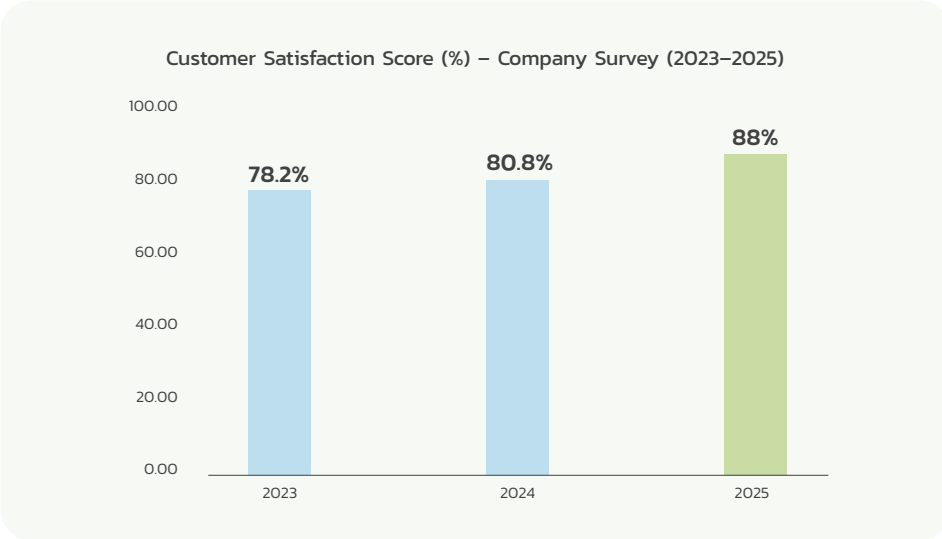
Furthermore, under the continuous after-sales service and customer care development approach, the Company has also prepared utility system capacity in readiness for operator growth. Due to capacity expansion by customers within the area, demand for industrial water supply has increased significantly. The Company has therefore planned additional investment aligned with the direction of customer business expansion, with a focus on both increasing production capacity and enhancing water management efficiency, alongside the adoption of appropriate technologies to ensure sufficient and stable operational support. Examples include the expansion of industrial water production capacity using an Ultrafiltration (UF) system, which improves water quality and production system reliability, as well as the development of a water recycling management plan to utilise water resources efficiently and reduce water loss in the production process.

Customer Satisfaction Survey

The Company places great importance on monitoring customer satisfaction levels, conducting an annual survey of customer satisfaction with the Company's services separately from the overall industrial estate management satisfaction survey to enable accurate assessment of utility and service performance and to use the results for planning service improvements aligned with customer needs. The survey is conducted via an online questionnaire using a five-level Rating Scale as a tool for measuring satisfaction levels in various service quality dimensions, covering three main categories: employee service quality, utility service quality, and common area service quality. The survey was conducted with all 343 operators; 292 responded and 51 did not respond, the majority of whom were operators currently under construction or not yet in operation.

From the 2025 customer satisfaction survey amongst operators within the industrial estate, it was found that the overall average score across all projects reached a satisfaction level of 85.05%. When considering scores by individual project, all projects were rated as good or above 75%, and some projects scored above 90%. The employee service quality category received a score of 94.7%, utility service quality 86.00%, and common area service quality 82.80% all of which exceeded the designated targets in every category, demonstrating service quality and area management that is aligned with operator expectations.

Although overall scores exceeded the designated targets, the Company continues to emphasise continuous improvement by examining the category with the lowest average score namely "common area services", particularly in relation to tree and green space maintenance which is attributable to the Company's ecological area management approach that aims to minimise unnecessary pruning or felling of trees in order to preserve biodiversity and reduce environmental impact. This has occasionally resulted in green spaces becoming denser from certain operators' perspective. The Company has accordingly adjusted its maintenance approach by emphasising the trimming of branches encroaching into factory boundaries or obstructing visibility, alongside communicating and building understanding about the ecological green space management concept to create a balance between aesthetics, safety, and environmental conservation. The survey results are also used as inputs for analysing areas requiring improvement and for formulating a service development plan for the following year, in order to maintain customer satisfaction levels and raise industrial estate management standards going forward.



In addition to the Company's own satisfaction survey, the Industrial Estate Authority of Thailand (IEAT), in its capacity as the supervisory authority, has also conducted a satisfaction survey, in which the Company received a score of 90.25% exceeding the designated target of more than 85%. This external assessment result further reinforces the transparency and credibility of the Company's service performance.

Innovation and Process Development

Material Sustainability Issue

13. Innovation and Process Development

For Pinthong Industrial Park, innovation is not merely about adopting new technologies, but also encompasses the elevation of thinking methods, work processes, and organisational management in a systematic manner. The transition towards being a digitally-enabled industrial estate is therefore a critical mechanism for enhancing operational efficiency, developing the stakeholder experience, and supporting management decisions on the basis of quality data through centralised data organisation (Centralised Data Platform) and inter-departmental data integration, which will strengthen business agility and enhance long-term competitiveness.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Number of new innovation products / new processes	At least 1 project	At least 1 project	1 project
Customer request handling time compared to base year 2024	>80%	>70%	72%
Proportion of requests handled through the automated system	>80%	>60%	20%
Proportion of partner engagement via digital platform (PIN/Line) on an ongoing basis	100%	>90%	92%

Risks and Opportunities

Innovation and process development present opportunities for the industrial estate to enhance operational efficiency through Smart Operations systems that help integrate data and communications into a single standard, reduce unnecessary steps, and support decision-making on the basis of more accurate data. They also help reinforce the image of a future-ready industrial estate capable of meeting the needs of modern investors, whilst digital technology One Stop Services enable stakeholders to access information and services more conveniently. Context-appropriate innovation further enhances readiness for environmental emergency surveillance and response, strengthens safety, and increases the industrial estate's long-term competitiveness.

At the same time, if financial management for innovation investment is inefficient, it may affect cash flow and project returns. The rapid pace of technological change may also render selected technologies obsolete in the medium term, giving rise to sunk costs. Furthermore, operators within the industrial estate may not yet possess the knowledge or personnel to utilise innovations, resulting in actual utilisation falling below design potential. Simultaneously, reliance on digital systems and data increases cybersecurity, privacy, and business continuity risks, as well as legal, licensing, and community acceptance constraints for certain types of innovation.

Strategies and Management



The Company is committed to elevating the organisation towards becoming a future-ready industrial estate through the R.I.S.E. strategy, with a primary goal of transitioning traditional work processes to automation and smart technology in order to enhance operational efficiency, reduce costs, and create added value for products and services, whilst simultaneously strengthening the organisation's competitive capability and long-term growth. Emphasis is placed on developing innovation that addresses both business, social, and environmental dimensions. The Company has therefore established an Organisational Innovation Development Policy and Guidelines to promote a creative thinking culture, human resource capacity development, and continuous process improvement, by supporting the application of knowledge, technology, and innovation from both within and outside the organisation. Clear objectives, strategies, key performance indicators, and operational plans have been defined, along with the assessment of innovation opportunities, risks, and benefits to ensure that resource utilisation is maximised and aligned with the organisation's direction. The operational scope encompasses customer relationship management, proactive utility management, and digital infrastructure development, in order to create an agile, modern industrial ecosystem with reduced long-term operational costs.

Organisational Innovation Development Policy and Guidelines

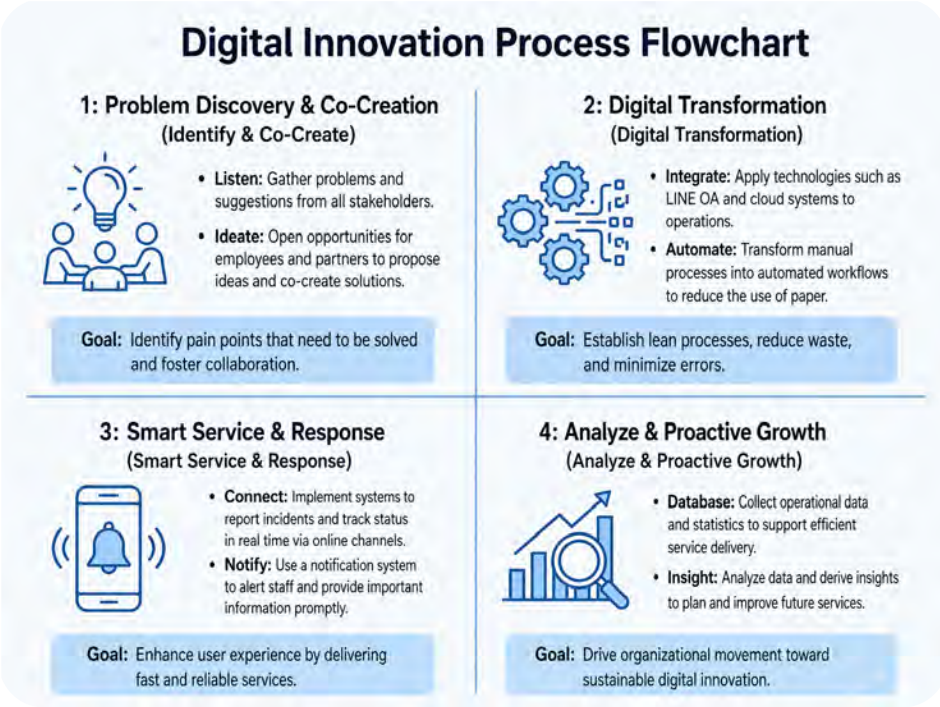
https://investor.pinthongindustrial.com/storage/document/cg/policy-organizational-innovation-development-en.pdf

Governance Structure

To ensure that operations are in accordance with the established policy, the Company has defined a governance structure and the roles and responsibilities of various units in driving innovation from direction-setting, management, and monitoring through to evaluation as follows:

Responsible Unit	Roles and Responsibilities
Board of Directors	Set the overall direction and policy on innovation and smart technology, oversee operations to ensure alignment with the corporate strategy, sustainable development goals, and related risk management, as well as consider and approve investments or major projects within the designated authority framework.
Senior Management Team	Plan strategy and drive innovation operations in accordance with the corporate policy, define relevant goals and key performance indicators, monitor performance, and oversee the management of technology risk, operational risk, and organisational change risk, whilst also promoting the use of data and stakeholder suggestions in the development of systems and work processes.
Development and Support Units	Develop, maintain, and improve information technology systems and digital infrastructure for security, operational readiness, and efficient and continuous organisational support.
	Identify operational requirements and system specifications, support system testing, and monitor actual usage to ensure that the system appropriately addresses operational needs.
	Promote employee skill development and readiness to adapt to and use new technologies, as well as support the creation of a learning and change culture within the organisation.
	Coordinate between units, provide relevant information and suggestions, in order to jointly develop, improve, and drive effective system utilisation.
Employees and System Users	Use systems in accordance with the designated procedures and standards, ensure the accuracy of related data, and provide feedback and report problems arising from actual usage in order to support continuous system and process improvement.

In order to drive the organisation towards becoming an intelligent digital technology industrial estate, the Company has established a systematic organisational innovation development strategy and framework, focusing on the integration of digital technology into core work processes to enhance efficiency, reduce costs, and elevate service quality covering stakeholder problem and needs exploration, digitalisation of work processes, data analytics, and proactive development to accommodate long-term industrial sector growth and change, as follows:



In 2025, the Company implemented innovation development to support organisational operations with greater efficiency, in alignment with an operational direction focused on agility, accuracy, and appropriate resource utilisation. The approach centres on improving work processes to reduce repetitive tasks, shorten turnaround times, and support the systematic application of technology to the organisation's work systems. The Company has developed innovation into two categories: process innovation development to enhance work efficiency, and the adoption of technology to elevate utility system management and internal operations.

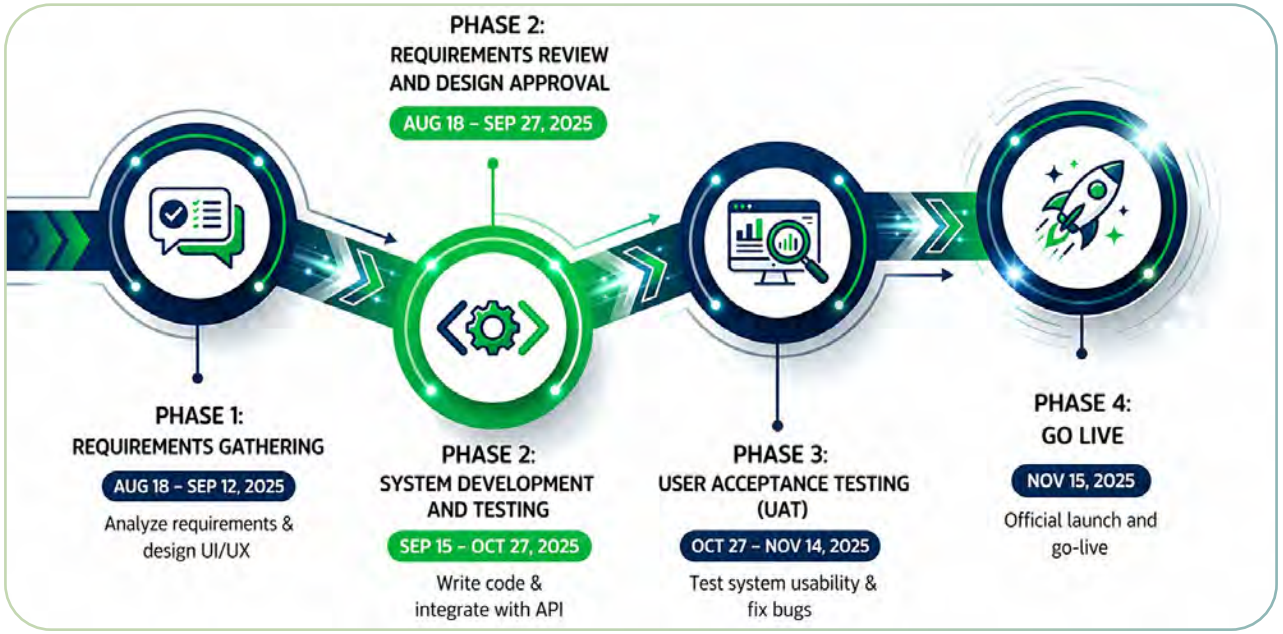
Process Innovation Development to Enhance Work Efficiency

The Company places importance on developing process innovation to help reduce repetitive workloads, shorten turnaround times, and enhance the organisation's operational efficiency, as well as supporting continuous problem-solving and operational improvement. In 2025, the Company implemented the following key innovation projects:

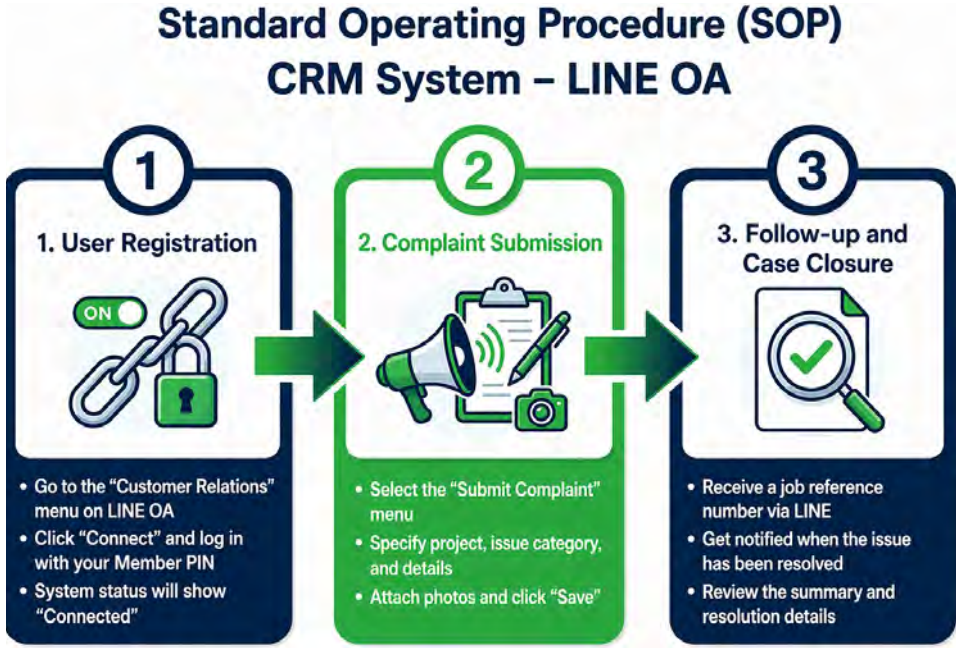
CRM Line OA Project

The CRM Line OA Development Project was created to elevate the service intake and delivery processes of Pinthong Industrial Park to be faster and more accurate, with the goal of reducing repetitive workloads, shortening inter-departmental coordination time, and enhancing the efficiency of service data management.

The project was implemented in accordance with a step-by-step action plan from August to November 2025, covering the collection of requirements and system design to align with actual usage, system development and integration with Line OA and the PIN Member database, User Acceptance Testing (UAT), through to the official system launch to ensure that the system operates on a continuous and stable basis.



In implementing the project, the Company placed great importance on careful resource and cost management, utilising a total budget of THB 40,000 for the annual Line OA Subscription fee, with no additional development costs as the project relied primarily on internal personnel. The project was driven through collaborative work between the Information Technology Department responsible for system development, server management, and data security the Customer Relations Department as the primary user and coordination hub, and the Operations Department responsible for on-site problem resolution alongside operational result recording. Furthermore, the Company gave importance to risk analysis and management at every stage, including technical risks from system and server connectivity, which were managed through data backups and the preparation of backup contact channels; user operational risks, which were supported through manuals and guidance from staff; and data security risks, managed through the PIN Member authentication system to appropriately and securely control data access.



Following the deployment of the CRM Line OA system, it was adopted as the primary channel for service intake and tracking, resulting in faster and more systematic coordination processes reducing the time for intake and data recording steps by 75%.

Process	Time via Telephone	Time via Line OA
Complaint intake	10 minutes	0 minute
Data entry into system	7 minutes	0 minute
Coordinating responsible unit	15 minutes	0 minute
Status follow-up and customer notification	8 minutes	8–10 minutes
Total	40 minutes	8–10 minutes
Time reduced		30 minutes (75%)

At the same time, operators within Pinthong Industrial Park showed 85% engagement via Line OA and 92% connectivity through the PIN Member system across all factory units. The system enables transparent, verifiable status tracking and has significantly reduced instances of tasks being missed resulting in an average user satisfaction score of 4.8 out of 5.0, reflecting the confidence built in service quality, resource management, and an organisational development approach that considers both long-term business stability and environmental stewardship.

Online Asset Registration Programme Development Project

The Online Asset Registration Programme Development Project is an important tool for elevating the organisation's asset management from the previous approach that relied on paper-based documents and manual data recording, towards a digital system with a central database. This enables asset registration, data updates, and asset status tracking to be carried out more quickly, to a unified standard, and with reduced duplication of effort for the relevant units.

The system improves the accuracy and reliability of data through an automated data verification mechanism, reduces human error, and enables complete audit trails of all transaction history at every step. Units can therefore systematically track asset information across usage, maintenance, transfer, and disposal dimensions resulting in more efficient asset control and stock-taking.

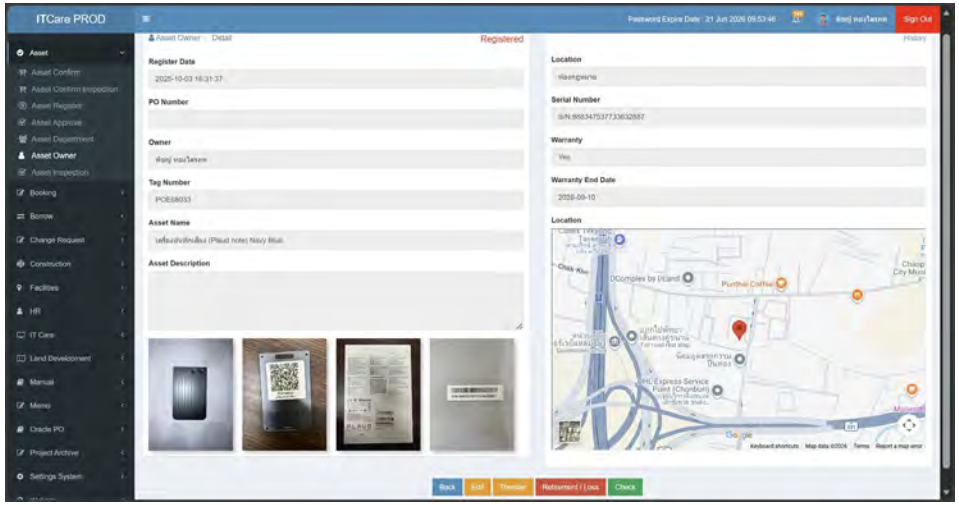
In terms of governance, the system enhances transparency and supports both internal and external auditing, whilst reducing the risk of loss, incomplete data recording, or inappropriate asset usage. At the same time, data stored in a systematic manner can be used to analyse and plan investments, maintenance, and asset management to maximise benefit helping to control long-term costs and improve resource utilisation efficiency.

This project therefore not only supports digital working and reduces paper consumption, but also forms part of elevating the organisation's corporate governance and operational efficiency, in readiness for stable and sustainable future growth.

Performance Results

Item	Result per Transaction	Total 2025 Result
Paper reduction	10 sheets	16,350 sheets
Time reduction for asset search and registration	70 minutes	1,965 hours
Human error from personnel operations	0 case	0 case

PIN IT-CARE Project



The PIN IT-CARE Online System Development Project for approvals, data recording, meeting room bookings, and pool vehicle bookings forms part of transitioning the organisation's operations to a digital system and concretely supports the paperless approach, by transforming work processes from traditional document-based to electronic operations enabling requests, approvals, data storage, and data retrieval to be carried out more conveniently, quickly, and systematically.

The adoption of this system helps reduce printing, filing, and internal document circulation within the organisation, thereby contributing to reduced consumption of document-related resources such as paper, energy, and consumables, as well as reducing waste from document usage and supporting the organisation's overall environmental and carbon reduction goals.

In 2025, the Company further developed the PIN IT-CARE system by adding an online maintenance reporting function to make maintenance management more agile and systematic. Employees can report issues, track status, and check progress through a single system, whilst the relevant units can plan, prioritise, and monitor operations appropriately resulting in maintenance work being carried out within the designated timeframe with 100% completion of work orders, whilst also reducing data duplication and the risk of document loss.

Furthermore, the Company also developed an online warehouse management and office equipment requisition function to enable clearer and more efficient control and tracking of equipment usage. Employees can submit requests and track approval status through the system, whilst the responsible unit can check remaining stock and plan procurement more appropriately helping to reduce issues of over-stocking, equipment deterioration, and paperwork burdens.

The system also supports transparent and accountable operations through data recording and operational history at each step, enabling clear retrospective auditing, whilst also improving ease of information access, reducing coordination steps, and elevating the organisation's overall operational efficiency.

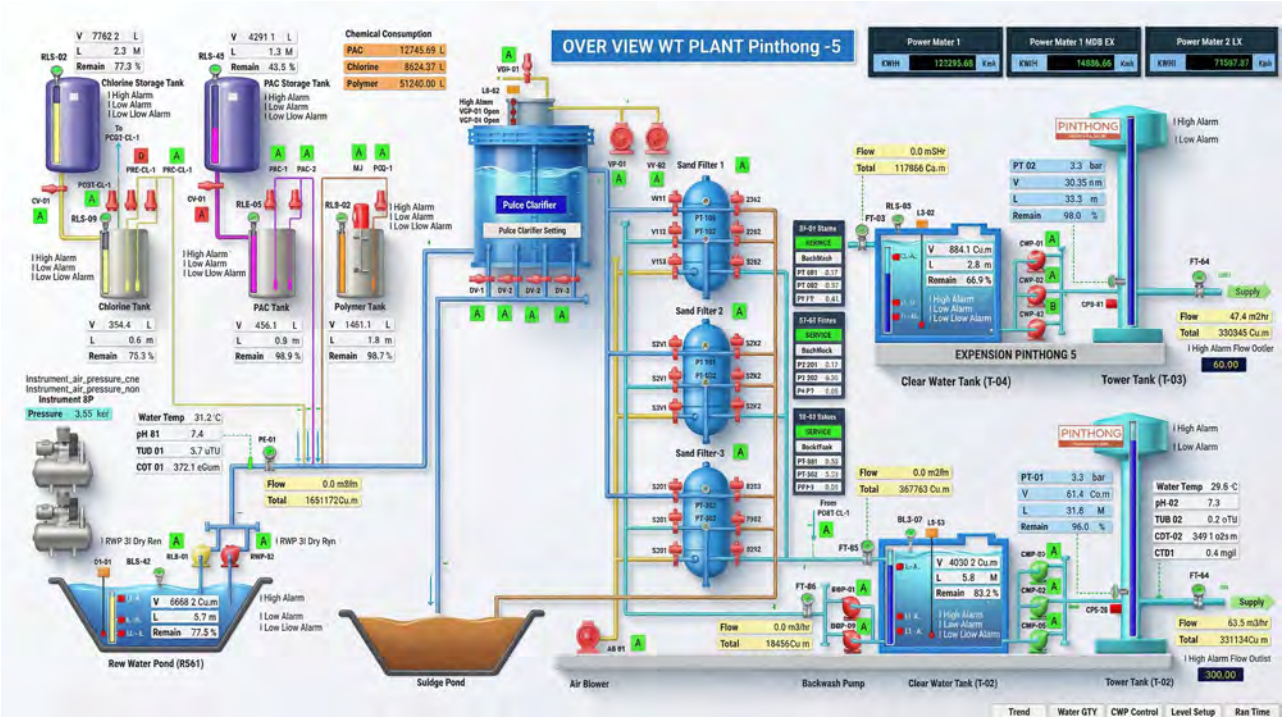
Performance Results

Item	Total 2025 Result
Paper reduction	20,230 sheets
Success rate in closing maintenance work orders within the designated timeframe	100%

Technology Adoption for Enhanced Utility System Management

Smart Water Management Project with SCADA and IoT Systems

The Smart Water Management Innovation Project using SCADA and IoT Systems was created to elevate Pinthong Industrial Park's industrial water management to be more reliable, efficient, and capable of continuously supporting industrial-sector water consumption with the aim of reducing the risk of water shortages, enhancing water quality control accuracy, and strengthening readiness to respond to emergency situations. The project has integrated IoT technology with the SCADA engineering control system to transform traditional water management processes into an intelligent network system capable of measuring, controlling, and managing operations in an integrated manner from source to end-point, enabling operations to proceed systematically and in accordance with the industrial estate's utility standards.



The system operates through the installation of smart sensors at critical points throughout the water production process, to collect real-time water volume and quality data. Data is transmitted via the cloud to a central control centre, enabling the status of all system operations to be monitored from a single screen, whilst controlling chemical dosing, water filtration, and automatic filter cleaning according to pre-set conditions. This innovation transforms maintenance from a reactive approach of correcting problems as they arise, to Preventive Maintenance reducing losses from water system disruptions, improving service stability, reducing unnecessary resource consumption, and building confidence amongst industrial estate operators. It is also a key mechanism for elevating efficient water resource management capable of supporting long-term industrial development.



Fostering Pinthong's Innovation Culture

The Company is committed to creating an organisational culture that promotes creativity and innovation development, by focusing on developing the capability of personnel at all levels to possess knowledge, understanding, and an attitude receptive to change whilst encouraging employees to be creative, observant of work processes, and willing to question or propose new approaches to operational improvement. If an employee identifies an approach that can help solve a problem, enhance work efficiency, or create value for the organisation, they may present the idea to the relevant unit for consideration of feasibility for actual application providing employees with the opportunity to participate in developing and improving organisational operations. Furthermore, the Company encourages openness to knowledge, technology, and innovation from external sources for application to operations, as the concept for development or the adoption of technology in some cases arises from suggestions by employees with experience in those particular areas helping to improve work process efficiency, reduce limitations of existing operations, and create added value for the organisation through internal personnel participation.

In 2025, the Company has continuously developed innovation and adopted technology for application within the organisation based on employee proposals, with 2 new functions arising from employee suggestions under the PIN IT-CARE Project, namely: the Online Maintenance Reporting Programme which effectively reduces the time and process for maintenance reporting, and the Online Warehouse and Office Equipment Management and Requisition Programme which provides visibility of remaining equipment status, availability, and reduces equipment deterioration. The Company has applied these concepts and technologies to actual operations as appropriate to each unit, resulting in developed and more efficient work processes.

Greenhouse Gas Management and Climate Change

Material Sustainability Issue

1. Climate Change and Greenhouse Gas Emissions

Greenhouse gas management and climate change response are material issues that affect business operations, competitiveness and the long-term sustainability of the organisation. The Company has therefore integrated these issues into its governance framework, risk management processes and investment decision-making, with the aim of reducing greenhouse gas emissions, improving energy efficiency and developing low-carbon infrastructure to support business growth alongside responsible stewardship of society and the environment.

Significance Level

High



Targets and Performance

Key Performance Indicator	Long-term Target 2050	Medium-term Target 2030	Target 2025	Performance 2025
GHG emissions from operations (Scope 1 & 2) compared to base year 2022	• Achieve Carbon Neutrality • Achieve Net Zero Emissions	Not less than 30%	More than 5%	Increased 7.85%
GHG emissions in the value chain (Scope 3) compared to base year 2025		Not less than 25%	-	-
Collection of Scope 3 GHG emission data, covering value chain activities	-	-	100%	100%
Successfully manage air pollution complaints from communities within the specified timeframe	100%	100%	100%	100%

Risks and Opportunities

Climate change poses significant risks to the Company's business operations, encompassing both physical and transition dimensions. Physical risks such as flooding, drought and heatwaves may affect the infrastructure, utilities, business continuity and operating costs of the industrial estates. Transition risks including increasingly stringent laws and regulations on GHG emission reductions, heightened ESG expectations from investors and the need for operators within the estates to adapt may raise investment costs, reduce competitiveness and affect long-term investment decisions.

Effective greenhouse gas management and climate change response present opportunities for the Company to enhance its competitiveness and create long-term value through improved energy efficiency, the use of renewable energy and the development of low-carbon infrastructure. These measures help reduce operating costs, strengthen energy security and support Net Zero targets. Furthermore, upgrading industrial estates to accommodate low-carbon businesses attracts ESG-conscious investors and operators, builds stakeholder confidence and creates opportunities to develop carbon credit projects and environmental innovations contributing to the sustainable growth of the organisation.

Strategy and Management

Climate change and greenhouse gas emissions are key factors affecting the operations of industrial estates, spanning the security of infrastructure, energy costs, regulatory compliance and stakeholder confidence. They also reflect risks from extreme weather events and the transition to a low-carbon economy, whilst simultaneously presenting opportunities to develop green infrastructure, improve resource efficiency and strengthen business competitiveness.

The Company has therefore established the Environmental and Climate Change Policy as a systematic framework for managing greenhouse gas emissions and air pollution, and the Carbon Footprint Policy as guidance for gathering information and evidence relating to the emission and removal of greenhouse gases associated with the organisation's activities. The aim is to enhance climate change adaptability and resilience alongside reducing GHG emissions, in pursuit of the target of achieving net zero greenhouse gas emissions by 2050. The Company is committed to complying with all relevant domestic and international environmental laws and requirements, disclosing information transparently and fostering stakeholder engagement. This is driven through improving energy efficiency, promoting the use of renewable energy, controlling and reducing air pollution, designing and developing environmentally friendly infrastructure, and continuously communicating and disseminating best practices to operators, business partners and allies ensuring that climate change management becomes an integral part of responsible business growth throughout the value chain.

Environmental and Climate Change Policy

https://investor.pinthongindustrial.com/storage/document/cg/environmental-and-climate-change-standards-policy-en.pdf

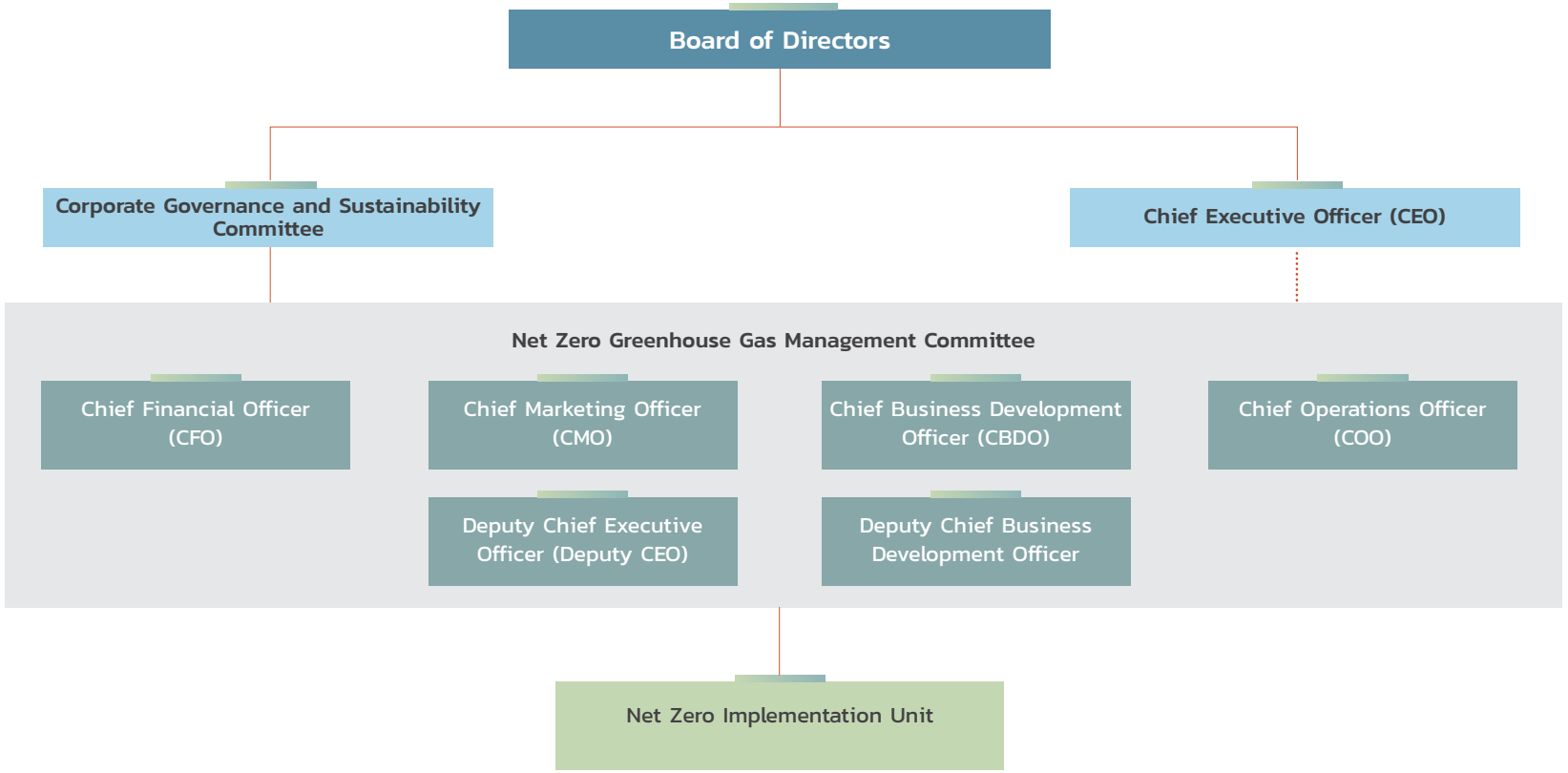
Carbon Footprint Policy

https://investor.pinthongindustrial.com/storage/document/cg/carbon-footprint-policy-en.pdf

Structure and Governance

To ensure that climate change and greenhouse gas management operations are conducted in accordance with established policies and targets, the Company has put in place a clear governance structure, spanning the Board of Directors, senior management and operational units. Roles, responsibilities and accountabilities have been defined for each unit, alongside processes for monitoring and evaluating performance, reporting results and regularly reviewing targets enabling effective management of risks and opportunities and driving greenhouse gas emission reductions in alignment with the Company's business direction.

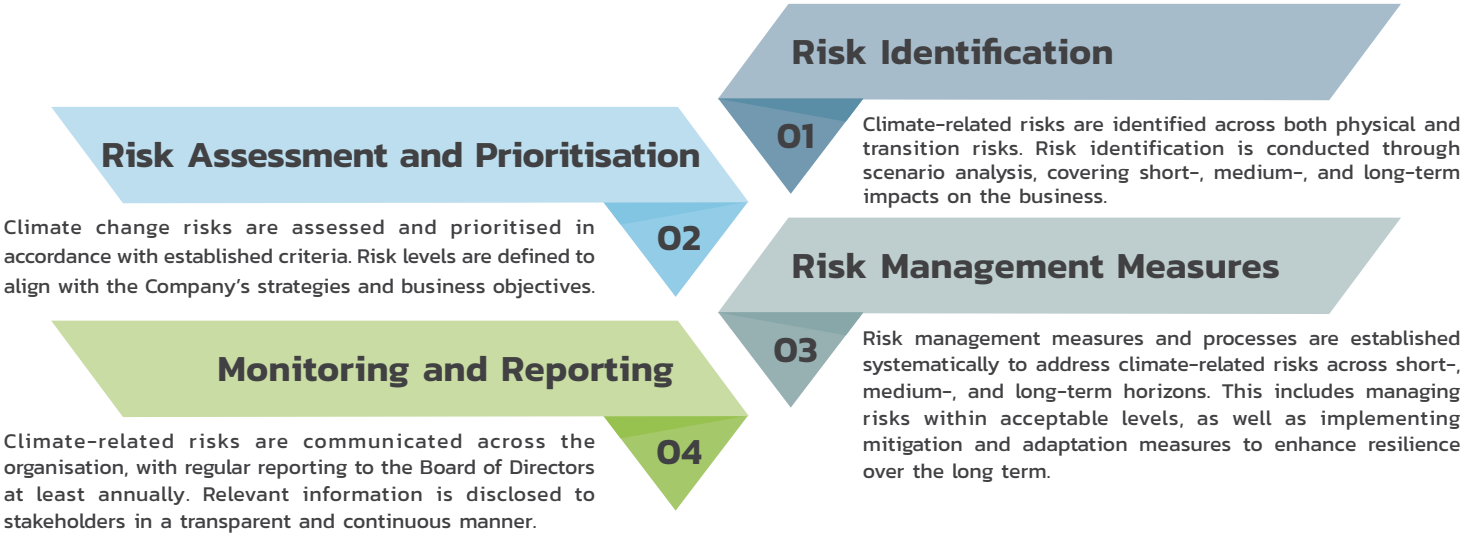
The Board of Directors holds the highest oversight responsibility for climate change management and greenhouse gas emissions. It has delegated to the Corporate Governance and Sustainability Committee the task of establishing the policy framework, strategy and related targets, as well as regularly monitoring progress and evaluating performance. The Board of Directors receives reports on climate change performance, risks, opportunities and progress towards Net Zero targets at least once a year, to inform strategic considerations and investment decisions of the organisation.



Responsible Body	Roles and Responsibilities
Board of Directors	Oversees the direction, policies and governance framework for climate change management and GHG management of the organisation, ensuring alignment with the business strategy, energy and sustainability targets; considers and approves key matters relating thereto; and regularly monitors overall progress.
Corporate Governance and Sustainability Committee	Reviews, assesses and filters policies, plans, targets and performance in respect of climate change management and GHG management prior to submission to the Board of Directors; and oversees the systematic and regular identification, assessment and management of energy and climate-related matters.
Net Zero GHG Management Working Group	Drives GHG management in an operational capacity by identifying and assessing emission sources; formulating and promoting plans and measures to reduce GHG emissions in pursuit of Net Zero targets; monitoring and reviewing performance; coordinating with relevant units; and reporting material matters to senior management and relevant committees at least once per year.
Net Zero Implementation Unit	Serves as the principal unit for systematically collecting, maintaining, monitoring, analysing and reporting the organisation's GHG emission data; tracking performance against targets; coordinating with relevant units on emission reduction measures; and recommending corrective actions when performance does not meet targets.

Climate Change Response

Climate change risk management is a crucial mechanism for mitigating impacts on business operations and supporting the organisation's strategic decision-making. The Company has therefore established an operational approach integrated into the risk management process, covering risk identification and assessment, the definition of management measures, and continuous monitoring and reporting, as follows:



The Company assesses and prioritises climate change-related risks and opportunities, covering both Physical Risks and Transition Risks associated with the shift to a low-carbon economy, to ensure alignment with the operational context of the industrial estates. This assessment focuses on the short-to-medium term over a period of 3–5 years to support appropriate strategic planning and decision-making.

Physical Risks from Climate Change

Key Risk	Impact	Adaptation and Management Measures
Flooding	Heavy rainfall and flash flooding damage drainage systems, roads, electrical systems and utilities within the industrial estates, causing operators to halt or slow production affecting revenue, business continuity and investor confidence.	• Design and upgrade drainage systems, canals, ditches and retention ponds to accommodate increased rainfall volumes. • Construct flood barriers, water gates and protective zones within the industrial estates. • Install early-warning and monitoring systems. • Develop emergency management plans and business continuity plans, including flood response drills with operators.
Drought and Water Scarcity	Drought and water scarcity in certain areas may affect the ability to supply water for operators' activities within the industrial estates, increasing water management costs and investment in backup systems impacting service efficiency and the competitiveness of the estate.	• Develop backup water source systems, such as reservoirs, retention ponds and water recirculation systems. • Promote efficient water use and prioritisation of water consumption during periods of scarcity. • Diversify water sources to reduce reliance on a single supply. • Coordinate with external agencies and communities on joint water resource management.
Rising Temperatures and Severe Heatwaves	Increasingly frequent extreme heat increases energy consumption, reduces workforce productivity and accelerates the deterioration of infrastructure and utilities within the industrial estates raising management and maintenance costs.	• Upgrade infrastructure to withstand higher temperatures, including electrical systems, cooling systems and building materials. • Establish guidelines for workforce health and safety, including appropriate working hours, rest areas and drinking water provision. • Enhance energy efficiency and utilise renewable energy to reduce the burden of increased electricity demand. • Regularly monitor and maintain machinery and utility systems.

Risks from Climate Change-Related Regulatory Changes (Transition Risks)

Key Risk	Impact	Risk Management Measures
Changes to Laws and Regulations on GHG Emission Reductions	Operating and investment costs for the industrial estates increase as infrastructure and processes are upgraded to comply with GHG emission reduction requirements. Competitiveness and the ability to attract investors may diminish if low-carbon requirements cannot be accommodated efficiently.	• Develop and upgrade infrastructure to support the use of clean energy and low-carbon technologies. • Encourage operators to use energy efficiently and adopt clean energy within the industrial estates. • Regularly monitor, analyse and assess the business impact of carbon-related regulations.
Stricter Waste and Wastewater Management Requirements	The Company must invest further in developing centralised waste and wastewater management systems to comply with stricter standards; project development delays may also arise if systems cannot be upgraded to meet new standards in a timely manner.	• Develop and upgrade centralised waste and wastewater management systems to comply with increasingly stringent standards. • Plan environmental investment in advance over the medium and long term. • Provide guidance and support to operators in complying with requirements.
Increased Sustainability Disclosure Standards and Investor Expectations	Reduced ability to attract sustainability-focused investors, potential loss of new project development opportunities, and adverse impacts on the organisation's reputation, image and stakeholder confidence.	• Integrate sustainability matters into the risk management system and organisational strategy. • Prepare and disclose sustainability performance data in accordance with international standards frameworks, transparently and systematically. • Communicate sustainability practices to investors on a continuous basis.
Changes to Business Models of Industrial Estate Operators	Increased operating costs for operators affect investment decisions or business expansion within the industrial estates, creating risks to long-term occupancy rates and land utilisation.	• Develop environmental infrastructure and support services to help reduce operators' adaptation costs. • Provide advisory services on energy, environmental management and sustainability development best practices. • Create additional value for the industrial estate as a location suited to low-carbon businesses.

Organisational Greenhouse Gas Emissions Data

The Company has prepared an organisational carbon footprint report, with the reporting scope covering the head office and all Pinthong Industrial Estate projects, namely: Pinthong Industrial Estate, Pinthong Industrial Estate (Laem Chabang) and Pinthong Industrial Estate Projects 3–6. The Company has identified activities that generate both direct and indirect greenhouse gas emissions. GHG emission calculations are conducted in accordance with the principles of ISO 14064-1 and the Organisational Carbon Footprint guidelines of the Thailand Greenhouse Gas Management Organisation (Public Organisation) (TGO), using the most recent emission factors announced by the relevant authorities. Activity data is collected from the organisation's internal operating systems and verified for accuracy prior to calculation, to ensure that data is complete, accurate and consistently comparable across years.


Certificate Number:
TGO CFO FY25-04-481

THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization)

TGO

CERTIFICATE

Awarded to

PINTHONG INDUSTRIAL PARK PUBLIC COMPANY LIMITED

Company address verified: 789 MOO 1 NONGKHO-LEAMCHABANG RD. T.NONGKHAM A.SRIRACHA CHONBURI 20230

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by School of Energy and Environment University of Phayao and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2024 - 31/12/2024]

Total Greenhouse Gas Emission (Scope 1&2): 3,246 tonCO2e/year

Direct GHG emissions 912 tonCO2e/year
Energy Indirect GHG emissions 2,334 tonCO2e/year
Other Indirect GHG emissions 416 tonCO2e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2025

Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

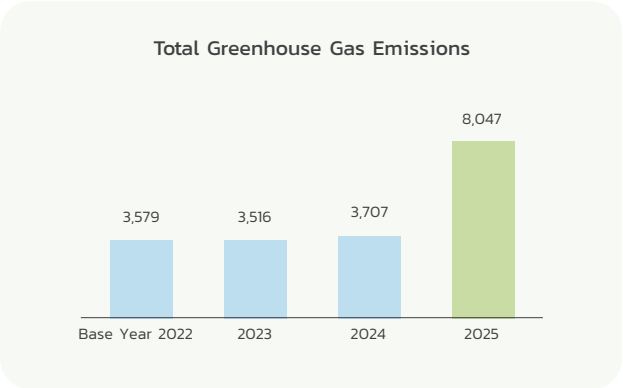
In 2025, the Company received verification and registration of its organisational carbon footprint on 22 April 2025 from the Thailand Greenhouse Gas Management Organisation (Public Organisation), based on data for the year 2024.

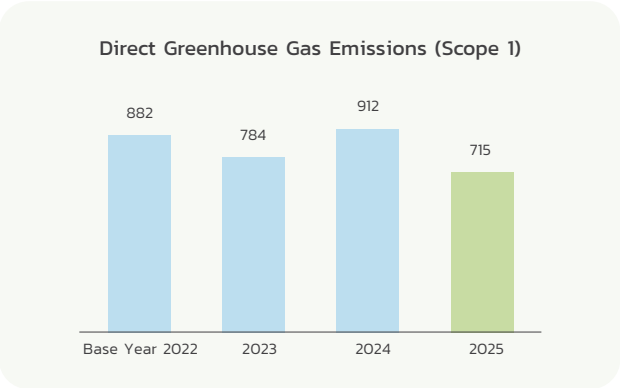
The Company has prepared the organisational carbon footprint report covering the period from 1 January to 31 December 2025, for the fifth consecutive year. This report is currently undergoing verification by Bureau Veritas (Thailand) Limited, a body registered with the Thailand Greenhouse Gas Management Organisation (Public Organisation), and is expected to be completed by March 2026.

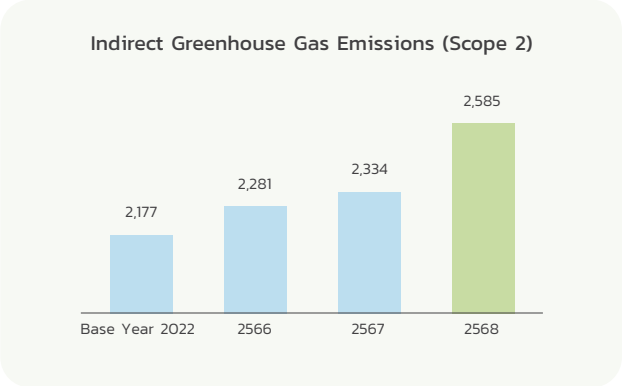
The results of the GHG emission volume and intensity calculations are presented in the table below:

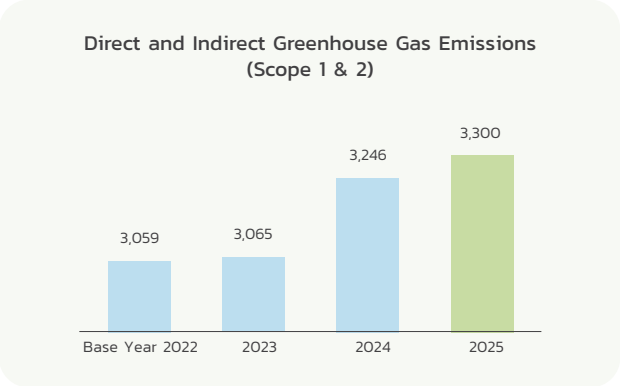
Scope 1 (Direct)	Tons CO_2e	882	784	912	715
Scope 2 (Indirect)	Tons CO_2e	2,177	2,281	2,334	2,585
Scope 1 & 2 (Direct and Indirect)	Tons CO_2e	3,059	3,065	3,246	3,300
Scope 3 (Other Indirect)	Tons CO_2e	520	451	461	4,747
Total GHG Emissions	Tons CO_2e	3,579	3,516	3,707	8,047
GHG Emission Intensity (Scope 1 & 2) per Operational Area (Ha)	Tons CO_2e	2.53	2.54	2.69	2.73

1 ha = 6.25 rai. Calculation method for GHG Intensity (tCO_2e/ha): Total GHG Emissions (tCO_2e) / Total Area (Ha)





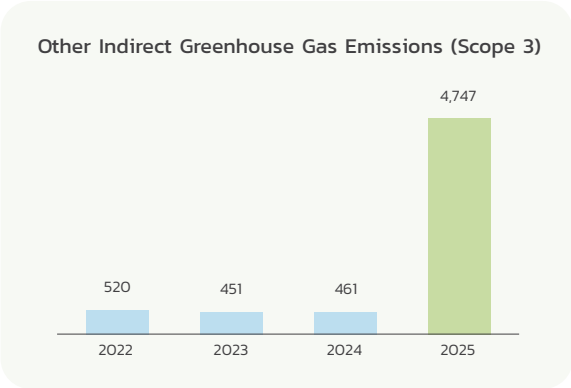


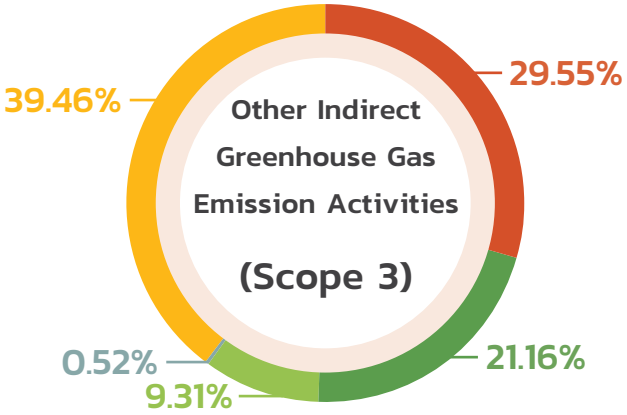


Based on the Company's GHG emission calculations for 2025, direct greenhouse gas emissions under Scope 1 totalled 715 tonnes of CO_2 equivalent. The primary sources were fuel consumption by the Company's vehicles and machinery, fuel used in backup power generation systems, and refrigerant leakage from air conditioning and refrigeration systems within office buildings and the estate's utility systems. Indirect greenhouse gas emissions under Scope 2, arising from the purchase of electricity from external sources, totalled 2,585 tonnes of CO_2 equivalent, generated primarily from electricity consumption in central utility systems including water production and distribution systems, wastewater treatment systems, pumping systems, lighting systems within the estate and office building electricity consumption. As a result, total direct and indirect GHG emissions under Scope 1 & 2 amounted to 3,300 tonnes of CO_2 equivalent, an increase of 1.66% from 2024 and 7.88% from the base year 2022, attributable to the expansion of the sold and developed areas, the increased number of operators both under construction and commencing operations, leading to greater demand for central utility services particularly electricity consumption for water production, distribution and wastewater treatment systems. At the same time, the Company has continued to implement energy efficiency improvement measures, which have helped moderate the rate of increase in GHG emissions per unit area in line with business growth.

In 2025, the Company generated other indirect greenhouse gas emissions under Scope 3 totalling 4,747 tonnes of CO_2 equivalent. The most significant emission sources were: Category 1 goods and services purchased for water supply production and wastewater treatment; Category 2 real estate and factory buildings built by the Company for lease; Category 3 energy acquisition; Category 5 waste disposal from the organisation's operational activities; and Category 13 electricity consumption from assets leased by the Company.

In 2025, the Company added new emission categories (Categories) and collected data that more comprehensively covered value chain activities and all industrial estate projects. There was also increased construction activity, an expansion in the number of operators within the industrial estate, and a greater volume of waste entering the estate's centralised management system, corresponding to the growth of economic activities in the area resulting in Scope 3 GHG emissions increasing by 929.71% from 2024. Examining the proportion of emissions by activity, the category with the highest share was electricity consumption from assets leased by the Company, which generated 1,872.77 tonnes of CO_2 equivalent, accounting for 39.46% of total other indirect Scope 3 GHG emissions.





Other Indirect Greenhouse Gas Emission Activities (Scope 3)

- Cat 1 : Purchased goods and services for water production and wastewater treatment
- Cat 2 : Capital goods, specifically real estate and factory buildings constructed by the Company
- Cat 3 : Fuel and energy-related activities
- Cat 5 : Waste generated in operations
- Cat 13 : Downstream leased assets, specifically electricity usage within assets leased by the Company

Greenhouse Gas Emission Reduction

Climate change risk assessments reveal that, beyond the impacts of increasingly severe weather, greenhouse gas emission levels are also linked to regulatory risks, energy costs, competitiveness and stakeholder expectations. The Company has therefore established a greenhouse gas management approach, alongside measures to strengthen adaptability, in pursuit of Net Zero GHG Emissions, as outlined below.

Emission Reduction

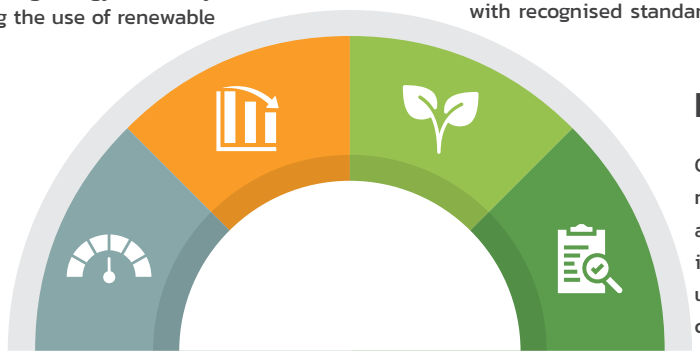
The Company assesses emission reduction potential and establishes targets, along with implementing greenhouse gas reduction initiatives, such as improving energy efficiency and increasing the use of renewable energy.

Offsetting

Residual greenhouse gas emissions that cannot be reduced are offset through the purchase of carbon credits or participation in certified carbon offset projects in line with recognised standards.

Measurement

Greenhouse gas emission sources across the organisation are identified and quantified. Emissions are calculated by scope (e.g. Scope 1, Scope 2, and Scope 3) in accordance with international standards and relevant assurance frameworks.



Reporting

Greenhouse gas emissions, including residual emissions after reduction, are transparently reported. This includes disclosure of carbon credit usage and participation in certified carbon offset projects.

In 2025, the Company applied the findings of its climate change risk assessment and GHG emission data as key inputs in formulating operational plans and measures aligned with the organisational strategy, covering the management of greenhouse gas emissions under Scope 1, Scope 2 and Scope 3 to enable effective emission reductions and the achievement of established targets.

Strategy	Scope 1	Scope 2	Scope 3	Operational Approach
Improving Energy Efficiency		●		• Adoption of LED lighting in common areas • Use of IoT systems to improve electricity and utility efficiency • Selection of energy-efficient electrical equipment • Raising awareness on energy conservation
Use of Renewable or Alternative Energy	●	●		• Installation of Solar Rooftop systems • Adoption of electric vehicles (EVs) to replace fossil fuel consumption
Circular Economy Resource Management and Efficient Waste Management			●	• Efficient use of resources, such as reducing paper and water consumption • Efficient waste management reducing waste generation at source and minimising landfill disposal
Promoting Collaboration Throughout the Supply Chain			●	• Supporting business partners to reduce GHG emissions throughout the supply chain, from upstream to downstream for example, by selecting low-carbon products

The Company prioritises the reduction of greenhouse gas emissions at source, through improving energy efficiency, utilising renewable energy and enhancing operational processes. Simultaneously, the Company implements measures to increase the absorption of CO_2 from the atmosphere through the development of green areas, thereby strengthening the organisation's carbon sink capacity. These measures serve as supplementary support and do not replace the imperative to reduce greenhouse gas emissions from operations directly.



Projects and Activities to Reduce and Absorb Greenhouse Gases

Utility Area Energy Conservation Projects

The Company has continuously implemented measures to reduce greenhouse gas emissions under Scope 1 and Scope 2, through improving energy efficiency, reducing fuel consumption and introducing renewable energy into its operations in order to reduce environmental impact whilst simultaneously raising the operational efficiency of the organisation. Key projects and measures are as follows:

LED Street Light Replacement Project





This project aims to improve energy efficiency within the industrial estate areas, whilst reducing operating costs and indirect greenhouse gas emissions from electricity consumption. The project involves replacing streetlights in parts of Pinthong Industrial Estate Projects 1–6 that still use conventional lighting with high energy consumption, a short service life, frequent maintenance requirements and low luminous efficiency compared with current technology with LED lights that provide adequate and consistent illumination, consume less energy and have a longer service life. Over the past five years, more than 1,600 High Pressure Sodium (HPS) streetlights across the estate have been cumulatively replaced with high-efficiency LED lighting.

Over the past year, the Company has continuously implemented energy conservation measures, resulting in an average reduction in electricity consumption of 5,096 kWh per month equivalent to a reduction in indirect greenhouse gas emissions from energy consumption (Scope 2) of 29.05 tonnes of CO_2 equivalent per year (calculated using the GHG emission factor of 0.4750 kg CO_2e/kWh published by the Thailand Greenhouse Gas Management Organisation (Public Organisation). This has enabled the Company to achieve electricity cost savings in the lighting segment of more than 10% per annum.

Installation of Automated On/Off Control Systems in Utility Infrastructure

Energy and water resource consumption in water supply production and wastewater treatment systems is directly linked to the efficiency of equipment operation control. Previously, operations relied on manual control by personnel or automation systems with limited capability, resulting in certain equipment operating in a manner inconsistent with actual demand causing unnecessary energy and water consumption and increasing maintenance costs, as well as risks of equipment wear, system instability and water quality issues arising from the lack of appropriate and precise control systems. To address these limitations, the Company has installed automated on/off control systems (Sensor & Control Systems) for equipment in the water supply production and wastewater treatment systems. These systems use sensor technology to measure relevant parameters such as water volume, water levels, water quality and system load in order to command equipment operation in alignment with actual conditions. This has enabled the Company to reduce electricity and water resource consumption, lower operating costs, improve accuracy and stability of utility systems, and support efficient organisational resource management.

Solar Office Project

The Company has installed a solar power generation system with a capacity of 76.8 kilowatt-peak (kWp) on the rooftop (Solar Rooftop) of its office building and at a solar farm within Pinthong Industrial Estate (Laem Chabang), for use within the office in order to generate electricity from renewable energy as a substitute for electricity from the grid. The system generates a total of 112,090 kWh per year, representing 30.1% of total office electricity consumption, helping to reduce electricity use, lower long-term electricity costs and reduce indirect greenhouse gas emissions from the organisation's operations. It also strengthens energy security and promotes efficient resource utilisation. The Company plans to increase the proportion of renewable energy used in its office buildings to more than 70% by 2030.

Solar-Powered Surface Aerator Installation Project

The solar-powered surface aerator project in the wastewater treatment system is one of the key measures for reducing greenhouse gas emissions from the organisation's operations. It aims to reduce electricity consumption from the grid the source of indirect greenhouse gas emissions (Scope 2 Emissions) in wastewater treatment systems, which must operate continuously. The use of solar energy, a renewable source, to power the surface aerators enables the production of clean energy as a substitute for electricity generated from fossil fuels, reduces GHG emission intensity per unit of activity, and lowers long-term energy costs whilst simultaneously strengthening energy security for the industrial estate's utility systems.

In addition to reducing greenhouse gas emissions from electricity consumption, improving the efficiency of the wastewater treatment process through adequate oxygenation helps reduce the occurrence of anaerobic conditions which are a source of methane (CH_4) and hydrogen sulphide (H_2S) from the decomposition of organic matter in wastewater treatment ponds. This further reduces greenhouse gas emissions from the wastewater treatment process, enables microorganisms to decompose organic matter more effectively, ensures effluent quality meets standards, reduces odour nuisance and improves the long-term stability of the system.

Adoption of High-Efficiency Air Conditioning Systems

The Company places significant emphasis on improving energy efficiency and reducing greenhouse gas emissions from air conditioning systems, which account for a substantial proportion of office electricity consumption in terms of both operating hours and power demand. The Company has therefore selected and transitioned to high-efficiency air conditioning units, alongside environmentally friendly refrigerants specifically R32 refrigerant, which has a significantly lower Global Warming Potential (GWP) than previous refrigerant types such as R22 and R410A, and offers superior heat transfer performance. This approach contributes to greenhouse gas reductions in two key dimensions: reducing electricity consumption through higher cooling efficiency resulting in a reduction in indirect greenhouse gas emissions from energy use (Scope 2 Emissions) and reducing direct greenhouse gas emissions from refrigerant leakage (Fugitive Emissions: Scope 1). Furthermore, adopting high-efficiency air conditioning systems helps alleviate the energy burden, reduce long-term electricity costs and support the organisation's energy management in alignment with its Net Zero GHG Emissions target, whilst reflecting operations that account for climate impacts across the full service life of equipment.

Green Area Development Projects for Carbon Sequestration within the Industrial Estates

Pinthong Industrial Estate Projects 3 and 4 Site

The Company is implementing a green area development project within Pinthong Industrial Estate Projects 3 and 4, covering an area of 29 rai (approximately 4.64 hectares), by planting approximately 30,000 trees with high carbon dioxide absorption potential including Dipterocarpus alatus (yang na), Lagerstroemia (tabeak), Shorea (phayom), Pterocarpus (pradu), Garcinia (chamong), Dalbergia cochinchinensis (phayung), Barringtonia acutangula (jik nam) and Hopea odorata (takhian thong) in order to increase the volume of greenhouse gas removal from the atmosphere (carbon sequestration) and expand the organisation's carbon sink capacity. The project includes ongoing monitoring and maintenance of green areas to ensure efficient carbon storage and to serve as a data foundation for calculating long-term greenhouse gas removal volumes.

This project forms part of the long-term approach to supporting greenhouse gas removal and offsetting, alongside reducing greenhouse gas emissions from the Company's operations and value chain. The Company plans to develop the project for registration under the Thailand Voluntary Emission Reduction Programme (T-VER) by 2026. The volume of carbon credits that may be received will depend on the outcome of project registration, the applicable calculation methodology and the results of monitoring in accordance with the prescribed criteria. If the project is certified, the Company expects to generate more than 500 tonnes of CO_2 equivalent in carbon credits over the project's lifetime contributing to support for the Net Zero GHG Emissions target, whilst enhancing ecosystem integrity and improving the quality of the environment within the industrial estate.






Green Area Development Projects for Carbon Sequestration within the Industrial Estates

The Company undertakes environmental activities in collaboration with communities and stakeholders to support climate change impact mitigation, including the Klong Manao Community Forest Green Ecosystem Development Project and the "Let's Zero Together Planting for a Sustainable Future" project in 2025. These initiatives aim to assist in absorbing carbon dioxide and increasing green areas. The Company has continuously carried out afforestation and green area restoration activities, both within project areas and in the surrounding communities, with a focus on planting locally appropriate species suited to the local ecosystem to promote biodiversity and restore environmental balance.

Communicating and Educating Employees and Business Partners on GHG Reduction Targets

The Company places great importance on continuously communicating and engaging all groups of stakeholders in greenhouse gas emission reduction efforts. The Company has conveyed GHG reduction targets, the drive towards Net Zero GHG Emissions and related operational approaches to employees, whilst organising meetings and activities related to the organisational carbon footprint assessment to build knowledge, awareness and participation in environmental activities.

With regard to business partners, the Company has communicated its environmental and climate change response policies, promoted operations in accordance with sustainable development guidelines to elevate sustainability throughout the supply chain, and disclosed sustainability information and performance through the Sustainability Report in a transparent manner to build confidence among stakeholders and support responsible long-term business conduct.

Communicating GHG Reduction Targets and Net Zero to Employees

The Company places great importance on building employee understanding of and engagement in driving GHG reduction targets and the transition towards Net Zero GHG Emissions. Operational approaches are communicated and conveyed on a continuous basis through a range of channels and activities including announcements of environmental and climate change policies, management meetings, communications from senior management and internal documents to ensure that employees are informed of the organisation's direction and clearly understand their roles in supporting these targets. This is coupled with linking organisational targets to implementation at the departmental and individual levels, such as efficient energy use, resource reduction, waste management within departments and day-to-day environmental practices.

In addition, the Company regularly organises training and internal communications on climate change, GHG emission reduction and the concept of Net Zero to strengthen knowledge, understanding and attitudes aligned with sustainability targets. This begins with building the capacity of the Net Zero GHG Management Working Group through training by specialist consultants in GHG calculation, and includes sending management and department heads for GHG management training from regulatory bodies such as the Stock Exchange of Thailand. The Company also promotes employee engagement through energy conservation campaigns, waste reduction initiatives, office energy reduction projects and environmental activities for society such as community afforestation projects whilst continuously monitoring and communicating progress, outcomes and achievements to employees, in order to foster a sense of pride and motivation to participate in driving the organisation towards its climate targets.

Air Quality Management

Industrial estate operations as areas accommodating manufacturing activities, transport and utility services may give rise to air pollutant emissions from various sources, such as dust from construction and traffic, combustion of fuel from vehicles and machinery, production processes of operators, as well as odours and other air pollutants that may affect air quality within the industrial estate and in surrounding areas. The Company therefore places great importance on systematic air quality management to control and mitigate impacts on the environment, the health of workers, surrounding communities and stakeholder confidence, through the following strategic approach:



Prevention & Planning

The Company establishes operational requirements for industrial estates and on-site operators to ensure compliance with environmental laws, standards, and Environmental Impact Assessment (EIA) measures. These efforts aim to prevent and minimise environmental impacts at source.



Control & Mitigation

The Company promotes and oversees the installation and maintenance of environmental control systems in accordance with EIA requirements, including wastewater treatment, air pollution control, waste management, and the adoption of advanced technologies and high-efficiency equipment to reduce pollution and environmental impacts in line with eco-industrial estate practices.



Monitoring & Surveillance

Environmental quality is continuously monitored in accordance with EIA requirements through Air Quality Monitoring Stations (AQMS). Air quality is assessed and compared against regulatory standards, with data used to support effective environmental management within the industrial estate.



Review & Continuous Improvement

The effectiveness of environmental management measures is regularly reviewed and evaluated. Where exceedances or issues are identified, corrective actions are implemented in coordination with relevant stakeholders. Continuous improvements are made to ensure compliance with applicable standards, alongside transparent communication with stakeholders.

Furthermore, the Company has conducted comprehensive assessments of air quality risks arising from the industrial estate's operations and the activities of operators within the area, to inform the establishment of appropriate prevention, control and impact mitigation measures in accordance with the various risk factors identified.

Air Quality Risk Assessment and Preventive/Corrective Measures

Risk Factor	Management and Control Measures
Total Suspended Particulates (TSP / PM-10)	• Require factories within the area to control dust emissions in compliance with relevant laws and standards. • Monitor and verify measurement results from factory ventilation stacks. • Promote regular maintenance of air treatment systems. • Control dust generated from construction processes within project areas.
Sulphur Dioxide (SO_2) / Nitrogen Oxides (NO_2)	• Oversee factory control of SO_2 and NO_2 emissions from ventilation stacks in accordance with legal criteria. • Promote the use of clean or environmentally friendly fuels. • Monitor measurement results and reporting to government agencies.
Volatile Organic Compounds (VOCs)	• Require operator factories to maintain VOC inventories and control emissions to applicable standards. • Promote the installation of point-source VOC control or treatment systems.
Odour Nuisance from Industrial Activities	• Establish odour control measures and treatment systems prior to external discharge. • Monitor odour complaints and coordinate with operator factories for corrective improvements.
Overall Air Quality within the Industrial Estate	• Control, supervise and allocate air pollutant emission rates, taking into account the total pollutant loading of the project (Total Loading). • Install and manage area-level air quality monitoring systems, such as Automated Air Quality Monitoring Stations (AQMS). • Analyse air quality trends for use in management and preventive planning. • Communicate environmental requirements to factories within the industrial estate. • Monitor, audit and report air quality performance to relevant authorities. • Coordinate immediately with regulatory authorities upon detection of emissions exceeding standards and follow up on corrective actions.

As the developer and manager of the industrial estates, the Company places great importance on controlling and mitigating air quality impacts from the operations of industrial factories within the estates. Operators are required to comply with air discharge and pollution control standards as prescribed by law, as well as measures specified in the Environmental Impact Assessment (EIA) reports. The Company continuously supervises, audits and monitors factory performance. Should a factory be found to have pollution discharge values exceeding standards, the Company notifies the factory to make corrective improvements and coordinates with relevant authorities such as the Industrial Estate Authority of Thailand (IEAT) to proceed with the prescribed corrective process.

In addition, the Company has installed Automated Air Quality Monitoring Stations (AQMS) to continuously monitor ambient air quality in the surroundings of the estates, and prepares EIA Monitoring Reports every six months. Independent monitoring is also conducted twice a year by registered specialist firms, covering all six Pinthong Industrial Estate projects across a total of 23 monitoring points, to assess the air quality impacts of the industrial estate operations and the activities of operators within the area. Parameters measured include Total Suspended Particulates (TSP), Particulate Matter ≤10 microns (PM_{10}), Nitrogen Dioxide (NO_2), and Sulphur Dioxide (SO_2) at both 1-hour and 24-hour averaging periods.





Air quality monitoring results across all six Pinthong Industrial Estate projects in 2025 confirmed that all air quality indicators were within the legally prescribed ambient air quality standards. Measured values at each monitoring point are presented in the tables below.

Pinthong Industrial Estate 1

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Wat Khao Din Wanaram	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.041–0.062	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.02–0.032	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.001–0.013	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.004–0.005	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.004–0.004	0.12[1/]	Pass
2. Project Area	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.045–0.061	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.011–0.028	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.001–0.002	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003–0.005	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.004–0.004	0.12[1/]	Pass
3. Ban Sak Community	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.044–0.068	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.017–0.034	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.001–0.005	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003–0.017	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.005–0.016	0.12[1/]	Pass
4. Ban Khao Din Community	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.050–0.075	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.022–0.042	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.003–0.019	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.022–0.042	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.027–0.039	0.12[1/]	Pass

Pinthong Industrial Estate 2

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Wat Khao Chi Thammanimit	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.033-0.05	0.33[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.007-0.033	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.001-0.001	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.001	0.12[1/]	Pass
2. Office Building	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.033-0.051	0.33[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.006-0.027	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	<0.001-0.001	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	<0.001-0.001	0.12[1/]	Pass

Pinthong Industrial Estate 3

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Ban Khao Chi	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.02-0.031	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.008-0.019	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.001-0.016	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.001-0.002	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.001	0.12[1/]	Pass
2. Wat Khao Tabaek	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.028-0.067	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.017-0.031	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.002-0.018	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.004-0.004	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.004-0.004	0.12[1/]	Pass

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
3. Project Office	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.029-0.046	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.012-0.027	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.006-0.012	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.012-0.013	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.012-0.013	0.12[1/]	Pass
4. Wat Yang En	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.02-0.029	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.008-0.022	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.001-0.002	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.009-0.012	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.009-0.011	0.12[1/]	Pass
5. Ban Rai Khon Samo	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.096-0.144	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.038-0.068	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.004-0.022	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.005-0.008	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.006-0.007	0.12[1/]	Pass

Pinthong Industrial Estate 4

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Ban Khao Chi	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m^3	0.029-0.061	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m^3	0.015-0.032	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.003-0.005	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003-0.004	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.002-0.018	0.12[1/]	Pass
2. Wat Yang En	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m^3	0.03-0.047	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m^3	0.011-0.025	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.004-0.005	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.004-0.005	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.018	0.12[1/]	Pass
3. Wat Noen Krabok	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m^3	0.029-0.041	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m^3	0.017-0.029	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.016-0.097	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.024-0.038	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.013	0.12[1/]	Pass
4. Ban Rai Khon Samo	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m^3	0.039-0.072	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m^3	0.027-0.044	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.03-0.054	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.039-0.054	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.002-0.028	0.12[1/]	Pass

Pinthong Industrial Estate 5

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Wat Khao Khan Song	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.041-0.061	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.005-0.022	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.003-0.005	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003-0.004	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.004-0.019	0.12[1/]	Pass
2. Wat Phan Sadet Nok	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.021-0.043	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.008-0.016	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.002-0.004	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003-0.003	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.002	0.12[1/]	Pass
3. Map Saen Suk	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.047-0.15	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.016-0.036	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.005-0.011	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.007-0.008	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.002-0.01	0.12[1/]	Pass
4. Sub-district Health Promoting Hospital (Chaloem Phra Kiat)	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.027-0.039	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.01-0.029	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.003-0.004	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.003-0.004	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.01	0.12[1/]	Pass

Pinthong Industrial Estate 6

Monitoring Point	Pollutant Type	Parameter	Unit	Measured Value	Standard Value	Result
1. Wat Ang Kaeo	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.019-0.034	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.011-0.022	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.005-0.014	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.006-0.006	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.013	0.12[1/]	Pass
2. Nikhom Phatthana District Public Health Office	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.02-0.044	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.018-0.039	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.007-0.01	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.008-0.008	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.014	0.12[1/]	Pass
3. Wat Pakorn Thammaaram	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.011-0.029	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.009-0.019	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.004-0.027	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.013-0.024	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	<0.001-0.023	0.12[1/]	Pass
4. Wat Dok Krai	Mean Total Suspended Particulates (particle size ≤ 100 microns)	TSP	mg/m3	0.017-0.024	0.33[1/]	Pass
	Particulate Matter ≤ 10 microns (PM_{10})	PM_{10}	mg/m3	0.006-0.016	0.12[1/]	Pass
	Nitrogen Dioxide (NO_2)	NO_2	ppm	0.002-0.004	0.17[2/]	Pass
	Sulphur Dioxide (SO_2) 1-hour average	SO_2	ppm	0.002-0.003	0.30[3/]	Pass
	Sulphur Dioxide (SO_2) 24-hour average	SO_2	ppm	0.001-0.001	0.12[1/]	Pass

Notes: [1/] = National Environment Board Notification No. 24 B.E. 2547 (2004) on Ambient Air Quality Standards

[2/] = National Environment Board Notification No. 33 B.E. 2552 (2009) on Ambient Nitrogen Dioxide (NO_2) Standards

[3/] = National Environment Board Notifications No. 12 B.E. 2538 (1995) and No. 21 B.E. 2544 (2001) on Ambient Sulphur Dioxide (SO_2) Standards for 1-hour averaging periods

Air Pollution Complaint Management

The Company maintains a systematic environmental complaint management process for communities surrounding the industrial estates, operating within the framework of the industrial estate environmental management system. Multiple channels are provided for stakeholders to submit complaints, including postal mail, electronic mail (e-mail), personal notification, telephone and a suggestion/complaint box at the Company's sales offices enabling timely awareness of concerns and prompt investigation and resolution. Clear procedures have been established for fact-finding, follow-up and communication back to complainants.

In 2025, the Company received one air pollution complaint from communities surrounding the industrial estate. The complaint related to the occurrence of odour, dust and smoke from the operations of an operator within Pinthong Industrial Estate during certain periods, which may have adversely affected the quality of life of neighbouring communities. Upon notification, the Company immediately conducted a fact-finding investigation in conjunction with the environmental unit of the Industrial Estate Authority of Thailand (IEAT), representatives of the affected community and relevant government authorities. The investigation found that the cause was a temporary malfunction of a production process and the air pollution control system, which temporarily reduced the effectiveness of pollution control.

The Company implemented corrective measures in accordance with the requirements of the industrial estate by directing the operator to temporarily halt or adjust the production processes responsible for the pollution discharge, under the supervision of the industrial estate. Additionally, the Company inspected, repaired and improved the efficiency of the air pollution control system to comply with legally prescribed standards, increased the frequency of air quality measurements and continuously reported results to the environmental unit of the industrial estate, reviewed the preventive maintenance plan, and reinforced environmental knowledge and awareness among operational personnel. Furthermore, the Company provided care and support to affected persons and, in collaboration with the Industrial Estate Authority of Thailand (IEAT), communicated and clarified the facts to the community, listened to feedback, and explained corrective approaches and preventive measures through stakeholder engagement mechanisms to restore confidence and alleviate concerns amongst surrounding communities.

Following the implementation of corrective measures and subsequent monitoring, no instances of air pollutant emissions exceeding standards were detected, and no further complaints from the community were received. The Company will continue to improve its operational processes and environmental management to prevent recurrence and to consistently enhance the effectiveness of air quality control.

In 2025, the Company recorded no significant violations of environmental laws and regulations arising from its operations, and no fines or penalties related to air pollutant emissions were imposed. The Company continues to closely monitor and review its regulatory compliance to ensure that all operations strictly adhere to the requirements of the relevant regulatory authorities.

Communicating and Engaging Stakeholders to Reduce Air Pollutant Emissions

In 2025, Pinthong Industrial Estate (Projects 1–5) continued to implement the community participation programme for factory oversight within the industrial estate under environmental governance principles the "Green Star Award" (Thong Khao Dao Khiao) programme. This programme affords communities and neighbouring stakeholders the opportunity to be informed of, and to participate in, monitoring the environmental management of operators within the industrial estate. The assessment encompasses five dimensions and thirteen criteria. Within the environmental dimension, two key assessment criteria relate to systematic air quality management: Criterion 6 assessment of the availability of air quality data and measurement results for factories with emission stacks, and the maintenance of air pollution treatment systems in a state of readiness; and Criterion 7 management of chemical vapour emissions for factories using volatile organic compounds (VOCs) in order to control pollutant discharges within standard limits and to mitigate impacts on surrounding communities.

Pinthong Industrial Estate has publicised information and provided guidance to operators on the criteria, key performance indicators and practices consistent with the requirements of the Industrial Estate Authority of Thailand (IEAT). The estate also conducts monitoring, assessments and advisory activities covering various aspects of environmental management, including air, water and waste pollution control, hazardous chemical and substance management, efficient energy and resource use, and occupational health and safety management to enable operators to continuously improve their operations in line with the assessment criteria. In addition, operators are encouraged to communicate environmental information and to build relationships with communities through feedback-listening mechanisms and complaint management processes, thereby enhancing transparency and fostering confidence in sustainable coexistence. This is complemented by the organisation of training activities and exchanges of best practices on air pollution control and environmental emergency preparedness.

Assessment results revealed that all seven factories participating in the programme achieved scores of more than 80%, rated as good to excellent. This reflects the effectiveness of air quality management systems in terms of measurement, pollutant source control, maintenance of pollution treatment systems and continuous environmental performance. The Company has utilised the assessment results for analysis to track progress and as a basis for planning the long-term development of environmental management within the industrial estates.











Energy Management

Material Sustainability Issue

2. Energy Management

Energy is a vital resource that supports the Company's business operations and the provision of utilities within the industrial estate. The Company is therefore committed to managing energy efficiently to strengthen competitiveness, control operational costs, and reduce long-term environmental impacts, whilst supporting the Company's greenhouse gas emission reduction targets.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Proportion of renewable energy use to total energy consumption in office areas	Not less than 70%	Not less than 30%	30.1%
Renewable energy production capacity within the industrial estate (MWp)	More than 50 MWp	More than 25 MWp	33.9 MWp
Proportion of renewable energy use to total energy consumption in water production and treatment systems	Not less than 50%	-	-
Proportion of electric vehicles in the organisation to total vehicles	100%	-	-

Risks and Opportunities

The industrial estate consumes energy in large volumes, both from the activities of operators within the area and from the Company's central utility services such as the electrical system, water production and distribution system, and wastewater treatment system. As a result, energy management is a critical issue directly linked to operational costs, service reliability, and the long-term competitiveness of the industrial estate. If not managed appropriately, this may lead to increased costs, energy security risks, and reduced energy efficiency.

However, should the Company elevate its energy management in alignment with sustainable development principles and the requirements of operators within the estate, this presents an opportunity for Pinthong Industrial Estate to create added value through the development of green utility infrastructure, the application of digital technology to control and enhance energy efficiency, reduce system losses, and support the adoption of renewable and clean energy. This would not only reduce operational costs and greenhouse gas emissions, but also strengthen the estate's capacity to attract operators committed to low-carbon business practices, accommodate future industries, respond to responsible investment trends, and continuously enhance the estate's overall competitiveness.

Strategy and Management



The Company recognises the importance of energy management as a key mechanism for addressing environmental impacts and climate change, particularly indirect greenhouse gas emissions from purchased energy (Scope 2), which represent a material emission source for the business. The Company has therefore established an Environmental and Climate Change Management Policy to serve as a framework for enhancing energy efficiency, alongside responsible resource use and the reduction of overall environmental impacts guided by the principles of energy efficiency, continuous development, and integration throughout the value chain.

The approach encompasses controlling and reducing unnecessary energy consumption, improving the efficiency of systems and equipment, applying energy-saving technologies, promoting the use of appropriate renewable or alternative energy, and considering investments and the procurement of energy-efficient goods and services to support the tangible reduction of Scope 2 greenhouse gas emissions. The Company has established systems for the regular monitoring, verification, and assessment of energy use and greenhouse gas emissions to ensure management is effective, continuous, and aligned with relevant standards. Policies and practices are communicated through training, meetings, and appropriate channels to directors, executives, employees, business representatives, partners, and stakeholders, to ensure systematic implementation across the entire organisation.

Energy Consumption Reduction

- Consistently monitor and control energy usage.
- Establish internal energy conservation measures.
- Communicate and foster regular employee participation in energy-saving initiatives.

Energy Efficiency Enhancement

- Upgrade energy management from conventional systems to smart systems.
- Develop internal energy grid systems within the industrial estates.
- Develop or adopt technologies for measurement, control, and power management to reduceenergy loss and enhance efficiency.

Supporting Renewable Energy Adoption

- Promote the use of renewable energy suitable for the local context.
- Source electricity from clean energy providers to replace fossil fuels.
- Integrate renewable energy into the common area energy grids.
- Invest in solar power businesses within the industrial estates.

Environmental and Climate Change Management Policy

https://investor.pinthongindustrial.com/storage/document/cg/environmental-and-climate-change-standards-policy-en.pdf

Governance Structure

To ensure alignment with the established policies, the Company has defined a governance structure, together with clear roles and responsibilities across relevant functions, to drive innovation from strategic direction and management to monitoring and performance evaluation, as outlined below.

Responsible Body	Roles and Responsibilities
Board of Directors	Supervise and approve the organisation's energy management policies, frameworks, and direction, and ensure appropriate systems and resources are in place to support long-term energy management operations and energy and climate change transitions.
Corporate Governance and Sustainability Committee	Monitor and review energy management operations to ensure alignment with organisational policies and targets; consider energy plans, targets, and performance results including greenhouse gas emissions; and monitor related risks and opportunities before reporting and providing recommendations to the Board of Directors.
Corporate Governance and Sustainability Working Group	Drive and integrate the organisation's energy management operations by collecting and analysing energy use data, developing and monitoring plans or measures to enhance energy efficiency and reduce greenhouse gas emissions, coordinating with relevant departments, tracking progress, and reporting results to management and relevant committees on a regular basis.
Energy Responsible Unit	Implement and support energy management at the operational level; collect, monitor, analyse, and systematically report organisational energy use data; prepare comparative energy performance reports against defined targets; monitor and evaluate the implementation of energy measures and projects; coordinate with relevant departments to improve energy efficiency; propose corrective and improvement actions when performance falls short of targets; and promote employee participation in efficient and sustainable energy use.

Management Approach for Energy Responsible Units

• **Assess and Analyse Energy Use**	Survey, collect and analyse energy use data of utility systems, including the electrical system, water supply system, wastewater treatment system, road lighting system, and other utility systems, in order to identify areas of high energy consumption with improvement potential.
• **Define Energy Management Guidelines and Targets**	Establish efficient energy use practices and set energy reduction targets.
• **Develop Plans and Implement Energy Conservation Measures**	Plan and implement measures within each utility system, selecting appropriate equipment, technology, and renewable energy sources.
• **Monitor, Inspect, and Continuously Improve**	Measure, evaluate, and analyse energy efficiency to drive continuous improvements in operational processes.
• **Report Results and Foster Engagement**	Report energy performance results to management and stakeholders, whilst promoting awareness and participation in efficient energy use.



Energy Use within the Organisation

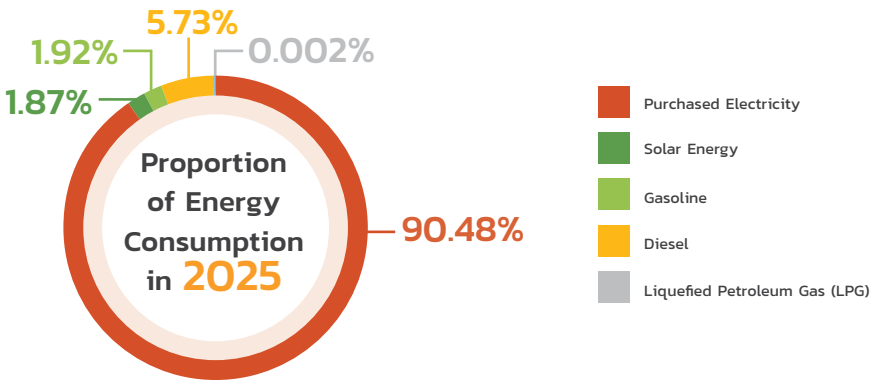
The Company systematically monitors and records energy use data by energy type and major organisational activities, in order to evaluate energy efficiency and identify future improvement opportunities. Details of energy use in 2025 are presented in the following table.

Energy Types Consumed by Corporate Activity

Activity	Purchased Electricity	Solar Energy	Gasoline	Diesel	LPG
Office Buildings	✓	✓	-	-	-
Water Production System	✓	✓	-	-	-
Wastewater Treatment System	✓	-	-	-	-
Common Road Lighting System	✓	-	-	-	-
Corporate Travel and Transport	-	-	✓	✓	-
Supporting Activities	✓	-	✓	-	✓
Total Energy Consumption (GJ) (Percentage)	19,548.07 (90.48%)	403.52 (1.87%)	415.30 (1.92%)	1,237.42 (5.73%)	0.40 (0.002%)

Note: Energy consumption in Gigajoules (GJ) is calculated using conversion factors provided by the Department of Alternative Energy Development and Efficiency (DEDE) and covers only operations under the Company's direct control.

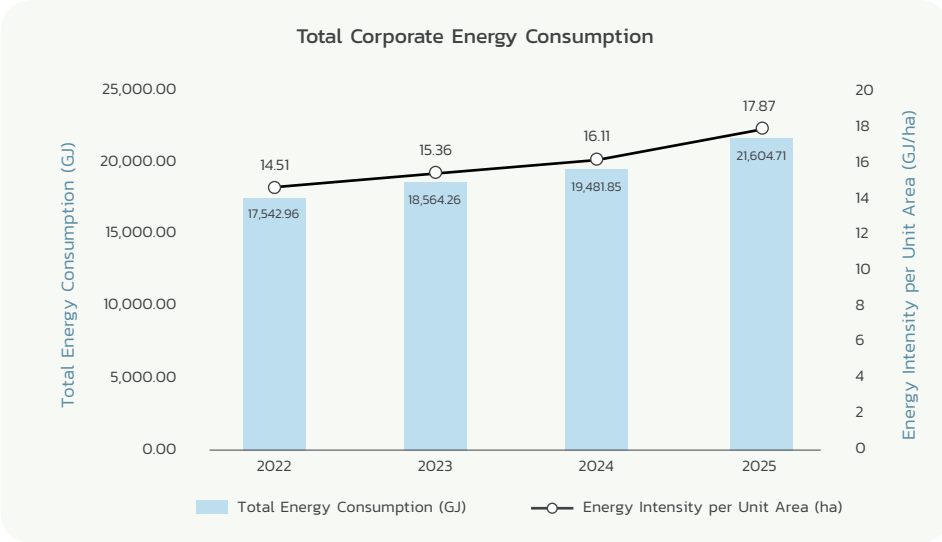
When examining the organisation's energy use by energy type, the Company consumed 21,201.18 gigajoules from non-renewable energy sources, accounting for 98.13% of total energy use. Purchased electricity was the Company's primary energy source, with consumption of 19,548.07 gigajoules, representing 90.48% of total energy use. This was followed by diesel, petrol, and solar energy, accounting for 5.73%, 1.92%, and 1.87% respectively, whilst liquefied petroleum gas (LPG) was used in the amount of only 0.40 gigajoules, or approximately 0.002% of total energy use. This energy composition demonstrates that the Company continues to rely on purchased electricity as its primary energy source for organisational operations, whilst fuel consumption remains associated with transportation and some support activities. Although solar energy currently represents a relatively small proportion, it constitutes an important starting point for increasing the organisation's share of alternative energy.



In 2025, the Company's total energy consumption within the organisation was 21,604.70 gigajoules, an increase from 19,481.85 gigajoules in 2024, a rise of 10.90% reflecting a continuous upward trend in energy use in line with the Company's operations. Meanwhile, the energy intensity stood at 17.87 gigajoules per hectare, increasing from 16.11 gigajoules per hectare in 2024 and 14.51 gigajoules per hectare in 2022, indicating that the organisation's energy use has grown both in absolute terms and on a per-area basis. This increase was driven by the expansion of operational activities and increased utility consumption by operators within the industrial estate, notwithstanding the Company's continuous implementation of energy conservation and efficiency improvement measures.



In response, the Company is committed to enhancing energy efficiency whilst simultaneously reducing greenhouse gas emissions. Plans for 2026 include increasing the proportion of renewable energy use in utility systems, developing smart energy grids to improve electricity efficiency, and implementing energy conservation measures in high-energy-use activities. The Company will also develop monitoring systems and establish baselines for key measures, in order to enable clearer assessment and disclosure of energy reduction results in subsequent reporting periods.



Office Energy Conservation

The Company places importance on raising awareness and encouraging employee participation in efficient energy use by establishing energy conservation measures within office areas alongside continuous communication campaigns, in order to instil energy-conscious behaviours, reduce unnecessary energy consumption, and support the reduction of greenhouse gas emissions at the operational level. The Company has campaigned for all employees across the organisation to adhere to the following measures:

- Switch off computer screens whenever not in use.
- Set air-conditioning systems to a temperature no higher than 25 degrees Celsius.
- Turn off electrical appliances when not in use.
- Switch off photocopiers immediately after each use.
- Replace light bulbs with energy-saving alternatives.
- Establish annual air-conditioning maintenance plans (cleaning filters and replacing refrigerant).







Renewable Energy Production

In 2025, the Company produced a total of 5,059.11 gigajoules of renewable energy from solar power systems owned by the Company both those supporting the Company's own operations and those installed on the premises of operators within Pinthong Industrial Estate under the Company's energy service model. For solar photovoltaic systems installed on the rooftops of office buildings (Solar Roof) and the Solar Farm project within Pinthong Industrial Estate (Laem Chabang), which directly support the Company's own operations, the total installed capacity is 179.20 kilowatt-peak, generating 112,090 kilowatt-hours of electricity in 2025 a decrease from 234,632 kilowatt-hours in 2024, equivalent to a decline of 47.77%. The primary causes were weather variability resulting in reduced sunlight hours, as well as scheduled system shutdowns for equipment maintenance.

SOLAR ROOF



Pinthong Industrial Estate

Installed Capacity	76.8 KW
Electricity Generation	245 kWh/Day

SOLAR FARM



Pinthong Industrial Estate (2nd Project)

Installed Capacity	102.4 KW
Electricity Generation	326 kWh/Day

Renewable Energy Use within the Organisation

Of the total solar electricity produced in 2025, the Company utilised 403.52 gigajoules within its own controlled activities, forming part of total organisational energy consumption. This use of renewable energy has contributed to reducing reliance on purchased electricity and supports the Company's greenhouse gas emission reduction targets.

Renewable Energy Use in Office Areas

In 2025, the Company consumed a total of 112,090 kilowatt-hours of solar electricity generated by the Solar Roof system on office building rooftops and the Solar Farm within Pinthong Industrial Estate (Laem Chabang), representing 2% of the Company's total electricity consumption and 30.1% of total electricity use within office areas. This resulted in a reduction in purchased electricity costs of 448,360 baht per year. Through continuous energy efficiency improvement projects implemented from 2017 to 2025, which primarily promote solar energy use, the Company has increased its renewable energy consumption by an average of 2.98% per year, and has achieved greenhouse gas emission reductions of 53.24 tonnes of carbon dioxide equivalent (calculated using an emission factor of 0.4750 kilograms of carbon dioxide equivalent per kilowatt-hour, referenced from the Thailand Greenhouse Gas Management Organisation (Public Organisation).

Renewable Energy Use in Utility Systems

The Company continuously promotes and supports the increased use of renewable energy in its utility systems, particularly solar electricity, in order to diversify energy sources, reduce reliance on purchased electricity, control energy costs, and support the organisation's greenhouse gas emission reduction efforts.

In 2025, the Company installed a Solar-powered Surface Aerator within the wastewater treatment system of Pinthong 5 (PIN5) project, in order to enhance wastewater treatment efficiency whilst utilising renewable energy. With a total installed capacity of 17.6 kilowatts, the electricity generated by the solar energy system is used to operate the aeration system during daylight hours, helping to reduce electricity consumption from the Company's main grid. It is expected to generate approximately 38,500 kilowatt-hours of electricity per year, subject to sunlight hours and usage patterns, resulting in a reduction of approximately 19 tonnes of carbon dioxide equivalent per year, whilst also reducing long-term energy costs associated with the wastewater treatment system.

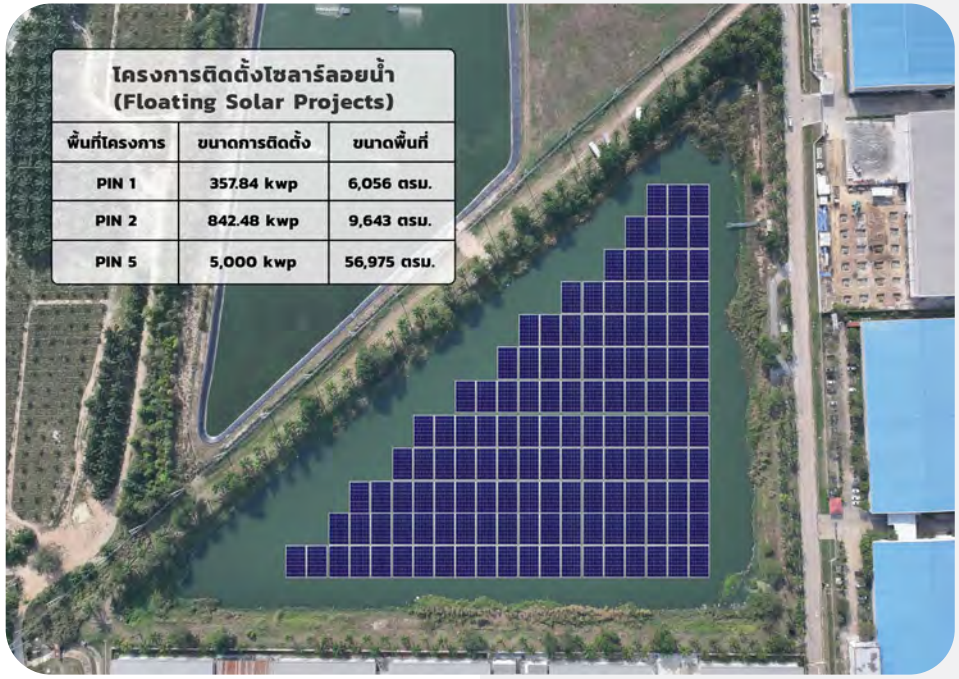


Solar-powered Surface Aerator — Pinthong 5 Project (PIN5)

Furthermore, the Company is currently preparing operational plans for the installation of solar-powered renewable energy systems in utility areas within Pinthong Industrial Estate, scheduled for implementation in 2026, covering three areas as follows:

- Utility system — raw water reservoir of Pinthong Industrial Estate: installed capacity of 357.84 kilowatts
- Utility system — water production and raw water reservoir of Pinthong Industrial Estate (Laem Chabang): installed capacity of 842.48 kilowatts
- Utility system — raw water retention pond of Pinthong Industrial Estate (Project 5): installed capacity of 5,000 kilowatts

Floating Solar Projects



Sale of Renewable Energy to Industrial Estate Operators

In addition to internal solar electricity use, in 2025 the Company sold 4,655.59 gigajoules of clean solar electricity to industrial estate operators under Power Purchase Agreements (PPA), reflecting the Company's role in supporting operators' access to clean energy within the estate. It is noted that this energy volume represents electricity produced for sale rather than energy actually consumed by the Company in its own controlled activities, and is therefore reported separately from organisational energy use data.

Promoting Renewable Energy Use in the Industrial Estate

In 2025, the Company and operators within Pinthong Industrial Estate successfully increased the total installed renewable energy capacity across the Company's premises and all operator factories within the estate to 33.9 megawatt-peak (MWp), exceeding the target of more than 25 megawatt-peak. This demonstrates a concrete achievement in driving the adoption of clean energy within the industrial estate and has contributed to reducing dependence on fossil fuel energy sources, whilst enhancing energy efficiency and reducing greenhouse gas emissions for both the Company and its operators.

This success was driven by the Company's role in promoting and facilitating operators' access to Solar Roof systems by providing comprehensive installation and related services, together with the offer of two investment models tailored to operators' needs: the Engineering, Procurement and Construction (EPC) model, which is suitable for operators wishing to invest independently and benefit from electricity cost savings from day one with an appropriate payback period; and the Power Purchase Agreement (PPA) model, which enables operators to use solar electricity without upfront investment, reducing system management and maintenance burdens, with payment based on actual electricity consumption.



In addition, the Company has continuously engaged in communication and awareness-raising activities with operators within the industrial estate through direct outreach both by telephone and in-person visits to present information and the benefits of Solar Roof installation, supporting decision-making and accelerating actual uptake. As a result, the increase in renewable energy use in 2025 exceeded the defined targets.

Water Management

Material Sustainability Issue

3. Water Management

Water is a critical resource for industrial park operations, with a direct bearing on competitiveness, business continuity, and the investment decisions of operators particularly in areas of high water stress. The Company therefore places great importance on systematic water management, encompassing water security enhancement, water use efficiency improvement, promotion of water reuse, and effluent quality control to support operator growth whilst reducing cost risks and environmental impacts, and building long-term stakeholder confidence.

Significance Level

High



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Ratio of treated water reused to total volume of treated water	>20%	>15%	15.831%
Ratio of raw water drawn from on-site storage ponds to total water used	≥50%	≥40%	45.712%

Risks and Opportunities

Ineffective water management in terms of water sourcing, responsible water use, and maintaining wastewater treatment within standards may pose operational risks for the industrial park across multiple dimensions, including higher utility costs, potential disruption to the continuity of services provided to operators, and possible erosion of investor and stakeholder confidence. Furthermore, inadequate water management may lead to complaints and concerns from surrounding communities, as well as environmental impacts from contamination of natural water sources, ecosystem degradation, and increased GHG emission burdens all of which affect the industrial park's competitiveness and credibility.

At the same time, the systematic application of knowledge, technology, and innovation in water management can improve resource efficiency, reduce costs, and enhance the security of utility systems key factors in elevating competitiveness and attracting sustainability-focused investors. This also creates shared value with stakeholders by improving the quality of life for communities and operators in the area, supporting the conservation of natural water sources, reducing GHG emissions, and preserving biodiversity which together form the foundation of sustainable industrial park development.

Strategy and Management

The Company recognises the importance of water resources as a fundamental factor supporting business continuity and sustainable development. It is therefore committed to efficient water management, covering water sourcing, expansion of water storage ponds to enhance water security, responsible water use, treatment of wastewater to meet relevant standards, and reducing dependence on surface water through the beneficial reuse of treated water to prevent and mitigate economic, social, and environmental impacts.

The Company has designated water management as one of the key policies under its Environmental and Climate Change Policy, adhering strictly to applicable laws and regulations including the Enhancement and Conservation of the National Environmental Quality Act B.E. 2535 (1992), the Factory Act B.E. 2535 (1992), and effluent discharge standards for industrial factories, industrial estates, and industrial zones pursuant to the Ministry of Natural Resources and Environment Announcement B.E. 2559 (2016). The Company also complies with the ISO 14001 Environmental Management System standard and supports operations aligned with Sustainable Development Goal 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production).

The Company continuously and transparently communicates its intention, policy, and water management approach to operators and stakeholders through key channels such as Environmental Impact Assessment (EIA) Monitoring meetings and disclosure through the Sustainability Report to foster cooperation in responsible water use, support ESG framework implementation, and create shared value with stakeholders.

Environmental and Climate Change Policy

https://investor.pinthongindustrial.com/storage/document/cg/environmental-and-climate-change-standards-policy-en.pdf

Governance Structure

The Company assigns the Utility Area Manager as responsible for overseeing water management across all Pinthong Industrial Park projects, reporting to the Head of the Environmental and Water Systems Department and the Board of Directors respectively. The EIA Monitoring Working Group monitors compliance with environmental requirements and submits EIA Monitoring Reports to government agencies and stakeholders every six months.

Responsible Body	Roles and Responsibilities
Board of Directors	Oversees the direction, policies, and key issues related to the organisation's water management. Receives updates on risks, performance, and material issues to ensure operations are aligned with organisational goals and sustainable development principles.
Corporate Governance and Sustainability Committee	Reviews and monitors water management plans, targets, performance, and risk issues, whilst providing recommendations to management prior to reporting to the Board of Directors.
Chief Executive Officer	Approves water management plans, key projects, and budgets, and guides operational direction in alignment with organisational goals, applicable laws, and sustainable development principles.
Head of Operations	Translates water management policies and strategies into action plans, oversees relevant departments, monitors performance, manages risks, and ensures water system readiness against targets.
Environmental and Water Systems Department	Responsible for water sourcing and production, water quality control, wastewater treatment, effluent discharge management, system performance monitoring, data collection and analysis, and operational performance reporting.
Utility Area Manager	Reviews and proposes investment plans, system improvement plans, and water risk management measures. Manages utility system operations to ensure readiness, efficiency, and capacity to meet operators' demands.
Environmental Manager	Supervises compliance with environmental requirements related to water management, monitors performance, assesses non-conformances and risks, proposes improvement approaches, and coordinates communications with regulatory agencies and stakeholders.
Department Head	Controls day-to-day operations, verifies compliance with procedures, laws, and relevant standards, identifies issues, reports abnormalities, and proposes corrective or improvement actions.
EIA Monitoring Working Group	Monitors and verifies compliance with environmental measures and conditions related to water management. Collects data for reporting to government agencies and follows up on corrective actions when deviations are identified.



In addition to establishing a clear governance structure, the Company maintains a continuous water management monitoring and evaluation system through a comprehensive mechanism covering both governance and disclosure. Monthly water quality inspections and legally required reporting are conducted to control and prevent potential impacts on the environment and surrounding communities, alongside two EIA Monitoring meetings per year to review performance, receive concerns, and determine appropriate improvement measures.

Water management performance results are reported to management and communicated to stakeholders through the Sustainability Report and internal communication channels on a regular basis, to support transparency and participation from all parties. The Company also invites external agencies to conduct audits to verify the accuracy, reliability of data, and compliance with relevant standards ensuring that operations comply with applicable laws, regulations, and environmental standards.

In order to ensure that water and wastewater management operations are effective and compliant with laws and regulations, as well as organisational policies and targets, the Company has established the following strategies and operational approaches:

Strategies and Approaches for Water Resources Management

Use Water Efficiently

Increase the Reliability of Water Supply

- Build and improve water storage infrastructure to ensure sufficient supply during critical periods
- Develop water risk management plans for flood and drought situations

Manage Water According to Standards

Manage Water Use Efficiently

- Control water quality at industrial facilities to meet environmental standards
- Regularly monitor water quality, continuously report to relevant parties, and ensure transparency

Reduce Impacts on the Environment

Minimize Environmental Impacts

- Prevent surface water pollution from natural sources
- Treat wastewater before discharge to reduce pollution of water bodies



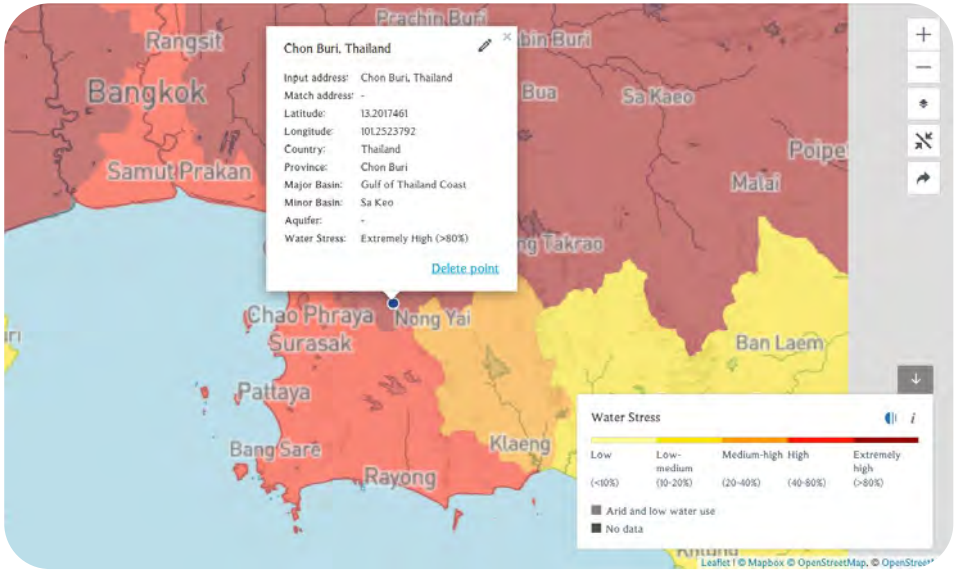
Build Collaboration and Trust

- Communicate transparently with all stakeholders, continuously and openly, through regular updates and public participation in EIA Monitoring and review meetings

Water Risk Assessment and Development of Reserve Water Sources for Industrial Use

The Company assessed the water risk of its operating areas using the Aqueduct Water Risk Atlas, a global water risk analysis tool developed by the World Resources Institute (WRI). The assessment found that Chon Buri Province the location of the industrial park projects is classified as an area of Extremely High Water Stress (>80%), reflecting limitations in water resource availability and the risk of water scarcity, including potential drought conditions in the future. Given that business operations require substantial volumes of water in production processes, the Company has utilised the assessment results to continuously develop measures to enhance water security.

In 2025, the Company developed reserve water sources within the project areas to support industrial water use, with a total raw water storage capacity of 1.77 million m^3 unchanged from the previous year. This capacity is sufficient to meet water demand within the projects for approximately two years should external water sourcing be unavailable. In addition, raw water from on-site storage ponds has been used in potable water production, enabling the Company to reduce water withdrawal from community and natural water sources by 2 million m^3, equivalent to 46% of total water used in production reducing shared water resource risks with communities and enhancing long-term water security.



Water Reserve Source by Project	Volume (m^3)	Days of Supply
Pinthong Industrial Park	124,400	20
Pinthong Industrial Park (Laem Chabang)	347,600	80
Pinthong Industrial Park (Project 3)	221,900	80
Pinthong Industrial Park (Project 4)	483,300	320
Pinthong Industrial Park (Project 5)	141,500	50
Pinthong Industrial Park (Project 6)	450,000	180
Total	**1,768,700**	**730**

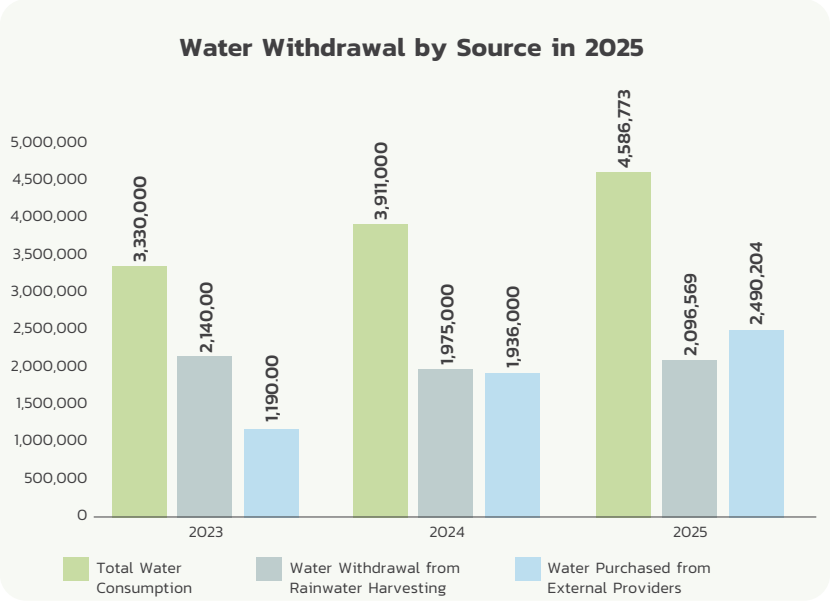




Item	2023	2024	2025
Total Water Withdrawn (m^3)	3,330,000	3,911,000	4,586,773
• Surface water (m^3)	2,140,000	1,975,000	2,096,569
• Groundwater (m^3)	-	-	-
• Seawater (m^3)	-	-	-
• Purchased from external suppliers (m^3)	1,190,000	1,936,000	2,490,204

Note: Data as of 31 December 2025.

In 2025, the Company's total water use amounted to 4,586,773 m^3, comprising surface water drawn from the Company's own rainwater storage reservoirs totalling 2,096,569 m^3, and water purchased from external suppliers amounting to 2,490,204 m^3 representing 45.71% and 54.29% respectively. Total water consumption this year increased by 17.28% from 2024, owing to industrial park area development and growing economic activity within the area, with new operators commencing operations and existing operators expanding production capacity resulting in progressively higher water demand for production processes and supporting activities.



Water Use Efficiency Improvement

The Company focuses on efficient water management by applying the 3Rs approach (Reduce–Reuse–Recycle), coupled with the adoption of innovation and technology in utility systems and services provided to operators within the industrial park.

Reduce

Office Water Consumption Reduction

The Company reduces water consumption within its offices through operational guidelines that emphasise controlling daily water use, minimising unnecessary losses, and promoting appropriate resource use, through the following measures:

- **Inspection of leaks and immediate repairs:** Regular inspections of equipment such as taps, toilets, and internal plumbing systems are conducted to identify any leakage points that may cause unnecessary water loss. Repairs are carried out immediately upon detection of abnormalities.
- **Installation of water-saving fixtures:** Water-controlling equipment is selected for use, such as dual-flush toilets and sensor-activated taps in restrooms and common areas, to reduce excessive water consumption and improve water use efficiency.
- **Improved cleaning methods:** Hose usage for cleaning is reduced by switching to buckets, mops, or low-pressure equipment, whilst cleaning procedures are improved to use less water whilst maintaining cleanliness and effectiveness.
- **Water conservation campaigns:** Informational signs are posted in common areas such as restrooms and kitchens to raise employee awareness and encourage appropriate water use behaviour.

Utility System Water Consumption Reduction

The Company places great importance on reducing raw water use from external sources and minimising water loss within the system by promoting the use of water from on-site storage ponds alongside the beneficial reuse of treated water in appropriate activities such as blending as raw water for potable water production, plant watering, and road and area cleaning whilst closely monitoring and controlling water use to reduce leakage and inefficient consumption.

Real-Time Water Monitoring System Project

The Company initiated this project to improve water resource management efficiency, reduce dependence on external raw water purchasing, and elevate the industrial park's water security. Digital technology and sensor systems have been installed in water storage ponds and distribution systems to enable continuous real-time monitoring of remaining raw water volumes and flow rates throughout the system covering Pinthong Industrial Park, Pinthong Industrial Park (Project 5), and Pinthong Industrial Park (Project 6). Data from the system enables the Company to appropriately control raw water use from storage ponds, rapidly detect abnormalities in the distribution system before cumulative losses occur, and use the data to assess water demand trends and reserve volumes for effective planning against water shortage scenarios. Furthermore, system data is used in monitoring and reporting key water indicators, such as raw water consumption volumes and potable water distributed within the industrial park.

Through all these measures, the Company has been able to reduce raw water purchases from the private sector by 2,413,804 m^3 per year equivalent to 52.63% of total water withdrawn resulting in raw water procurement cost savings of approximately THB 29.24 million per year.



Reduction in Raw Water Procurement from Private Sector

2,408,442 m^3/year

45.71% of total raw water volume



Annual Cost Savings in Raw Water Procurement

29.18 million Baht per year

Treated Water Reuse (Recycle and Reuse)

The Company reuses treated water that meets quality standards as a substitute for raw water in general activities that do not require high-quality water such as plant watering, road and public area washing, and cleaning within the industrial park covering Pinthong Industrial Park 1, Pinthong Industrial Park (Laem Chabang), and Pinthong Industrial Park (Project 3). The target is to reuse not less than 15% of total treated water in accordance with the Eco Industrial Estate guidelines, which helps conserve clean water for essential activities, reduce water procurement costs, and reduce the volume of post-treatment effluent discharged to external water bodies.

Through this programme, the Company reused a total of 317,235 m^3 of treated water, representing 15.83% of total treated water volume. This comprises 285,182 m^3 fully reused under the Zero Discharge approach within Pinthong Industrial Park (Project 3) representing 100% reuse at that site and 32,053 m^3 across other industrial park sites. The Company plans to develop a Water Recycling system within the industrial park by 2030 to increase the proportion of circulating water in production processes and reduce long-term dependence on external water sources.



Volume of Reused Treated Wastewater

311,873 m^3/year

15.74% of total treated wastewater volume

Effluent Quality Control

The Company systematically manages wastewater in compliance with applicable environmental laws and standards, whilst controlling and preventing impacts on communities and ecosystems, through the following key processes and measures:

1. Wastewater Treatment System Meeting Standards

- wastewater treatment systems designed to engineering and regulatory standards.
- Control of effluent quality to meet legally prescribed criteria before discharge to natural water bodies.

2. Water Quality Inspection and Reporting

- Monthly inspection of factory effluent quality as required by law, to control substandard wastewater discharge at source.
- Monthly inspection of post-treatment effluent quality as required by law.
- Installation of online (continuous) effluent quality sensors after treatment, measuring BOD, COD, and TDS to maintain effluent standards and enhance reporting transparency.
- Preparation of inspection reports and transparent disclosure to government agencies and stakeholders.

3. Contamination Prevention Measures

- Inspection of wastewater at risk of heavy metal and chemical contamination, with requirements for factories operating chemical treatment systems to maintain emergency holding ponds to prevent leakage.
- Regular inspection of wastewater collection pipes and settling ponds to reduce contamination risks.

4. Monitoring and Reporting Mechanisms

- Two EIA Monitoring meetings per year with government agencies and stakeholders to monitor performance.
- External EIA Audit to verify transparency and compliance with measures and conditions specified in the EIA Report.

5. Technology Application

- Installation of solar-powered surface aerators in post-treatment holding ponds to increase dissolved oxygen levels in the water.
- Development of digital systems for online wastewater quality monitoring and reporting.

Detail	Project 1	Project 2	Project 3	Project 4	Project 5	Project 6
Wastewater Treatment System	MBBR + AS (Moving Bed Biofilm Reactor + Activated Sludge)	Aerated Lagoon (AL)	Aerated Lagoon (AL)	Aerated Lagoon (AL)	Aerated Lagoon (AL)	SBR (Sequencing Batch Reactor)
Design Capacity (m^3/day)	4,000	3,946	3,400	1,150	2,500	2,000
Average Daily Influent[1] (m^3/day)	2,750	1,500	713	420	899	500[2/]
Number of Factories	163	84	76	12	28	11

Notes: [1/] Average daily influent data as of December 2025.
[2/] Wastewater began entering the system from October 2025.

Online Effluent Flow Measurement and Quality Sensor Installation

The Company has adopted an online effluent flow and quality monitoring system as a key tool for controlling and monitoring the performance of wastewater treatment systems in Pinthong Industrial Park, Pinthong Industrial Park (Laem Chabang), and Pinthong Industrial Park (Project 5). Flow transmitters are installed to measure influent and effluent flow rates, combined with continuous digital sensors measuring post-treatment effluent quality for key parameters BOD, COD, and TDS connected to an automated LINE Application alert system enabling system operators to be immediately notified of abnormalities and issue corrective commands. This system enables close monitoring of wastewater treatment system loading and tight control of effluent quality within legally prescribed standards, reducing process variability, and providing pre-emptive prevention of substandard effluent discharge risks. System data can also be used to analyse trends, improve operational efficiency, and report to regulatory agencies transparently and with full auditability.

In 2025, the Company successfully controlled effluent quality within standards throughout the year, with no incidents of BOD, COD, or TDS values in discharged effluent exceeding legally prescribed thresholds reducing legal non-compliance risks, reducing the likelihood of emergency-related costs, and building confidence among government agencies, communities, and stakeholders in the industrial park's water pollution management effectiveness.



Solar-Powered Surface Aerator Installation in Post-Treatment Holding Ponds

The Company has installed solar-powered surface aerators in post-treatment holding ponds to enhance water quality improvement whilst utilising renewable energy. Solar energy powers the aeration system to increase the dissolved oxygen (DO) concentration in the water a critical factor for organic matter decomposition and the prevention of anaerobic conditions. The solar-powered aerators operate at lower noise levels than conventional aerators such as jet aerators or surface aerators, causing no noise disturbance to surrounding areas. This installation covers Pinthong Industrial Park, Pinthong Industrial Park (Project 3), and Pinthong Industrial Park (Project 5).

Following installation, dissolved oxygen levels increased from 0–1 mg/L to 3–6 mg/L a level conducive to the functioning of microorganisms in the treatment system and resulting in more stable water quality. This enables continuous control of water quality in holding ponds, reduces unpleasant odours, and helps maintain ecological balance in water bodies. Simultaneously, the use of solar energy reduces electricity consumption from fossil fuels and reduces GHG emissions.



Effluent Volume and Quality Data 2025

Item			Volume (m^3)				
Total Treated Water			2,003,444				
Discharged to Surface Water Bodies			1,686,209				
Treated Water Reused			317,235				
Effluent Water Quality							
Pinthong Industrial Estate	Standard	Project 1	Project 2	Project 3	Project 4	Project 5	Project 6
BOD (mg/L)	<20	5.6	6.1	-	6.3	11	< 5
COD (mg/L)	<120	30	34	-	30	66	<40
TSS (mg/L)	<50	6.0	5.8	-	6.2	30	11



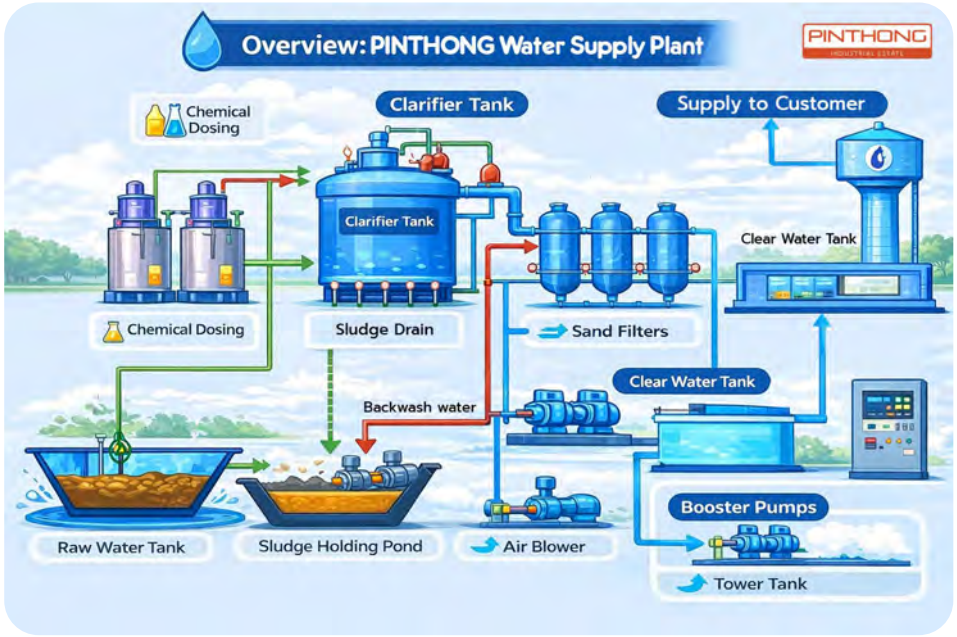
Water Management Technology

The Company seeks to elevate the efficiency of water resource management through the application of digital technology and innovation to support accurate continuous operational control, reduce compliance risks, and enhance the ability to monitor, inspect, and systematically disclose information to regulatory agencies and stakeholders. Key projects include:

SCADA System (Supervisory Control and Data Acquisition)

The Company has deployed a SCADA (Supervisory Control and Data Acquisition) system for the control and monitoring of potable water production and wastewater treatment operations in Pinthong Industrial Park (Projects 5 and 6), to elevate water management efficiency through digital technology. The system collects and displays real-time operational data from equipment and processes through a central control centre, enabling continuous measurement of key values including water production rates, raw water volumes in storage ponds, tank water levels, main pipe pressures, potable water quality (Turbidity, pH, and Conductivity), post-treatment effluent quality, and influent wastewater volumes whilst enabling precise control of pumps and automatic valves.

The integration of data into the central system enables operators to monitor system status continuously, detect abnormalities, and issue corrective commands promptly reducing water losses, preventing tank overflow, sub-standard water quality, or machinery failures before they escalate into serious damage. The system also enhances stability and safety of operations, and reduces operating costs for potable water production by approximately THB 3.6 million per year. Furthermore, the adoption of SCADA elevates utility management to a Smart Industrial model supporting efficient, transparent, and auditable environmental operations.



Stakeholder Engagement in Water Management

Employees

The Company engages employees in water management by promoting knowledge and understanding of efficient water use through educational activities and internal communications ensuring employees are aware of the importance of appropriate water use in daily activities. Employees are also given the opportunity to report leaking taps, toilets, or plumbing systems within the office to relevant departments for prompt remediation. The Company has established appropriate area cleaning guidelines using water, and requested that cleaning staff avoid using hoses that consume large volumes of water, switching to buckets and water-controlling cleaning equipment. Informational signs in common areas such as restrooms and kitchens communicate water conservation practices such as turning off taps immediately after use, using only the necessary amount of water, and avoiding running water while not in use to encourage employees to jointly care for and use water resources appropriately within the office.

Communities and Government Agencies

The Company places great importance on building water resource security in the area alongside strengthening trust from stakeholders, through continuous projects and measures with communities, local government organisations, government agencies, and external partners. Preventive management includes regular inspections of wastewater collection pipes and holding ponds, together with the provision of Emergency Ponds to accommodate unforeseen situations reducing leakage risks and preventing contamination of natural water sources and surrounding community areas.

The Company promotes participation and transparent disclosure through two EIA Monitoring meetings per year with government agencies, communities, and relevant stakeholders, with systematic complaint and feedback channels maintained alongside field visits for joint environmental sampling with the EIA Committee ensuring participatory data verification. The Company also discloses effluent quality data through the Sustainability Report, online systems, and external audits to verify compliance with environmental standards and enhance operational transparency.

Industrial Operators and Tenants

The Company supports industrial operators and tenants within the industrial park in managing their wastewater in compliance with environmental laws and standards, providing systematic consultation and problem-solving guidance when factory effluent quality does not meet prescribed criteria. The Company's environmental team conducts preliminary on-site inspections to analyse the root causes of problems, assess wastewater treatment system efficiency, and identify risk points that may affect effluent quality before proposing appropriate improvement approaches, such as production process adjustments and wastewater treatment system efficiency improvements, to ensure targeted corrective actions and reduce the likelihood of recurrence in the long term.

This support and consultation not only enables operators and tenants to comply effectively with legal requirements reducing risks of penalties or associated costs but also plays an important role in preventing environmental and community impacts surrounding the industrial park. It builds confidence among operators, tenants, and stakeholders that the Company has a robust environmental support system capable of elevating operator and tenant operational standards in alignment with sustainable development guidelines and Sustainable Development Goals (SDGs). This reflects the Company's role as an industrial park developer and manager committed to responsible, environmentally and socially conscious shared growth.

Wastewater Discharge Complaint Management

The Company places great importance on continuously listening to opinions and concerns from communities and stakeholders, maintaining accessible and convenient complaint channels through both the Company's dedicated hotline and Line Official (Line OA), together with systematic processes for receiving, investigating, and implementing corrective actions to respond promptly and transparently to any issues arising.



In 2025, no incidents of untreated wastewater leaking to public areas were found. However, there was one instance of enquiry from community members residing near a public drainage canal regarding water discharged during the dry season. This occurred because the Company discharged treated water to reduce the level in its long-term post-treatment holding pond in order to carry out repairs. The Company promptly completed the repairs and halted the discharge, provided factual clarifications to nearby communities, and arranged for an Environmental Monitoring Committee to conduct field water sampling at various points to verify that the quality of discharged water met legally prescribed standards and to assure stakeholders that operations had no adverse environmental or community impact, whilst continuously communicating relevant information to stakeholders.

In addition, the Company has established operational guidelines for cases where discharge of post-treatment water is necessary under various circumstances such as during the dry season by notifying and coordinating with local agencies and communities in advance, to prevent recurrence of complaints and foster mutual understanding within the area.

Waste Management

Material Sustainability Issue

4. Waste Management

Waste management is a material issue for industrial estate operations, as it is directly linked to effective area management efficiency, the capacity to accommodate operators, and the confidence of investors, communities, and surrounding stakeholders. The Company is therefore committed to managing waste and waste in a systematic manner by integrating Circular Economy principles to reduce landfill disposal, promote the efficient use of resources, and support the shared utilisation of waste among operators within the area all of which are key drivers in transforming Pinthong Industrial Estate into an Eco-Industrial Town that grows in a balanced and sustainable manner alongside communities and the environment.

Significance Level

Moderate



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Proportion of waste sent to landfill to total waste volume	Not more than 10%	Not more than 15%	11.23%
Proportion of biological sludge from treatment systems that has been reused	-	100%	100%
Reduction in office document paper consumption compared to 2024	-	Reduced by 10%	Reduced by 20.1%

Risks and Opportunities

Ineffective waste management may give rise to significant risks to industrial estate operations, including risks to the safety of employees, operators within the estate, and surrounding communities, as well as to the environment from the leakage or contamination of toxic and hazardous substances into the soil, water, and air. This may lead to health impacts, ecosystem degradation, community complaints, and increased legal and management liabilities for the Company. Such risks not only affect area management efficiency and business continuity within the estate, but may also undermine confidence amongst investors, clients, and operators, whilst adversely affecting the Company's image, credibility, and social licence to operate.

At the same time, systematic improvements to waste management present opportunities for the Company to reduce these risks whilst increasing resource use efficiency through source separation, recycling, reuse, and energy recovery. This helps reduce dependence on landfill disposal, minimise environmental impacts, and concretely advance the development towards becoming an Eco-Industrial Town.

Strategy and Management

The Company has established its waste management approach under the Environmental and Climate Change Policy and the Green Construction Policy, with a focus on preventing waste generation at source, alongside promoting Circular Economy principles through waste separation, reuse, and recycling, as well as the selection of environmentally friendly materials. Operations are conducted in accordance with environmental prevention and mitigation measures, including monitoring measures as stipulated in the Environmental Impact Assessment (EIA) report, and in strict adherence to the ISO 14001:2015 Environmental Management System standard, to ensure that waste management is efficient, transparent, and auditable.

Environmental and Climate Change Policy

https://investor.pinthongindustrial.com/storage/document/cg/environmental-and-climate-change-standards-policy-en.pdf

Green Construction Policy

https://investor.pinthongindustrial.com/storage/document/cg/green-construction-policy-en.pdf

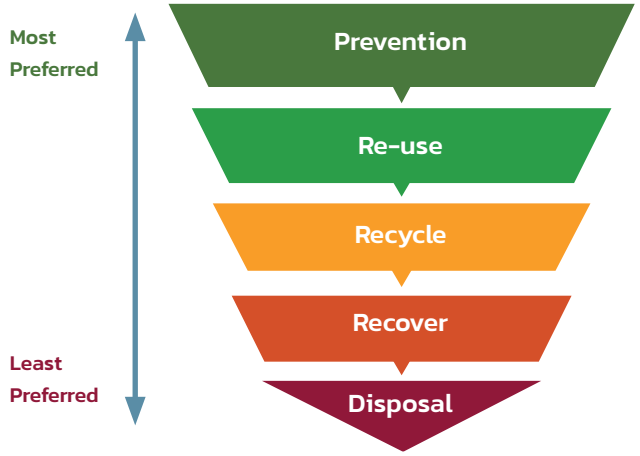


Governance Structure

To ensure that operations are conducted in accordance with established policies, the Company has defined a governance structure and the roles and responsibilities of various units to drive waste management activities within the estate from setting direction and management, to monitoring and evaluation as follows:

Responsible Body	Roles and Responsibilities
Board of Directors	Provide the highest level of oversight for waste management by considering and approving policies, operational frameworks, and strategic directions, whilst monitoring performance and key issues that may affect business risks and continuity.
Corporate Governance and Sustainability Committee	Screen and monitor waste management operations to ensure alignment with organisational policies and targets, whilst providing recommendations to improve and elevate operations in line with sustainability objectives.
Sustainability Working Group	Drive waste management operations in practice by reviewing related policies, targets, and approaches; coordinating with internal units and relevant stakeholders; supporting resource allocation; continuously monitoring progress and performance; and compiling data and preparing reports for the Board of Directors and for use in the Company's sustainability disclosures.
Employees	Strictly comply with waste management policies and guidelines by separating, storing, and disposing of waste appropriately, and reporting abnormal incidents or risks that may affect safety and the environment.

The Company places strong emphasis on rigorously managing waste arising from its business operations by studying and beginning to apply the "Waste Management Hierarchy" as the principal process for managing each type of waste within Pinthong Industrial Estate. This is aimed at minimising waste generation at source, maximising resource use, and reducing environmental impacts in accordance with the 3Rs principles. The operational approach follows the Waste Management Hierarchy as follows:



Waste Management Hierarchy" Principle of the European Union

1. **Prevention / Reduction:** Promote the design and development of industrial estate infrastructure for efficient resource use, reduce the use of waste-generating materials in order to minimise waste at source, including the use of technologies and digital systems to reduce paper consumption and unnecessary resource use.

2. **Reuse:** Promote the reuse of materials, equipment, and packaging that remain serviceable within the industrial estate, such as reusing pallets, containers, or construction materials, as well as supporting the exchange or sharing of resources among operators within the estate.

3. **Recycle:** Establish systematic waste separation from the source, and support the collection and transfer of recyclable waste to licensed and legally authorised disposal operators or recycling operators.

4. Recovery: Promote the utilisation of non-recyclable waste in alternative forms, such as converting waste sludge into soil conditioners for use in the estate's green areas.

5. Disposal: For waste that cannot be reduced, reused, recycled, or recovered, the Company will carry out lawful disposal in accordance with environmental laws and standards, using licensed disposal operators and conducting monitoring to prevent environmental and community impacts.

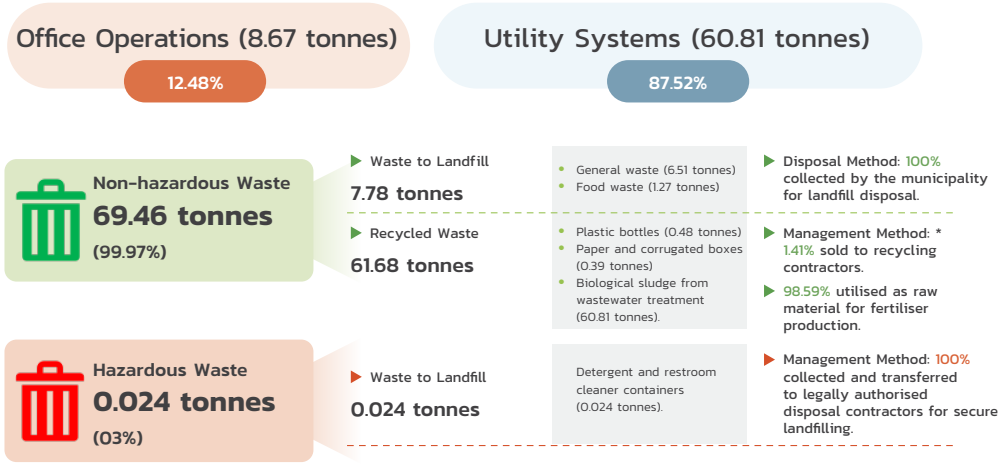
Volume of Waste Generated from Operations

The Company has begun collecting data to serve as a baseline for systematic waste management planning. In the initial phase, this covers waste sources from activities under the Company's direct control, comprising two main categories: office waste and utility system waste. Waste generated from these activities may cause significant environmental and operational impacts if not properly managed, such as the risk of contamination of soil, water, and air; health and safety impacts; inefficient resource use; waste disposal burdens; and risks of non-compliance with relevant environmental laws. Furthermore, whilst operators within the industrial estate are responsible for managing the waste generated by their own activities, such waste may still impact the industrial estate area and surrounding stakeholders if not handled appropriately. This is therefore an issue to which the Company, as the industrial estate developer and operator, pays particular attention.

The Company manages significant waste-related impacts with a focus on preventing waste generation at source, alongside improving resource use efficiency and appropriate waste separation. In activities under the Company's direct control, source waste separation has commenced and office and utility system waste data are being collected to monitor waste generation trends, support the development of waste reduction measures, and increase opportunities for material recovery or transfer into recycling processes in the future. Concurrently, the Company strictly adheres to waste management measures and environmental impact prevention and mitigation measures as specified in the Environmental Impact Assessment (EIA) report, in order to control the risks of contamination and environmental and community impacts.

With regard to waste generated by operators within the industrial estate for which those operators are responsible for managing their own waste the Company plays a role in supporting such operations to be conducted appropriately, transparently, and in accordance with the law. This is achieved by maintaining a registry of legally licensed waste disposal contractors, classified by waste type, to serve as a reference for operators in selecting appropriate and compliant service providers.

In 2025, the Company compiled data on waste arising from activities under its direct control, covering office waste and utility system waste. The total volume of waste generated amounted to 69.48 tonnes, an increase of 70.21% from 2024. The primary cause was the arrival of new operators establishing factories within the industrial estate, as well as existing operators expanding production capacity, resulting in increased water demand in production processes and a corresponding increase in sludge volume from the wastewater treatment system. This can be classified as: non-hazardous waste of 69.46 tonnes and hazardous waste of 0.024 tonnes. This data serves as the Company's initial baseline for monitoring waste generation trends under organisational control, and will inform the planning of waste reduction measures and resource efficiency improvements in the next phase. This volume does not include waste generated by the activities of operators within the industrial estate, for which those operators are themselves responsible.



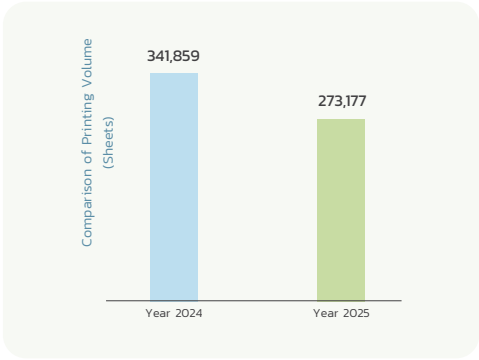
Waste and Waste Generation Reduction

The Company places great importance on preventing waste generation at source, in order to reduce environmental impacts from business operations. The focus is on planning resource management efficiently so as to minimise waste and waste generation before entering the management process, through projects aimed at improving work processes, reducing the use of consumable materials, and continuously promoting a waste-reduction work culture amongst employees and stakeholders.

Reducing Office Paper Usage

The Company implements paper usage reduction activities for internal office printing, with the aim of using resources efficiently and reducing greenhouse gas emissions from operations. A target has been set to reduce paper consumption by 10% compared to 2024, through awareness campaigns and the establishment of measures for efficient paper use, such as printing only when necessary, promoting paperless training using digital learning media (e.g. electronic slides and online training materials), improving procurement processes to use more electronic documents, and reusing single-sided paper for tasks that still require printing, in order to reduce the use of new resources and minimise waste in accordance with the Reduce principle.

As a result of these activities, office paper printing was reduced by 68,682 sheets, or a reduction of 20.1% from 2024, equating to a reduction in greenhouse gas emissions of approximately 343 kilogrammes of carbon dioxide equivalent.





Reducing Single-Use Plastics

Another key activity in raising waste management awareness within the office area is the campaign to reduce single-use plastics, covering cups, bags, bottles, and plastic straws. The Company encourages employees to bring their own cups or containers to use with the water dispensers in the office, in order to reduce the use of short-life packaging that takes a long time to decompose. This activity is conducted alongside continuous communications and awareness campaigns to change consumption behaviour and foster participation among personnel at all levels in reducing waste at source. In 2025, 92 employees participated in the project, representing 83.63% of total office staff, resulting in a reduction of 23,000 single-use plastic cups and bottles per year, equivalent to a reduction of 140 kilogrammes of plastic waste per year. This has also helped reinforce an organisational culture of efficient and environmentally friendly resource use.



Waste and Waste Utilisation under Circular Economy Principles

The Company separates various types of waste in accordance with daily activities and operations within the office area and the industrial estate, including the systematic management of sludge generated from the central wastewater treatment system. Conditioned sewage sludge is processed into organic compost to add value to waste by reusing it in accordance with Circular Economy principles.

Waste Separation Promotion Project

The Company continuously implements waste separation promotion activities within the office area under the "Yaek BIN Kan" (Separate Your BIN) project, with a focus on building awareness and changing employee behaviour so that waste is separated correctly at source. This is achieved through internal communications alongside monthly monitoring of waste separation results by the administrative department. Performance results indicate that employees are able to correctly separate waste according to the designated bin colour categories, resulting in more efficient collection and management of waste in subsequent steps. The Company also places importance on reducing the volume of general waste that must be sent to landfill which is a source of greenhouse gas emissions and has therefore established guidelines for converting separated food scraps into compost, in order to circulate resources for reuse and reduce environmental impacts in accordance with the Circular Economy.

The waste separation colour-code system is as follows:

- **Blue** General waste (e.g. food packaging plastics, straws, snack bags, food containers, food bags, and tissue paper)
- **Green** Wet waste / Organic waste (e.g. food scraps, vegetables, fruits, and leaf litter) for composting
- **Red** Hazardous waste / Infectious waste (e.g. toilet waste, surgical masks, ink cartridges, light bulbs, and batteries)
- **Yellow** Recyclable waste (e.g. glass bottles, plastic bottles, paper, and beverage cans)









Wastewater Treatment Sludge Utilisation Project

Sludge from the central wastewater treatment system constitutes a large volume of waste, accounting for 87.5% of total waste generated in 2025. The Company has therefore implemented a systematic management project for sludge from the central wastewater treatment system, whereby conditioned sludge is combined with plant residues from green area maintenance within the project to produce organic compost through a windrow composting method. This method is suitable for the decomposition of organic matter and helps control compost quality to ensure environmental safety. This approach helps reduce the volume of waste requiring external disposal, reduce wastewater sludge management costs, reduce chemical fertiliser use, and add value to waste in accordance with Circular Economy principles. The resulting compost is then used to improve soil quality in green areas and plant cultivation plots within the project.

Compost Production Process from Wastewater Treatment Sludge



1. Collect sludge from the wastewater treatment system, then transport to the composting area.



2. Sort and remove contaminant waste, then mix in the correct ratio with plant residues, animal manure, and urea fertiliser.



3. Water and mix the compost pile to maintain consistent moisture levels, with a composting period of 30–60 days.



4. Turn the compost pile every month to aerate and increase oxygen levels.

In 2025, the Company utilised 60.81 tonnes of sludge, resulting in transport and disposal cost savings of 72,972 baht, and producing a total of 923 tonnes of compost with a value of 5,538,000 baht. This has helped improve resource use efficiency and reduce green area maintenance costs. The resulting compost has been used to improve soil quality in green areas and plant cultivation plots within the project.

In addition to reusing sludge from the wastewater treatment system, the Company also places importance on reducing the volume of general waste that must be sent to landfill which is a source of greenhouse gas emissions. Plans have therefore been made to implement a Food Waste separation and processing project in order to reuse it as organic fertiliser for maintaining green areas within the office. In 2025, the Company is in the process of compiling and analysing data on the volume of food scraps generated, in order to plan and design an appropriate project approach for the organisational context.

In the next phase, the Company will assess the suitability of technologies or food waste composting equipment in proportion to the volume of waste generated, before systematically commencing the separation and collection of food scraps from the source, to be converted into organic fertiliser and returned for use in the office's green areas. The Company will also continuously monitor and evaluate the reduction in food waste requiring disposal, as well as the environmental and resource use outcomes.

Waste Volume, Disposal, and Recovery

Waste Volume Metrics	2024	2025
Company's total waste volume (tonnes)	40.82	69.48
Waste recovered and reused (tonnes)	33.42	61.68
Proportion of waste recovered and reused to total waste volume (%)	81.87	88.77
Waste sent for landfill disposal (tonnes)	7.36	7.80
Proportion of waste sent for landfill disposal to total waste volume (%)	18.03	11.23

In 2025, the Company generated a total of 69.48 tonnes of waste. The Company was able to recover and reuse 61.68 tonnes of waste, an increase from 33.42 tonnes in 2024, representing an increase of 84.57%. Consequently, the proportion of waste recovered and reused relative to total waste volume increased from 81.87% to 88.77%, as a result of improved waste separation efficiency and wastewater treatment sludge management in accordance with Circular Economy waste management principles. This also resulted in a reduction in the proportion of waste sent for landfill disposal relative to total waste volume, from 18.03% to 11.23% in 2025.

Supporting and Engaging Operators within the Estate on Waste Management

The six Pinthong Industrial Estate projects host more than 367 operators. Waste management is therefore a significant issue that requires cooperation from all sectors to ensure strict compliance with requirements. Factories, as the waste generators, are responsible for managing the waste arising from their own production processes from separation and storage, to controlling waste transportation in accordance with environmental requirements and relevant laws. They are required to engage legally licensed waste disposal operators to transport, treat, or dispose of waste appropriately, in order to ensure that waste is properly managed without causing impacts on the environment and surrounding communities.

The Company supports operators' activities by maintaining a registry of agencies or companies that hold valid waste disposal licences in accordance with the law, classified by waste type, to serve as a reference database for operators in selecting appropriate and compliant service providers.

In 2025, the Company organised a meeting with the Industrial Estate Authority of Thailand (IEAT) and five operators within the estate, with 40 participants, under the Factory & Partner Visit programme. The meeting facilitated the exchange of opinions and feedback from operators regarding waste management within the industrial estate, including the sharing of best practices in waste separation, reduction of waste from production processes, as well as waste storage, transportation, and disposal in compliance with legal requirements and environmental standards. These activities helped strengthen collaboration between the Company and operators in developing a more efficient waste management system.





In 2025, the Company received no complaints regarding waste management from environmental agencies, clients, operators within the industrial estate, or surrounding communities.

Biodiversity

Material Sustainability Issue

5. Biodiversity

Biodiversity is a vital natural asset that underpins the stability of the ecosystem surrounding Pinthong Industrial Estate. It serves as natural infrastructure that helps regulate water quality, air quality, and mitigate the impact of natural disasters, directly affecting business continuity and the quality of life of employees and communities. The Company is therefore committed to maintaining biological balance in order to create a shield against environmental risks and to elevate the competitiveness of Pinthong Industrial Estate as an eco-industrial estate that grows sustainably alongside nature and society.

Significance Level

Moderate



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Proportion of ecological green area to legally allocated green area	100%	Not less than 60%	63%
Net forest area ratio compared to the previous year	100%	100%	100%
Number of animal species lost within the Company's operating boundary compared to 2025	0 case	-	-

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Completeness ratio of the animal species database within the Company's operating boundary	100%	15%	16.67%
Proportion of projects with biodiversity risk assessments conducted in areas designated for industrial estate development	100%	100%	100%

Risks and Opportunities

Inadequate maintenance and restoration of green areas and biodiversity components may affect the quality of the estate's environment and its environmental management in several ways, including a reduction in natural buffer zones, landscape degradation, and an increased maintenance burden on common areas. Furthermore, if upstream areas or surrounding natural areas are not properly managed, this may affect ecosystem balance, drainage systems, and natural water retention capacity, potentially increasing the risk of flash flooding, waterlogging, or deteriorating water quality within the estate and neighbouring areas. At the same time, the resulting impacts may also extend to surrounding communities in terms of environmental quality, landscape conditions, and complaints or concerns from the public, which may adversely affect the estate's image and its attractiveness to operators who prioritise sustainable operations.

Conversely, appropriate management and development of green areas, along with consideration of upstream areas and surrounding ecosystems, will help elevate the quality of the industrial estate's environment, support common area environmental management, and reduce potential impacts on surrounding communities, whilst reinforcing the estate's image as an industrial area that is mindful of the environment and committed to harmonious co-existence with the community.

Strategy and Management

The Company recognises the importance of biodiversity as a fundamental factor that supports ecosystem balance and the long-term stability of industrial estate development. It is therefore committed to conducting business with due regard for the protection, restoration, and avoidance of impacts on natural resources alongside economic growth. The Company has announced its Biodiversity Policy: For the Future, Towards a Sustainable Business under the framework of relevant environmental laws, standards, and requirements, to serve as a guideline for responsible area development and management. Priority is given to designing the industrial estate layout to achieve a balance between industrial activities, green areas, and ecosystems; careful consideration of Environmental Impact Assessment (EIA) reports; implementing measures to prevent and mitigate impacts whilst conducting continuous monitoring and evaluation; as well as promoting the use of environmentally friendly innovations and technologies, and raising awareness and knowledge amongst employees, operators, and stakeholders throughout the supply chain.

Biodiversity Policy: For the Future, Towards a Sustainable Business

https://investor.pinthongindustrial.com/storage/document/cg/biodiversity-and-business-sustainability-policy-en.pdf

Governance Structure

To ensure that operations are conducted in accordance with established policies, the Company has defined a governance structure and the roles and responsibilities of various units to drive biodiversity-related activities from setting direction and management, to monitoring and evaluation as follows:

Responsible Body	Roles and Responsibilities
Board of Directors	Oversee and approve policies, operational frameworks, and directions related to biodiversity; monitor key issues and performance to ensure alignment with the organisation's sustainability targets.
Corporate Governance and Sustainability Committee	Screen and monitor the implementation of policies, plans, targets, and biodiversity performance results; provide recommendations to improve operational approaches in line with the organisation's sustainability targets.
Corporate Governance and Sustainability Working Group	Drive and coordinate biodiversity activities in practice by reviewing operational approaches and related targets, communicating guidelines to internal units, liaising with relevant external organisations, monitoring progress, compiling data, and reporting results to the relevant committees; as well as supporting the preparation of the Sustainability Report.
Employees	Comply with measures and guidelines established by the Company; participate in green area maintenance activities or related activities; and report tips or abnormal incidents that may affect green areas, ecosystems, or the environment to the relevant units.

The Company has established a systematic biodiversity management framework, divided into five key processes, to ensure clarity of operations in accordance with the industrial estate's context, the ability to reduce ecosystem impacts, and the creation of shared value with stakeholders over the long term, as follows:

Policy Establishment

The Company establishes biodiversity policies and operational guidelines at the organisational level, covering both its own operations and the supply chain. Clear targets, key performance indicators, and action plans are defined in alignment with local context, applicable laws, relevant standards, and sustainable development goals, with the aim of protecting, conserving, and restoring ecosystems.

Risk Assessment

Biodiversity data is collected and analysed to systematically assess risks and impacts across the Company's operations and supply chain. This includes the use of site-specific data, EIA guidelines, field surveys, and stakeholder engagement to identify activities and processes that may affect key species and ecosystems.

Action Planning and Implementation

Biodiversity management systems are developed in accordance with the Mitigation Hierarchy, integrating environmental measures into planning and operations. Collaboration with government agencies, private sector partners, academic institutions, communities, and stakeholders is strengthened to support sustainable conservation and ecosystem restoration.

Performance Monitoring

Biodiversity performance is continuously monitored, reviewed, and evaluated against established indicators. The results are used to assess the effectiveness of mitigation measures, reduce risks, and refine approaches to ensure alignment with defined objectives.

Communication

The Company transparently communicates its biodiversity performance, progress, and management approaches to stakeholders through sustainability reports, internal communication channels, and community engagement, fostering understanding, collaboration, and trust in conducting business alongside environmental stewardship.

8-Step Biodiversity Action Plan

Step	Approach	Details
1	Pre-development biodiversity survey and assessment	Survey native plant and animal species, including rare or endangered species; assess the significance of the area, such as natural water sources, wildlife corridors, and wetlands, using data from experts, ecologists, and local communities.
2	Ecosystem-friendly site layout design	Establish buffer zones between industrial zones and natural areas; allocate green areas within the industrial estate; and apply Nature-based Solutions concepts by utilising native plants for area restoration.
3	Sustainable water and drainage management	Develop retention and detention ponds for rainwater management; create water bodies as habitats for aquatic animals; design drainage systems in accordance with natural direction; and treat water for reuse in green areas.
4	Natural area restoration and green area expansion	Plant native vegetation and wildlife-friendly species; conduct reforestation and afforestation in areas surrounding the industrial estate; and establish ecological green areas or conservation zones.
5	Biodiversity Action Plan (BAP) preparation	Define biodiversity targets, key performance indicators, timelines, responsibilities, and a systematic monitoring and evaluation mechanism.
6	Community and external stakeholder engagement	Collaborate with government agencies, educational institutions, and environmental organisations; create opportunities for communities to participate in design and monitoring; and jointly conduct CSR activities.
7	Prevention and management of impacts from factories within the area	Monitor and control air, water, and noise impacts; establish an environmental emergency notification system; and define appropriate response measures.
8	Transparent monitoring, inspection, and reporting	Utilise technologies such as drones and sensors to monitor area conditions; produce annual biodiversity performance reports; and disclose information to stakeholders.

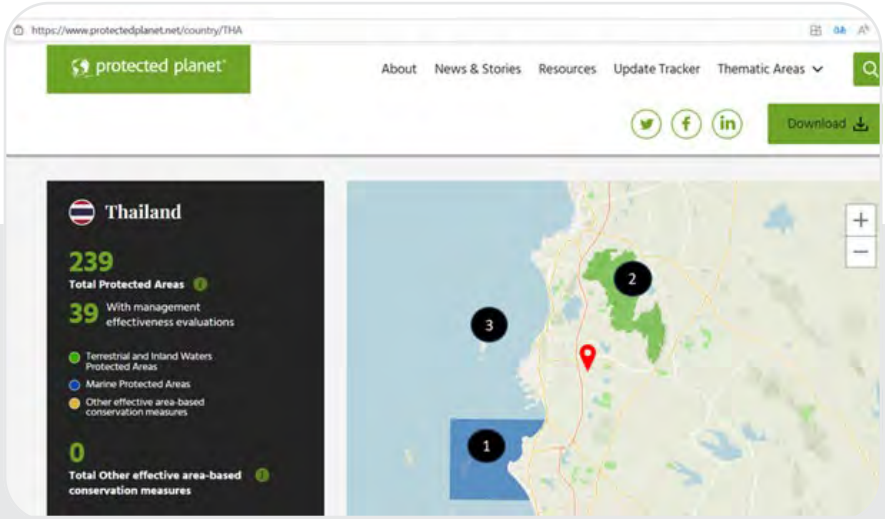
Impact Mitigation Hierarchy

Step	Approach	Description	Operations
1	Avoidance	Prevent and avoid conducting activities that may cause significant impacts on ecosystems and biodiversity from the outset of project construction.	• Select project sites that avoid protected areas or ecologically sensitive areas • Establish a Biodiversity Policy
2	Minimisation	Reduce the level, frequency, or severity of impacts that have occurred or may occur to a minimum through improvements to operational processes and impact controls.	• Control pollution arising within the project area so as not to cause environmental impacts in terms of air quality, water quality, and noise
3	Rehabilitation	Restore and repair ecosystems in areas impacted by operations to an appropriate condition.	• Develop green areas within the project area, including maintaining native vegetation • Designate pilot study areas for biodiversity to support ecosystem recovery
4	Offset	Compensate for negative impacts on biodiversity.	• Collaborate with communities or local agencies to conserve and restore ecosystems, such as community forest planting for native plant conservation, nature restoration through mangrove planting activities, and turtle-release activities at sea, etc.

Biodiversity Risk and Impact Assessment

The Company has identified and assessed the locations of its own operations by comparing them against databases of protected areas and biodiversity-important areas (Protected Areas) from the Protected Planet website (https://www.protectedplanet.net/), in order to identify ecologically sensitive or at-risk areas. The assessment results for 2025 indicate that risk is at a low level, as the Company's operational areas are not located within or in close proximity to protected areas or biodiversity-important areas, with a distance of more than 5 kilometres from such areas, as shown in the following table:

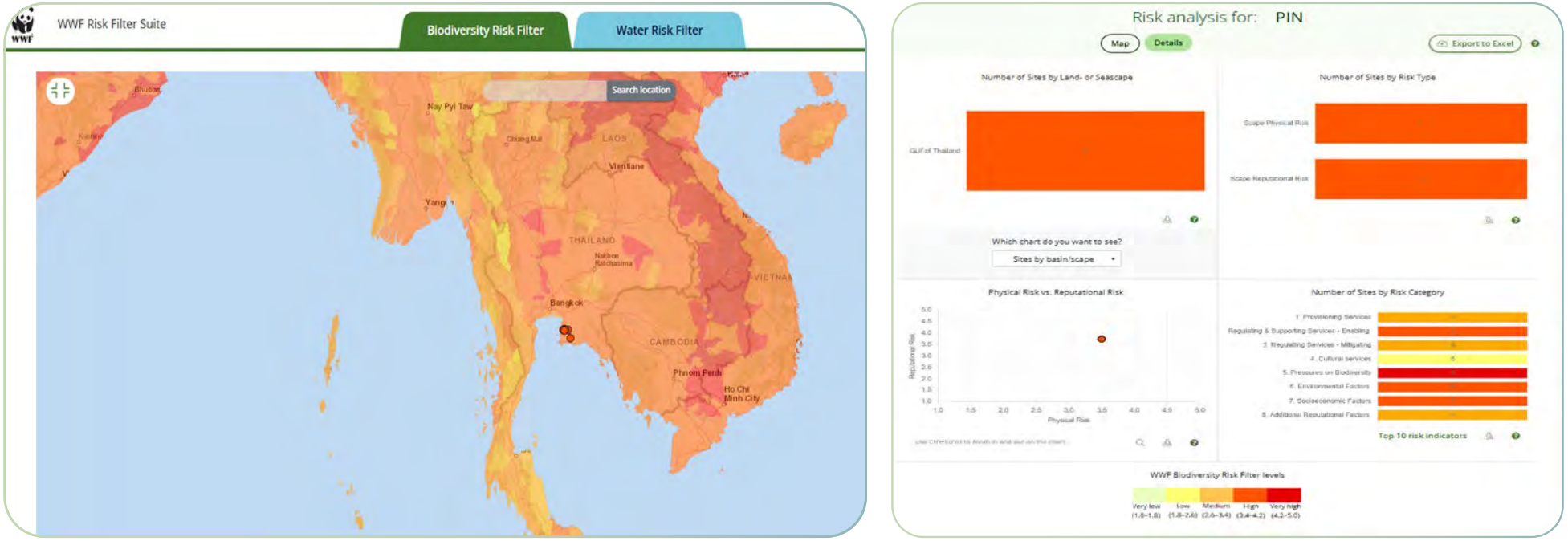
No.	Protected Areas and Biodiversity-Important Areas	Coordinates (Latitude, Longitude)	Company's Own Operation Area	Distance from Asset (km)	Impact Assessment
1	Chonburi Environmental Protected Area	13.0020230, 100.8962510	Pinthong Industrial Estate 1 (PIN1) Pinthong Industrial Estate 2 (PIN2) Pinthong Industrial Estate 3 (PIN3) Pinthong Industrial Estate 4 (PIN4) Pinthong Industrial Estate 5 (PIN5) Pinthong Industrial Estate 6 (PIN6)	>5 km	No
2	Khao Khiao-Khao Chomphu Wildlife Sanctuary	13.17605, 101.051225		>5 km	No
3	Ko Kam Yai Marine Fisheries Reserved Area	13.17068, 100.825691		>5 km	No



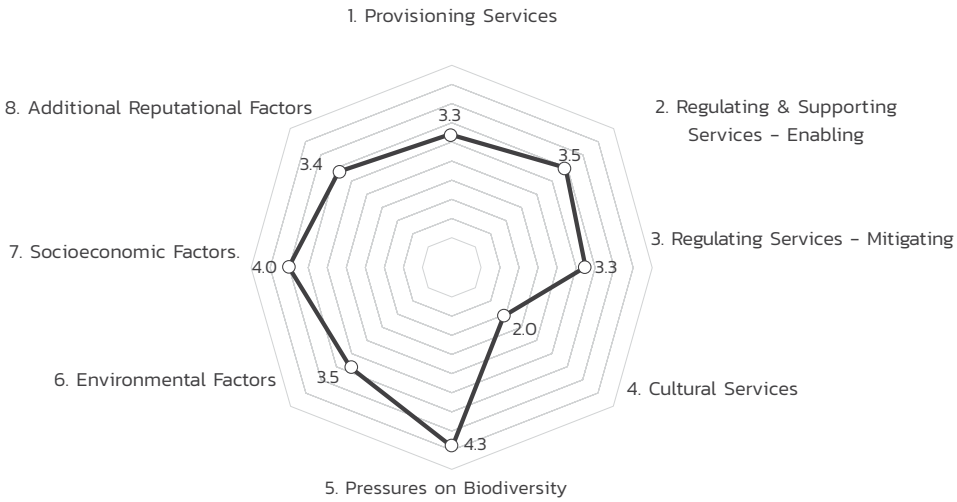
Company operational area location map (Source: https://www.protectedplanet.net/)

In addition, the Company has employed the WWF Risk Filter Suite as a reference tool for assessing and reviewing biodiversity risks, in order to systematically identify and prioritise relevant risk issues at the organisational level, covering a total of six projects. An analysis of biodiversity risks classified by Risk Category revealed that the highest-risk issue is Pressures on Biodiversity, with a risk score of 4.3, reflecting factors associated with land use, project development, and activities that may directly impact ecosystems.

The next highest is Socioeconomic Factors at 4.0, indicating stakeholder expectations, shared resource use with communities, and corporate image issues that may affect long-term business operations. Regulating & Supporting Services (Enabling) and Environmental Factors are at 3.5, whilst Provisioning Services, Regulating Services (Mitigating), and Additional Reputational Factors are at a moderate risk level of 3.3–3.4. Cultural Services has the lowest risk level at 2.0.



Biodiversity risk analysis results (Source: https://riskfilter.org/)



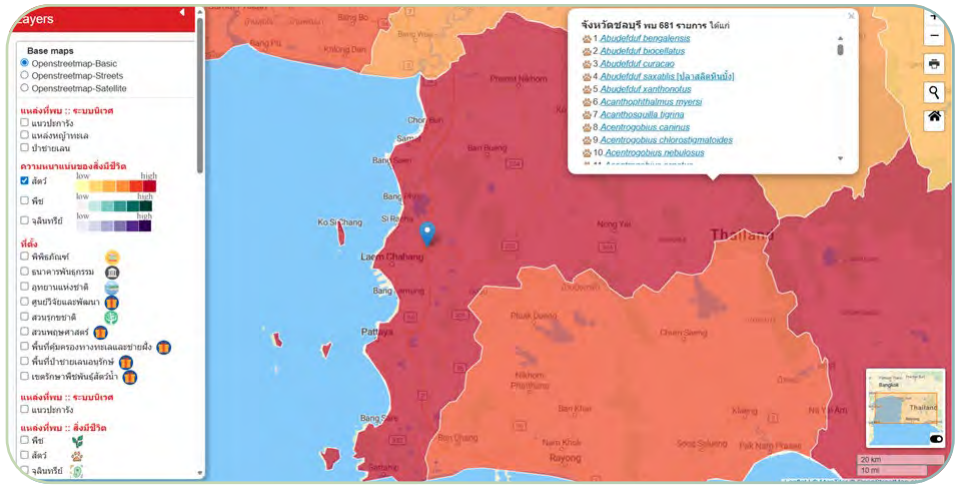
Risk analysis results by Risk Category for each KPI

The Company will use the assessment results to prioritise biodiversity risks, define preventive and impact mitigation measures for high-risk issues, integrate them into governance processes and business decision-making, and continuously monitor and review performance to ensure alignment with established targets.



Natural Resource Conservation and Ecosystem Restoration

The Company has studied biodiversity data for living organisms in Chonburi Province through the Thailand Biodiversity Information Facility (TH-BIF) to serve as preliminary information for the Company's future operations. The assessment of the area-specific context revealed a total of 681 animal species recorded. Of these, 32 species are listed as threatened under the IUCN Red List criteria, comprising 10 Near Threatened (NT) species, 7 Vulnerable (VU) species, 10 Endangered (EN) species, and 5 Critically Endangered (CR) species. This data reflects the significance of the ecosystem at the local level and has been incorporated into the planning of preventive and impact mitigation measures for species of conservation importance.



Biodiversity data map of Thailand
(Source: https://thbif.onep.go.th/gis/main/index.php)

Following the study of area-level biodiversity data, the Company designated a pilot area within Pinthong Industrial Estate 3 as a site for ecosystem study, conservation, and restoration representing the initial phase of operations across all project areas. A living organism database and biodiversity data have been compiled to serve as indicators and monitoring tools for conservation purposes. The focus is on maintaining and enhancing biodiversity through the restoration of natural environments, planting and caring for native tree species, and creating suitable habitat conditions for living organisms within the ecosystem, alongside developing the area as an environmental learning centre for employees and stakeholders, so as to foster awareness and participation in the care of natural resources. This lays the foundation for expanding activities to other project areas and supports industrial development in alignment with the long-term maintenance of ecosystem balance.

Biodiversity Conservation Operations (Pilot Project: Pinthong Industrial Estate 3)

This pilot project was developed to systematically study the ecosystem and habitat conditions within and around the industrial estate, employing indicator species to assess the health and changes of the ecosystem alongside the restoration and improvement of habitats to ensure suitability for the survival of living organisms in the area. The ongoing monitoring and assessment of impacts from industrial activities has also been conducted. The data obtained is communicated to stakeholders to build understanding, promote participation in natural resource stewardship, and serve as a guideline for elevating the estate's environmental management in accordance with long-term development. The operational process is as follows:

1. Ecosystem Analysis: Study the ecosystem structure and habitats within the area
2. Selection of Indicator Species: Select species that reflect the health of the ecosystem
3. Habitat Restoration: Improve and maintain habitats to be suitable for living organisms
4. Ecosystem Assessment: Use indicator species data to evaluate the ecosystem status
5. Performance Communication: Disseminate results and promote stakeholder engagement

From the study and collection of living organism data within the pilot area in 2025, a total of 71 species of biodiversity were found, as follows:

Category of Living Organisms	Number of Biodiversity (Species)
Arthropods (Insects & Arachnids)	23
Mammals	8
Reptiles	10
Invertebrates	4
Birds	25
Amphibians	1
Total	**71**

From the biodiversity survey and data collection in the pilot area, the Company identified the presence of fireflies a species of ecological significance with a declining trend in the wild. A dedicated project, the "Research and Conservation Project for Rare Firefly Species of Thailand in Pinthong Industrial Estate 3", was therefore developed to study their habitat characteristics, behaviour, and environmental factors conducive to their survival, alongside the improvement and restoration of their environment for suitable habitat conditions, as follows:

Research and Conservation Project for Rare Firefly Species of Thailand in Pinthong Industrial Estate 3

The Research and Conservation Project for Rare Firefly Species of Thailand in Pinthong Industrial Estate 3 was established with the objective of studying firefly species diversity, monitoring seasonal population changes, and restoring suitable ecosystems for the survival of fireflies an Endangered (EN) species. The project runs from November 2025 to December 2026 under a collaborative partnership between the Department of Entomology, Faculty of Agriculture, Kasetsart University, Pinthong Industrial Estate, and Green Hills Resort Sriracha.

Operations encompass the survey and classification of firefly species in potential areas; continuous monitoring of larval and adult populations alongside the collection of micro-habitat data; recording and assessment of threats affecting the population, such as habitat loss, light pollution, chemical use, and water pollution; as well as laboratory studies of larval feeding behaviour to better understand food source requirements. All study findings are analysed to determine appropriate ecosystem restoration approaches, including reducing and directing artificial lighting at night to mitigate light pollution impacts, and adding floating aquatic plants such as water lettuce and duckweed to provide suitable spawning grounds and habitat for freshwater fireflies. This creates an environment conducive to population recovery and long-term ecosystem health.






Development of Ecological Green Areas within the Industrial Estate

The Company implements an ecological green area development programme within the industrial estate, with the objective of restoring and increasing green areas both within and surrounding the project sites, whilst establishing buffer zones to reduce environmental impacts from industrial activities and to help absorb greenhouse gases alongside improving air quality within the area. Operations focus on planting native tree species suited to the soil conditions and climate of the area, with good resilience and carbon sequestration potential, such as Casuarina equisetifolia (Coastal She-oak), Nontri (Rain Tree), Bottle Brush, Manila Tamarind, Indian Ashoka, and Rain Tree (Samanea saman). The planting format is designed in accordance with the size and characteristics of each species, such as planting large trees at a spacing of 6x6 metres and smaller trees at 2x2 metres along boundary lines and open areas within the industrial estate.

In 2025, the Company carried out green area maintenance and expansion activities covering all six operational industrial estates. The tree planting programme at Pinthong Industrial Estate represents a significant contribution towards elevating the area to ecological green area status, helping to enhance biodiversity, reduce environmental impacts, and improve the quality of the estate's environment. Currently, the Company has planted a total of 11,921 trees within green areas, covering a total area of 573.95 rai, as follows:

Project	Area Designated for Ecological Green Area Development (Rai)	Completed Area (Rai)	Green Area Development Plan for 2026 (Rai)	Native Tree Species
PIN1	151.03	151	0	Casuarina, Nontri, Bottle Brush, Manila Tamarind, Indian Ashoka, Pradoo Baan
PIN2	165.00	121	0	Mixed perennial trees (general forest trees: Pradoo, Makha, Khoon, Yang Na, Mahogany)
PIN3	189.16	184	20	Mixed perennial trees (general forest trees: Pradoo, Makha, Khoon, Yang Na, Mahogany)
PIN4	67.19	21	17	Mixed perennial trees (general forest trees: Pradoo, Makha, Khoon, Yang Na, Mahogany)
PIN5	148.04	93.	12	Mixed species, e.g. Rain Tree, Eucalyptus, Padi-Phan Pine, Pradoo, Indian Ashoka, Phaya Sattaban
PIN6	185.00	3.9	40	Phayung, Pradoo Pa, Phayom, Makha, Krapiichan, Sathorn
Total	**905.42**	**573.95 (63%)**	**189**	

In addition, the Company also manages and administers green areas within the project, undertaking maintenance and restoration of degraded green areas, and conducting surveillance to protect forest and green areas within the operational boundary from net loss, alongside reducing operational impacts based on the principles of avoidance and minimisation from the project planning stage, and undertaking restoration or offsetting where avoidance is not possible. This serves to integrate sustainable business practices with the conservation of natural resources and biodiversity, and to continuously enhance the environmental quality within the project areas.





Fostering Biodiversity Participation and Awareness

The Company places great importance on building awareness and promoting the engagement of all stakeholder groups in biodiversity conservation and restoration, with a focus on instilling environmental consciousness in the stewardship of natural resources through various activities and projects conducted in collaboration with communities, government agencies, and operators within the estate, as follows:

Royal Reforestation Project

The Company has been implementing a tree planting programme for the conservation and restoration of ecosystems on a continuous basis since 2022, in collaboration with communities and government agencies in the provinces where the projects are located, under the Royal Reforestation Project. The objectives are to restore the environmental condition of forested areas surrounding the industrial estate to their full richness, to beautify the landscape, and to enhance the quality of life of local communities, reflecting the Company's commitment to participating in the reduction of greenhouse gas emissions alongside ecosystem restoration and the expansion of green areas in surrounding communities.

In 2025, the Company planted a total of 2,100 trees in collaboration with communities and government agencies, helping to absorb and sequester approximately 19,950 kilogrammes of carbon dioxide per year (CO_2/year).

Year	Community	Number of Trees Planted	Carbon Sequestration (kg CO_2/year)	Tree Species Planted
2022	Wat Khao Din Wanaram	300	2,850	Teak, Phayung, Makha, Ching Chan, Ta Khian, Mahogany
2023	Ban Mab Lam Bit Community Forest	1,000	9,500	Ta Khian, Makha, Pradoo, Yang Na, Makha
2024	Ban Noen Tong Community Forest Noen Tong Community	500	4,750	Teak, Phayung, Makha
2025	Wat Khao Noi Phatanaram Khao Noi Community	300	2,850	Teak, Phayung, Makha, Phayom









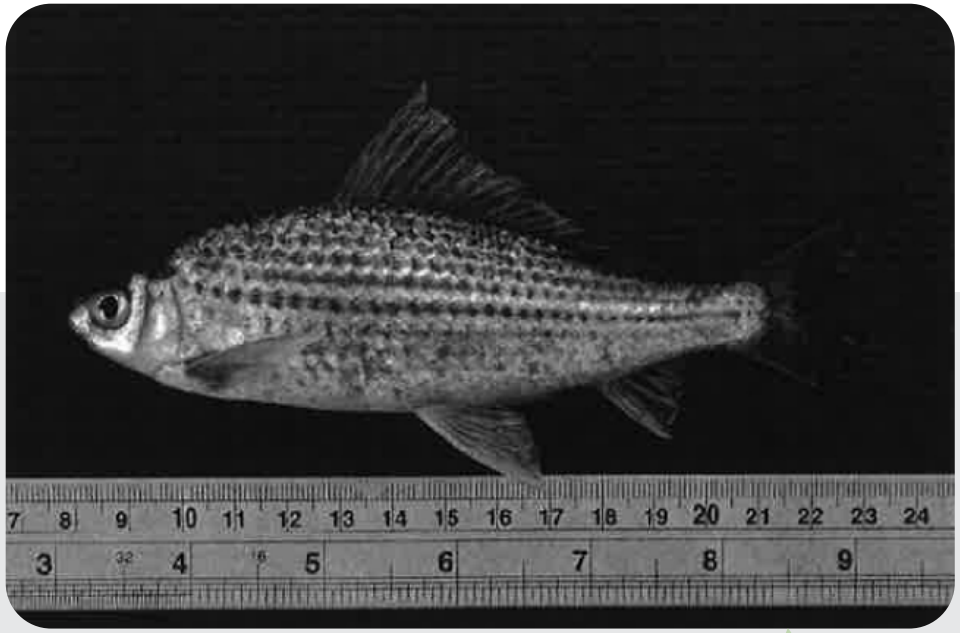


Environmental Impact Monitoring Meetings (EIA Monitoring)

The Company places great importance on building participation and environmental consciousness regarding the conservation of natural resources and ecosystem restoration amongst employees, operators, business partners, and surrounding communities through communication, information provision, and continuous opportunities for engagement. The key mechanism is the meeting and reporting of compliance with environmental prevention, mitigation, and monitoring measures (EIA Monitoring) conducted twice a year, to monitor, evaluate, and control environmental and biodiversity impacts from project operations.

The Company regularly reports on the sampling and analysis of biological components in water sources, including the diversity and abundance of phytoplankton, zooplankton, benthic organisms, and aquatic animals, which serve as indicators of aquatic ecosystem status and assess changes over both the short and long term. The Company also communicates monitoring results, and listens to feedback and recommendations from stakeholders, in order to refine environmental management plans and approaches accordingly, and to support the beneficial shared use of natural resources amongst the organisation, communities, and ecosystems.











Furthermore, the Company also places importance on receiving environmental feedback and recommendations from communities and business partners, in order to incorporate the information to refine and develop ecosystem management plans to be more appropriate to the local context. It considers stakeholder collaboration as a key mechanism for the efficient use of resources and the creation of shared value. At the same time, the Company encourages employees and external parties to safely and confidentially report tips, concerns, or activities that may affect ecosystems and biodiversity through various channels, as follows:

Postal Mail	Company Secretary / Secretary to the Audit Committee Pinthong Industrial Park Public Company Limited No. 789 Moo 1, Sai Nong Kho-Laem Chabang Road, Nong Kham Subdistrict, Si Racha District, Chonburi Province 20230
Designated Persons for Leads or Complaints	• Trusted supervisors at all levels • Company Secretary • Secretary to the Audit Committee • Any member of the Board of Directors
Email	Hotline@pinthongindustrial.com
Online Form	https://investor.pinthongindustrial.com/th/governance/whistleblowing-form
Telephone	03-8296334 ext. 202
Lead and Complaint Boxes	• Internal lead and complaint boxes (Red Box) located in front of the Sales Office Building • On-site lead and complaint boxes (Red Box) located in front of the Utility System Buildings at Pinthong Industrial Estates 1-6

Employee Care and Development

Material Sustainability Issue

7. Human Resource Management and Development

Employees are a critical factor in the operational efficiency and continuity of the industrial estate. As they play a direct role in managing infrastructure, providing services to operators, and developing projects within the area, the Company is committed to continuously caring for and developing its workforce to ensure personnel possess the knowledge, skills and capabilities appropriate to their roles, enabling them to adapt to business changes and elevate service quality effectively. Simultaneously, appropriate employee care contributes significantly to building organisational commitment, retaining high-potential talent, and strengthening stakeholder confidence all of which support the Company's long-term business growth.

Significance Level

Medium



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Annual Target 2025	Performance Result 2025
Key Performance Indicator Proportion of completeness in conducting employee training in accordance with the plan	≥ 70%	≥ 60%	69.23%
Average training hours per employee per year	≥ 20 hours	≥ 10 hours	17.20 hours
Voluntary employee turnover rate	≥ 5%	≥ 5%	0.55%
Employee engagement score	≥ 90%	≥ 80%	86.06%

Risks and Opportunities

Ineffective or poorly structured care, retention and development of employees may pose operational risks for the industrial estate, affecting service delivery to operators, infrastructure management and overall competitiveness. Should employees fail to receive appropriate skills development and support, this could result in reduced performance, the loss of high-potential talent, and increased costs from staff turnover potentially undermining operator and stakeholder confidence.

At the same time, continuous employee development presents the Company with opportunities to build a workforce whose skills are aligned with industry trends and operator requirements. This helps support service upgrades, the adoption of new technologies and systems, and the delivery of increasingly complex projects all of which are key to enhancing the value of the industrial estate and advancing the organisation's future goals.

Strategy and Management

The Company recognises that employees are the driving force behind effective organisational operations and the creation of value for all stakeholder groups. Accordingly, the Company has established the Human Rights and Labour Practice Policy and the Policy and Guidelines for the Development of Directors, Executives and Employees, to serve as a framework for fair human resource management and to support the development of employee capabilities in line with individual needs and career growth requirements. These operations are conducted in accordance with Thai labour laws and related legislation, including the Labour Protection Act (No.9) B.E. 2568, the Occupational Safety, Health and Environment Act B.E. 2554, and other applicable laws, regulations and rules with a focus on protecting labour rights, treating employees fairly, and providing a safe and appropriate working environment.

The Company manages its human resources on the principles of equality, equal opportunity and non-discrimination. Employment, appointment, transfer, promotion, development, compensation and termination decisions are based primarily on knowledge, competence, qualifications and performance. The Company actively promotes the continuous development of directors, executives and employees through training and skills enhancement aligned with their respective roles; creates a safe and appropriate working environment in accordance with occupational health and safety standards; respects human dignity; and provides employees with opportunities to express their views. In addition, the Company maintains fair, transparent and confidential grievance mechanisms, enabling employees to raise concerns or issues relating to human rights and labour matters with confidence.

Human Rights and Labour Practice Policy

https://investor.pinthongindustrial.com/storage/document/cg/human-right-and-labor-practice-policy-en.pdf

Policy and Guidelines for the Development of Directors, Executives and Employees

https://investor.pinthongindustrial.com/storage/document/cg/policy-and-guidelines-development-of-directors-en.pdf

Structure and Governance

The Company has designated responsible units for human resource management and development to oversee operations in accordance with established policies, and to manage the capability development of directors, executives and employees in line with their respective roles, as follows:

Responsible Body	Roles and Responsibilities
Nomination and Remuneration Committee	Establishes criteria and processes for the nomination of Board Directors and senior executives; reviews qualifications, knowledge, skills and experience of suitable candidates. Proposes names of suitable individuals for consideration and appointment; approves the Succession Plan for key positions.
Chief Executive Officer	Formulates HR policies and strategies aligned with the Company's vision and organisational goals; promotes Workforce Planning to support business growth; drives Organisation Development and Transformation.
Chief Business Development Officer	Drives HR strategies in line with organisational goals; manages the full employee lifecycle; develops talent and leadership capabilities to ensure organisational continuity; establishes competitive compensation and benefits structures; fosters organisational culture, employee engagement and equal diversity; ensures HR operations comply with applicable laws and governance principles.
Human Resources Department	1. Recruitment and selection
	2. Training and development
	3. Performance appraisal
	4. Workforce planning
	5. Compensation and benefits management

Strategy and Management

The Company adopts a holistic strategy and operational approach for employee care and retention from attracting talented employees to building organisational culture as follows:



Creating Incentives for Growth Alongside the Organisation
Managing fair compensation and welfare, establishing clear career paths, and listening to employee feedback through various channels for continuous improvement.



Promoting Employee Potential Development
Encouraging up-skilling and re-skilling, while utilising performance management systems to align development plans with both organisational needs and individual requirements.



Creating Well-being and Safety
Overseeing holistic physical and mental well-being to ensure employees can work happily and efficiently.



Fostering a Culture of Diversity, Equality, and Inclusion
Promoting diversity, non-discrimination, teamwork, and participation at all levels, supported by recognition and reward systems for exemplary employees.



Supporting Leadership as Role Models and Social Responsibility
Encouraging leaders at all levels to lead by example, driving corporate social responsibility (CSR) activities with a volunteer spirit, and establishing transparent governance policies for continuous improvement.

Recruitment and Employment

The Company places importance on recruiting and employing quality personnel to support business operations and organisational growth. Workforce planning is aligned with the Company's business strategy and operational plans through workforce needs analysis, identification of skills required for operations, and preparation for critical positions in the future including the development of succession plans to ensure the Company has suitable personnel at all times.

In conducting the recruitment process, the Company emphasises fairness, transparency and non-discrimination, providing equal access to the application process for all candidates and selecting personnel primarily based on knowledge, skills, experience and potential. The Company utilises multiple recruitment channels to reach suitably qualified candidates,

including internal recruitment to support career advancement, and external recruitment through various channels such as JobThai and JobDB websites also providing opportunities to young graduates, persons with disabilities, and local workers as appropriate to each position.

In 2025, the Company conducted recruitment to support organisational restructuring and revised operational plans, successfully recruiting 9 employees to fill planned vacancies. The Company has also established key performance indicators to evaluate the effectiveness of the recruitment and employment process, as follows:

- Recruitment success rate for filling all open positions: not less than 100%
- Voluntary turnover rate: not more than 5% per month
- Recruitment lead time: not more than 60 days, enabling the Company to source quality personnel suitable to organisational needs

Post-Retirement Employment

Post-retirement employment is one approach to leveraging the knowledge, experience and expertise of capable individuals to support organisational operations. This takes into account the necessity of the position, competency, experience, past performance, as well as health, work readiness, employee consent and appropriate compensation.

Employment arrangements may take the form of annual contracts, fixed-term contracts, or engagement as advisers or specialists, with flexible working arrangements determined by the nature of the role. The process involves an assessment of positional requirements and management approval, evaluation of the employee's performance and potential prior to retirement, definition of the scope of work, duration, compensation and benefits, and preparation of an employment contract based on agreed terms guided by the principles of fairness and non-discrimination on the basis of age, gender or personal status.

In 2025, the Company employed 1 employee on a post-retirement basis, in the position of Adviser on Land Development Planning and Project Control, to support the Company's operations.

Employee Care and Retention

Compensation Management

Compensation and benefits management is an important tool for motivating employees, supporting their quality of life and retaining high-potential talent within the organisation. The Company regularly monitors and analyses employee remuneration to ensure compensation is appropriate, aligned with individual performance, and capable of supporting the development of personnel capabilities.

Executive Compensation

The Company establishes guidelines, criteria and processes for evaluating executive performance, with assessments linked to the Company's strategic direction, operational results and relevant ESG targets ensuring that compensation reflects performance, role responsibilities and the drive towards sustainable organisational growth. Remuneration for executives at the Chief Executive Officer level and above is subject to consideration and approval by the Board of Directors.

Employee Compensation

The Company is committed to the principle of equal pay, determining remuneration based on role, responsibilities and performance, without discrimination on the basis of gender or other personal factors. Compensation is reviewed against individual performance alongside the Company's financial results, economic conditions and cost-of-living standards. The Company conducts annual salary reviews through a clear performance appraisal process to ensure employees receive adequate compensation. Minimum wages are set at no less than the statutory minimum wage, and the pay structure is reviewed regularly to align with economic conditions, cost of living, and market competitiveness.

Compensation Ratio (Female : Male) 2025



All Employees

1 : 1.34



Management group

1 : 1.44



Operational level

1 : 0.99

Rights and Benefits

The Company provides statutory benefits to protect labour rights and support the wellbeing of its personnel, including: social security contributions, statutory leave entitlements, maternity leave, paternity leave for assisting a spouse during childbirth, as well as provision of a safe, healthy and appropriate working environment in accordance with applicable labour laws.

In addition, the Company provides supplementary benefits beyond statutory requirements, subject to position level and employment conditions, including: life and accident insurance; health insurance under tiered coverage plans based on position level; position allowances, meal allowances, housing allowances, transport allowances and company vehicles as stipulated in employment contracts all aimed at supporting employee wellbeing and effective performance.

The Company has also updated its work regulations in line with the Labour Protection Act (No. 9) B.E. 2568, promulgated on 7 November 2025, including the following revisions to maternity leave entitlements:

1. Female employees are entitled to maternity leave of up to 120 days and shall receive wages during maternity leave for up to 60 days.
2. Female employees on maternity leave are entitled to an additional leave of up to 15 days for childcare purposes in cases where the child has a condition with risk of complications, an abnormality, or a disability subject to a medical certificate from a physician. The Company shall pay wages during such leave at a rate of 50% of the daily wage.
3. Male employees are entitled to up to 15 days of paid paternity leave to assist their spouse in childbirth, with wages payable for up to 15 days.

The Company encourages and supports employees in exercising their right to establish a Workplace Welfare Committee, which serves as an employee representative body for presenting views and consulting with employer representatives on the development of welfare benefits beyond statutory requirements in a manner consistent with employee needs and appropriate to the Company's working conditions.

In 2024, the Company held an election for the Workplace Welfare Committee to replace the outgoing committee whose term had expired, and formally announced the appointment of 5 members of the Workplace Welfare Committee on 30 April 2024, with a term of office from 2 May 2024 to 1 May 2026.

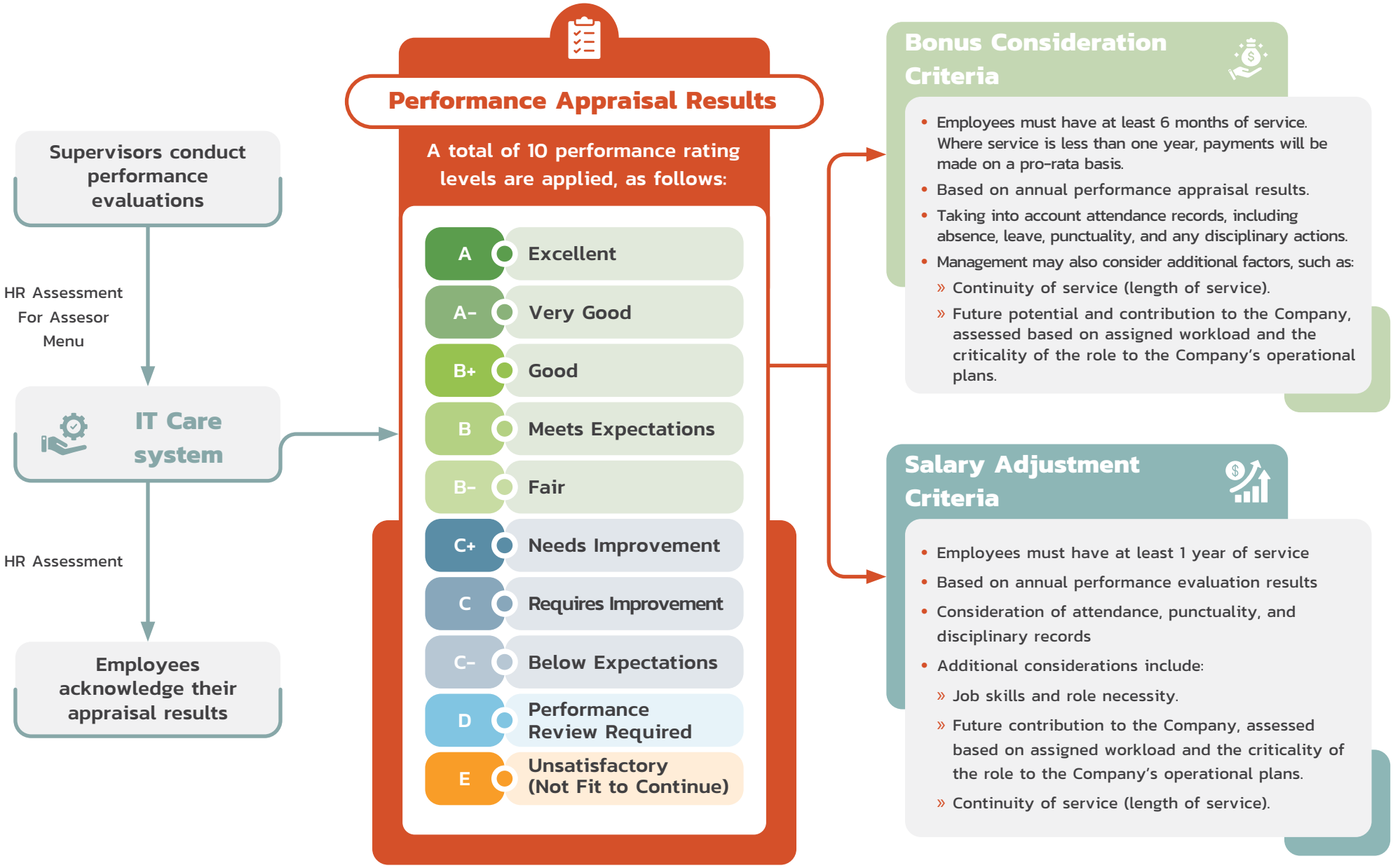
Following consultations between employer representatives and the Workplace Welfare Committee, the Company has introduced and enhanced the following employee benefits: provident fund; group life, health and accident insurance; funeral assistance allowance for employees and their families; patient and maternity visit hampers; staff uniforms; professional allowances; and meal allowances. Working environment improvements have also been made, including office refurbishment, installation of air-conditioning units in the canteen and at the restroom entrances, and the installation of RO-system water dispensers all aimed at improving employees' quality of working life.

Employee Performance Appraisal

Performance appraisal is a key mechanism for developing employee capabilities, motivating staff, and supporting the attainment of organisational targets grounded in the principles of fairness and transparency. Appraisal results reflect performance relative to goals and organisational expectations, and serve as inputs for decisions on compensation, bonuses and promotions, as well as informing skill development and capacity-building plans appropriate to individual roles.

The Company conducts performance appraisals via the IT Care system, with line managers serving as assessors. Upon completion of the appraisal, the system forwards results to employees, enabling them to review the details and acknowledge receipt of their assessment within the system.

The Company applies clear and fair evaluation criteria for annual bonus consideration and salary adjustments, drawing on performance appraisal results as a key input reflecting employees' contributions, responsibilities and impact on organisational success.



In 2025, 100% of all employees received performance appraisals, covering all genders and position levels.

Employee Capability Development

The Company is committed to promoting the skills and capability development of its employees to enable effective performance aligned with the organisation's business direction. A systematic human resource development process has therefore been established to provide clear direction for employee skills development, linking it to organisational growth and supporting personnel to develop themselves appropriately according to their capabilities and role responsibilities. The key approaches are as follows:

Competency Identification

The Company has defined a competency framework for operational roles, serving as a guideline for developing and enhancing employee capabilities in line with the responsibilities of each position. This covers three key areas of competency:

- Core Competencies: Essential skills that all employees must possess, such as teamwork, professional ethics and accountability.
- Functional Competencies: Role-specific technical skills relevant to each function, such as sales, finance and information technology.
- Leadership Competencies: Leadership and management skills, developed to prepare employees for positions of greater responsibility in the future.

Career Path

The Company has established clear career paths to enable employees to see their own growth opportunities within the organisation, covering both specialist and managerial tracks. Short-, medium- and long-term target positions are defined, along with the skills, experience and outcomes required to advance to each level, allowing employees to plan their personal development appropriately.

Individual Development Plan (IDP)

The Company prepares Individual Development Plans to promote the capability development of employees in line with their positional requirements and individual abilities, through a variety of development activities, including:

- Enrolment in training courses or skills development programmes relevant to the role
- Coaching and guidance from line managers
- Assignment of special projects or tasks that help build work experience

Group Development Programme

The Company provides targeted capability development programmes for specific employee groups particularly high-potential employees or those being prepared for management roles such as the Leadership Programme, designed to strengthen management skills, decision-making, and future team leadership capabilities.

Competency Assessment

The Company continuously monitors and evaluates employee skills development by assessing competency levels before and after development activities, in order to measure outcomes and improve development approaches for greater effectiveness. Key performance indicators used in the assessment include:

- Level of skills and competencies developed
- Improvements in performance
- Employee readiness for promotion or for taking on more complex responsibilities



In 2025, the Company delivered employee capability development through a total of 40 training courses: 7 Soft Skills courses and 33 Technical Skills courses aimed at strengthening leadership, communication and collaboration skills alongside job-specific knowledge aligned with professional standards, legal requirements and applicable regulations. This has contributed to enhanced operational performance, reduced operational risks, and improved management transparency.

Soft Skills Courses (7 Courses)

- Leadership Skills Development
- HR Trend 2025 and Application of AI in Human Resource Management
- Enhancing Work Efficiency with the HO REN SO Technique
- New-Generation Executive Assistant / Secretary 5.0 – Digital Era
- Ethics in Action: Practical Business Ethics
- Lessons Learnt from Fraud Cases for Prevention and Deterrence
- Risk Management Mindset for Leaders

Technical Skills Courses (33 Courses)

- Internal Audit Procedures
- Company Reporting Program (CRP)
- Electrical Safety for Employees Working with Electrical Systems
- Basic First Aid and CPR
- Mechanical Drafting with AutoCAD 2025 (Basic)
- Contract Management – Episode 2
- Safety Officer (Management Level)
- Audit Sampling for Internal Audit
- Basic Motor and Control
- Three-Phase Induction Motor Control with Inverter
- Magnetic Relay Circuit Design for Motor Control
- Approval of Curricula and Related Details for Upskilling and Reskilling Training (New Ministerial Notification)
- TFRS on Presentation of Financial Statements (TAS 10, 24, 33 and TFRIC 17)
- Update TFRS & TAS for Accountants 2025
- Utilising BOI Tax Incentives, Filing ภ.ง.ด.50 and Transfer Pricing
- TFRS 17: Insurance Contracts
- Electrical Safety for Employees Working with Electrical Systems (Repeat)
- Reading Electrical Diagrams and Wiring Control Panels to Standard
- Audit Working Paper and Audit Evidence
- Employee Welfare Fund & GLP 2025
- Pneumatic Electrical Control System
- Summarising Key Financial Data for Executive Presentations
- Interpretation ISO 9001:2015 Requirement
- Case Studies on Accounting Issues: Assets, Depreciation, Liabilities and Provisions
- Wastewater Treatment Plant Operations
- Integrated Audit of The Purchasing System and Payables
- TFRS on Liabilities (Short Course 201)
- Using PLC (OMRON) to Control Pneumatic Systems

Technical Skills Training Programmes (33 courses)

- Financial Statement Preparation: Closing Procedures and Presentation in Accordance with Financial Reporting Standards
- Labour Law and Personal Data Protection Law
- Withholding Tax and Hot Issues on e-Withholding Tax (Dual System)
- First Steps in Sustainability Disclosure under ISSB Standards (IFRS S1 and S2)
- Initial Fire Fighting and Annual Fire Evacuation Drill 2025



Target

Average training hours per employee:
Not less than 10 hours/person/year

Average Training Hours per Employee (Hours/Person/Year)

Male = **14.38** hours/person/year

Female = **19.72** hours/person/year

2025

17.20 hours/person/year

Senior Management	Middle Management	Junior Management	Operational Level
13.20 hours/person/year	14.15 hours/person/year	18.00 hours/person/year	17.84 hours/person/year



Average Training and Development Expense per Employee

4,368.11 Baht/person

Succession Planning

The Company has established a Succession Planning process to prepare personnel for key organisational positions in the future, through a systematic framework covering talent identification, skills and experience development, and ongoing monitoring and readiness evaluation. The process comprises 6 key steps, as follows:

1

Define succession approaches

- Develop successors from within the organisation
- Recruit and select external candidates

2

Identify key positions for succession

- First-line management (e.g. supervisors, team leaders)
- Middle management (e.g. managers, directors)
- Senior management
  (e.g. CEO, Managing Director, General Manager)

3

Define role requirements

- Based on education, experience, managerial knowledge, leadership, vision, skills, and attributes aligned with the role.

4

Assess and select high-potential employees

- Identify and assess high-potential employees
- Benchmark competencies against company standards
- Conduct competency gap analysis

5

Develop succession plans

- Establish Individual Development Plans (IDPs)
- Provide additional development to close competency gaps for employees whose competency assessment results fall below the required standard.

6

Appointment and monitoring

- Appoint successors when ready or when positions become vacant
- Monitor and evaluate succession effectiveness continuously

In 2025, the Company had 2 employees developed as successors for positions at Supervisor and Departmental Manager level. Both employees attended the "Leadership Skills Development" training course to build understanding of individual behaviour and effective people management approaches, enabling them to lead their teams towards desired outcomes, as well as to strengthen their understanding of professional supervisory roles and to apply the knowledge gained to their operational responsibilities and team management effectively.

High-Potential Employee Management and Development (Talent Management)

The Company has established guidelines for the Management and Development of High-Potential Employees (Talent Management) to promote and retain outstanding personnel who grow alongside the organisation. "Talent" refers to employees with exceptional performance, skills, capabilities and attributes, who may be identified either from within the organisation or recruited externally. For internal talent, selection is based on employees who demonstrate high performance and high competency assessed against organisational evaluation criteria with scores at or above organisational expectations and who possess core competencies that meet the defined standards.

Following the identification of talent, the Company compiles profiles, training records and performance data for each individual to inform development planning and capability tracking. The development approach mirrors the Company's standard employee development process and comprises the following elements:

- Training Need Survey: Surveying training needs from departments and individual development requirements appropriate to each position
- On the Job Training: Skills development through practical work experience, with defined target competencies and assessment in the form of written tests or practical evaluations
- Off the Job Training: Development through external training, specialist programmes, or learning via simulations and case studies

Once talent meets the criteria for positions with greater responsibilities and suitable vacancies arise, the Company will initiate proposals for promotion, advancement or acting appointment (Promotion & Acting) in accordance with the Company's policies and organisational structure, subject to approval by the Chief Executive Officer.

In 2025, the Company delivered the "Leadership Skills Development" training programme for 10 managers and supervisors, to prepare personnel for higher-level responsibilities and strengthen their capabilities in leading teams effectively. The programme covered key topics including: the role and importance of professional supervisors; understanding human behaviour and collaborative working through the DISC framework; team management, planning and delegation; analytical problem-solving and creative thinking; as well as effective communication skills, active listening, constructive feedback and conflict management all designed to develop organisational leaders.

As a result, 10 employees completed the training and 2 employees received position promotions to Head of Legal Section and Manager of the Civil Engineering Department both of whom were also selected as successors for their respective positions in 2025.











Building Employee Happiness

The Company places great importance on fostering employee engagement alongside the promotion of wellbeing and quality of life across all dimensions physical, mental, emotional, intellectual, financial, family and social to enable employees to perform their roles effectively, feel motivated and take pride in being part of the organisation. This approach also aims to support work–life balance, and to cultivate a sense of social and environmental responsibility, which forms an essential foundation for building a strong organisational culture and sustained employee commitment. The Company has undertaken a range of activities to promote organisational culture and employee participation, as follows:

Happy Body – Good Health, Good Work

The Company promotes employee physical wellbeing through various activities and initiatives supporting comprehensive health care, including workspace improvements with personal workspace area increased from 7 square metres per person to 25.8 square metres per person as well as annual health check-ups and preliminary disease screening. The Company also supports regular exercise by subsidising annual fitness memberships, and promotes healthy eating habits such as reducing consumption of sweet, fatty and salty foods. Additionally, health education activities and disease prevention programmes are organised. These activities help employees maintain good health, raise awareness of self-care, reduce sick leave rates and improve work performance ultimately contributing to an improved quality of life.

- ### Annual Employee Health Check-Up

The Company places importance on employee healthcare, considering both physical and mental wellbeing to ensure effective work performance and quality of life. In 2025, the Company organised an annual health check-up for employees on 21 November 2025 at the Pinthong Reception Hall, Project 2, conducted by a team of doctors and nurses from Phyathai Sriracha Hospital. A total of 84 employees attended, representing 76.36% of all employees. The health check programme comprised 17 items, including: general physical examination by a physician; chest X-ray; complete blood count; urinalysis; blood glucose and lipid levels; liver and kidney function tests; serum uric acid level; blood pressure measurement; body mass index assessment; and occupational vision testing. Where abnormal results were identified, employees were advised to contact the hospital for further examination or appropriate treatment. The Company utilises health check data as a guide for promoting employee healthcare and encouraging behavioural change towards improved health consciousness aimed at enhancing quality of life and reducing future health risks.









Happy Heart – Generosity and Compassion

The Company promotes values of generosity and sharing through various activities that give employees the opportunity to contribute to society and support others, including volunteer and community service activities, mutual assistance among colleagues in times of need, maternity visits, blood donation drives, donation of goods or educational scholarships, and the cultivation of a helping and empathetic culture within the organisation. These activities foster a greater sense of social responsibility and sharing among employees, while strengthening solidarity, positive relationships and a supportive working atmosphere.

- **Educational Scholarship Award for Employees' Children 2025**

Through the Pinthong Group Savings Cooperative, the Company awarded educational scholarships to children of members to support their studies at various levels for the 2025 academic year (Cycle 29, Batch 13). The ceremony was held on 21 February 2025, with a total of 44 scholarships awarded, amounting to THB 59,000, as follows:

1. Primary level: THB 1,000 per scholarship × 18 scholarships = THB 18,000
2. Lower secondary level: THB 1,400 per scholarship × 13 scholarships = THB 18,200
3. Upper secondary / Vocational Certificate (VC) level: THB 1,600 per scholarship × 8 scholarships = THB 12,800
4. Degree / Higher Vocational Certificate (HVC) level: THB 2,000 per scholarship × 5 scholarships = THB 10,000

Happy Soul – Peaceful Mind, Stress Relief and Life Empowerment

The Company promotes employee mental wellbeing through activities designed to relieve stress and build positive energy at work, such as meditation and relaxation sessions, the promotion of positive attitudes and workplace motivation, as well as mental health counselling and the creation of safe spaces for employees to discuss and share their thoughts openly. These activities help employees improve their mental wellbeing, manage workplace stress and pressure appropriately, and foster positive mindsets, emotional stability and work motivation.

Happy Brain – Continuous Learning and Development

The Company promotes the continuous development of employee knowledge and capabilities through a variety of activities and programmes supporting diverse learning formats including skills training relevant to the role, with a particular focus on Soft Skills; the promotion of lifelong learning; internal knowledge-sharing activities; and support for employees to participate in study visits or external training. This approach ensures employees have the knowledge, skills and capabilities aligned with their roles and the organisation's direction of development.

Happy Relax – Creative Rest and Recreation

The Company promotes relaxation and work–life balance for employees through various activities that create a relaxed and friendly working atmosphere, such as annual Outing and Team Building activities, monthly employee birthday celebrations, and the provision of rest areas within the workplace including garden and green spaces enabling employees to take appropriate rest and relaxation breaks. These activities help reduce work-related stress, increase employee happiness, and strengthen relationships, camaraderie and teamwork within the organisation.

Happy Money – Financial Wellbeing and Stability

The Company promotes employees' knowledge and skills in personal financial management through training on financial planning and saving, as well as encouraging financial discipline enabling employees to effectively plan and manage their income and expenditure. This approach helps employees develop greater financial literacy, supports saving habits and long-term financial planning, contributes to financial security and reduces everyday financial anxieties.

Happy Society – Good Society, Active Participation

The Company promotes employee participation in society through corporate social responsibility (CSR) activities, supporting community engagement around the industrial estate, environmental conservation, and internal events such as merit-making ceremonies during significant festivals including Songkran, New Year celebrations and the Company's annual dinner. These provide opportunities for employees to foster positive relationships both within the organisation and with the wider community. Such activities enhance employees' sense of social and environmental responsibility, strengthen the Company's image and credibility, and build camaraderie, morale and organisational commitment.








• Pinthong Industrial Football Cup 2025

The Company organised the Pinthong Industrial Football Cup 2025 to promote physical fitness and good health among employees, while building relationships and solidarity between operators and employees within Pinthong Industrial Estate. The event also supported sports activities and quality-of-life development, and reinforced the positive image of Pinthong Industrial Estate as an industrial community committed to the wellbeing of its workforce. The tournament was held from 8 to 24 December 2025, with matches played Monday to Friday from 17:30 to 21:00 at the grass football pitch adjacent to the power plant, Pinthong Project 1. A total of 32 teams from operators and various organisations within the industrial estate participated, with the Company fielding one male employee team as part of its engagement with community activities. In total, 32 teams from 32 operators within the estate participated, with approximately 200 participants as players and spectators contributing to physical fitness promotion, employee participation and the strengthening of positive relations between the organisation and operators in the area.







Promoting Diversity, Equity and Inclusion

The Company promotes Diversity, Equity and Inclusion (DEI) among its employees, with a commitment to building a culture that respects differences, provides equal opportunities, and is conducive to the participation of all personnel, as follows:

Anti-Harassment and Anti-Discrimination: The Company communicates guidelines on the prevention of harassment and discrimination to all employees, through promotional materials and informational boards displayed throughout workplaces including offices and common areas to raise awareness and promote respectful conduct. Inappropriate behaviours are clearly identified, including derogatory or demeaning language regarding gender, age or physical appearance; gestures or actions causing discomfort; and unfair treatment in work assignments or career advancement opportunities. Communication is also delivered through internal channels such as email and meetings, reinforcing appropriate coexistence and reducing behaviours that may lead to harassment or discrimination in the workplace.

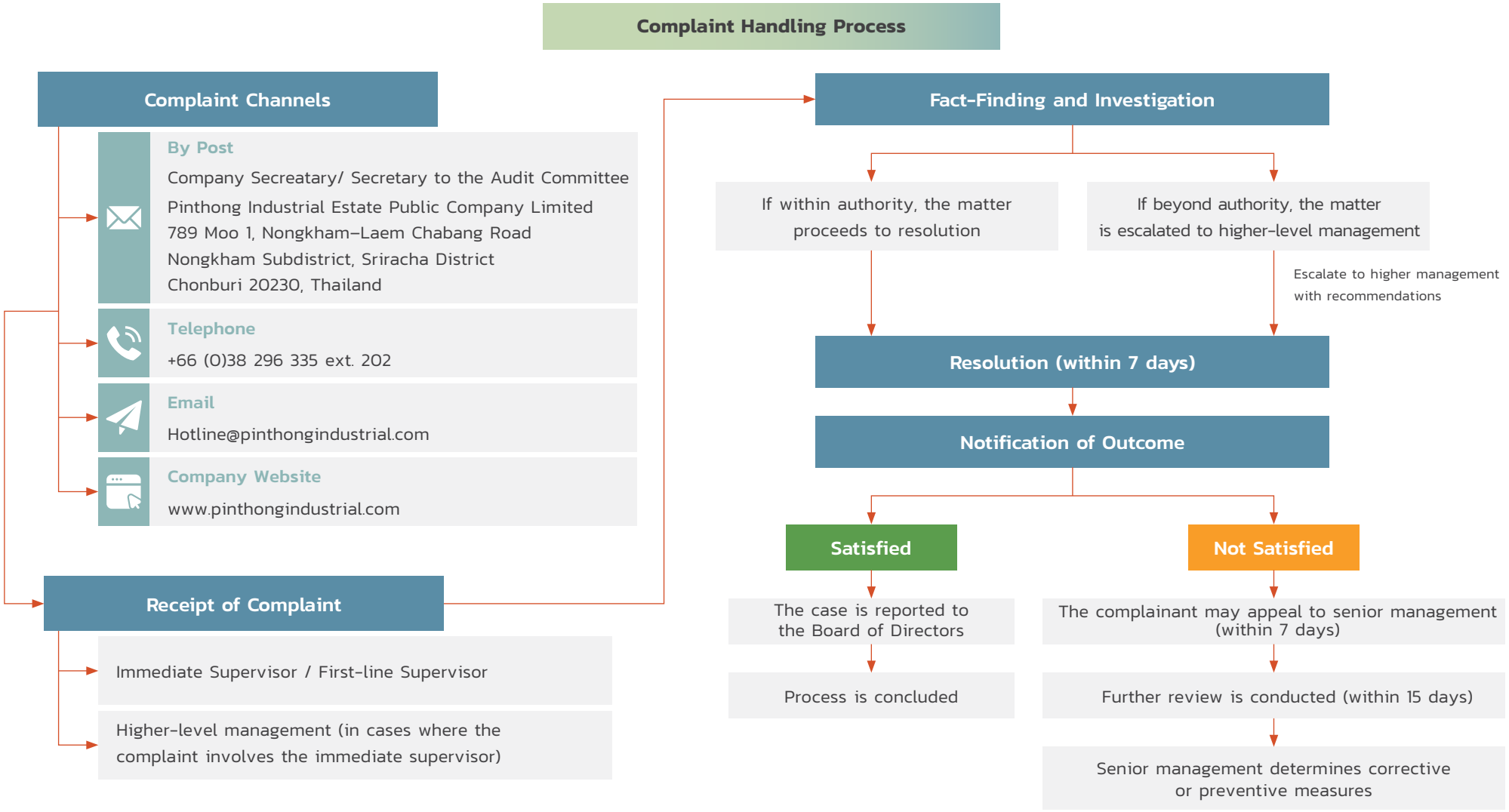
Compensation Review and Inequality Reduction: The Company conducts annual compensation reviews based on position structure and level of responsibility, to ensure remuneration is appropriate and consistent with each role. Salary adjustments are determined by clearly defined performance appraisal results, without consideration of gender, ensuring consistent application of criteria and a reduction in potential organisational inequalities.

Employee Feedback Channels: The Company provides multiple feedback channels including online surveys, suggestion boxes and communication via the Human Resources department as well as through the elected Workplace Welfare Committee, which acts as an employee representative body. These channels are equally accessible to all employee groups, enabling employees to share their needs and suggestions comprehensively. Information received is analysed and used to improve HR management approaches in line with the needs of each employee group.

Employee Engagement Survey: An annual employee engagement survey is conducted, with respondents required to specify their gender male, female or LGBTQ+ to enable comparative analysis across groups and ensure findings reflect a comprehensive and unbiased view of all employees. The survey covers key topics relating to workplace equality, including recognition and support from supervisors, willingness to express opinions openly, sense of belonging and collaboration with colleagues. Average scores across all topics exceeded 80%, reflecting that the Company maintains a working environment that is inclusive and respectful of all employee groups.



Complaint Channels and Complaint Management Process



In 2025, the Company had 1 labour dispute case arising from a claim of unfair dismissal. The Labour Court dismissed the case on the grounds that the employee had committed an act of dishonesty in the performance of their duties, which constitutes a serious offence. As a result, the Company's termination was deemed lawful, with no obligation to pay severance or payment in lieu of notice.

Employee Engagement

As a result of the Company's continuous efforts to care for, retain and develop its employees alongside activities designed to foster employee engagement the Company has conducted an Employee Engagement Survey to gather employee views and assess the level of commitment to the Company's operations, using the results to inform improvements and developments in human resource management in line with employee needs.

The survey was conducted in December 2025 via an online questionnaire, with 78 respondents representing 70.90% of all employees comprising 26 male employees, 50 female employees and 2 LGBTQ+ employees. The results showed that overall employee engagement stood at 86.06%, covering the following assessment dimensions: long-term commitment and intent to remain with the organisation; understanding of roles and participation in work; workplace relationships and team culture; guidance and support from supervisors and senior management; and appropriate working environment and opportunities for capability development.

The survey item with the lowest average score relative to other topics was "Support for and promotion of work–life balance". The Company therefore used this feedback to analyse the underlying causes and formulate improvements to HR management, as well as to develop measures supporting employee work–life balance for example, establishing working hours from Monday to Friday only, enabling employees to have full weekends for rest and family time; and promoting employee health by installing a running track within the industrial estate to support exercise after working hours. The Company also continuously monitors progress to further improve employee engagement.



2025 Targets	2025 Performance
Voluntary employee turnover rate not exceeding 5%	0.55%
Employee engagement score not less than 80%	86.06%

Occupational Health and Safety

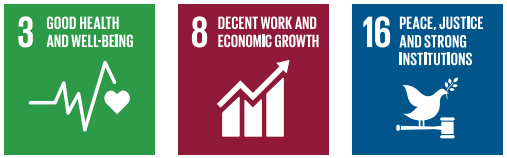
Material Sustainability Issue

8. Occupational Health and Safety

Occupational health and safety is a critical factor in the operations of the industrial estate, as the estate hosts a diverse range of operators engaged in manufacturing processes, machinery, transportation and chemical usage – all of which may give rise to risks for employees, contractors, operators within the area and surrounding communities. Pinthong Industrial Estate therefore places great importance on elevating safety management from regulatory compliance to a proactive system, integrating safety management across the entire industrial ecosystem – from hazard identification and risk management to the promotion of employee participation and the transparent disclosure of accident statistics – in order to create a safe working environment, reduce the likelihood of accidents, and build confidence among all stakeholders.

Significance Level

Medium



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Lost Time Injury Frequency Rate (LTIFR) per one million working hours	0 case	0 case	0 case
Fatality and permanent disability rate from work-related accidents per one million working hours	0 case	0 case	0 case

Risks and Opportunities

The industrial estate serves as a hub for diverse industries involving heavy use of machinery, chemicals and transportation. Without an effective safety management system, risks may arise across multiple dimensions: economically – through disruption to operator business, damage and remediation costs, and loss of confidence from investors and regulatory authorities; socially – through impactson the safety of employees, contractors and workers within the estate, as well as complaints or conflicts with surrounding communities; and environmentally – through industrial accidents such as chemical spills, fires or pollution affecting water quality, air quality and ecosystems. All of these threaten the continuity and credibility of the industrial estate as a whole.

Effective occupational health and safety management, however, elevates the standard of estate management, making it safer and more credible – a key factor in attracting high-standard operators to invest in the area, increasing opportunities for customer base expansion and new project development. It also reinforces the image of the industrial estate as a systematically managed operation, in line with regulatory requirements and international standards – delivering competitive advantages, enhanced business growth potential and improved revenue generation for the estate.

Strategy and Management

The Company places the utmost importance on the management of occupational health and safety, as it directly affects the continuity of industrial estate operations, operator confidence, and the overall image and management standards of the estate. The Company establishes OHS operational guidelines under the ***Human Rights and Labour Practice Policy,*** adhering to compliance with applicable laws and requirements, including: the Occupational Safety, Health and Environment Act B.E. 2554; the Factory Act B.E. 2535 (and amendments); and requirements of the Industrial Estate Authority of Thailand (IEAT) – all aimed at elevating safety management in a systematic manner. The Company focuses on identifying, assessing and managing risks arising from operations and related activities; establishing accident and emergency prevention and control measures; preparing for and responding appropriately to emergency situations; and continuously monitoring, reviewing and improving the effectiveness of these measures. The Company also promotes the participation of employees, contractors and operators within the industrial estate in preventing workplace hazards – through communication, education, training and the continuous development of a safety culture – to support a state of safety readiness throughout the estate and reduce risks that may arise from shared use of the area.

Human Rights and Labour Practice Policy

https://investor.pinthongindustrial.com/storage/document/cg/human-right-and-labor-practice-policy-en.pdf

Safety, Occupational Health and Work Environment Policy

https://investor.pinthongindustrial.com/storage/document/cg/safety-occupational-health-and-working-environment-policy-en.pdf

Structure and Governance

In order to ensure effective management of occupational health, safety and the working environment, the Company has designated responsible units to implement operations in accordance with established policies and guidelines, and to monitor and report on performance, as follows:

Responsible Body	Roles and Responsibilities
Corporate Governance and Sustainability Committee	Establishes policies and monitors plans, targets and performance on occupational health and safety; provides recommendations to management for continuous improvement.
Chief Executive Officer	Sets OHS targets aligned with organisational strategy; provides appropriate resources and management systems; builds a Safety Culture and promotes employee engagement at all levels; oversees strict compliance with applicable laws, standards and regulations.
Chief Operations Officer	Drives OHS strategies aligned with organisational goals; manages occupational safety and health systematically – covering risk prevention, hazard control and working environment improvement; develops personnel knowledge, awareness and safety behaviours; monitors, evaluates and continuously improves operations to reduce risks, prevent accidents and enhance sustainable workplace safety.
Safety Department	Plans and implements occupational health, safety and environmental (HSE) measures within the organisation and the industrial estate. Supervises and inspects safety in common areas (e.g. roads, utilities, public areas); manages security systems (CCTV, access control); prepares and drills emergency response plans (fire, chemical spill, natural disaster).
Occupational Health, Safety and Environment Committee	Promotes and supports the network of safety officers within Pinthong Industrial Estate to foster collaboration and elevate collective safety standards; facilitates knowledge, information and experience sharing for continuous OHS development; promotes statutory OHS management systems and estate-centred training; acts as a coordination hub for OHS information; monitors risks in the area to effectively prevent and mitigate potential impacts.



Strategy and Management Approach

The Company is committed to elevating its management of occupational health and safety to prevent incidents, reduce operational risks, and create a safe working environment for all employees. Key strategic approaches are as follows:

Governance and Compliance with Laws and Standards

Occupational health and safety is managed in accordance with established policies, as well as national and international safety standards, with strict adherence to all relevant laws and regulations.

Risk Assessment and Safety Risk Management

Risks relating to occupational health and safety are identified, analysed, and regularly reviewed, covering employees at all levels, including contractors, with appropriate preventive and control measures implemented.



Safety System Development and Safety Culture Promotion

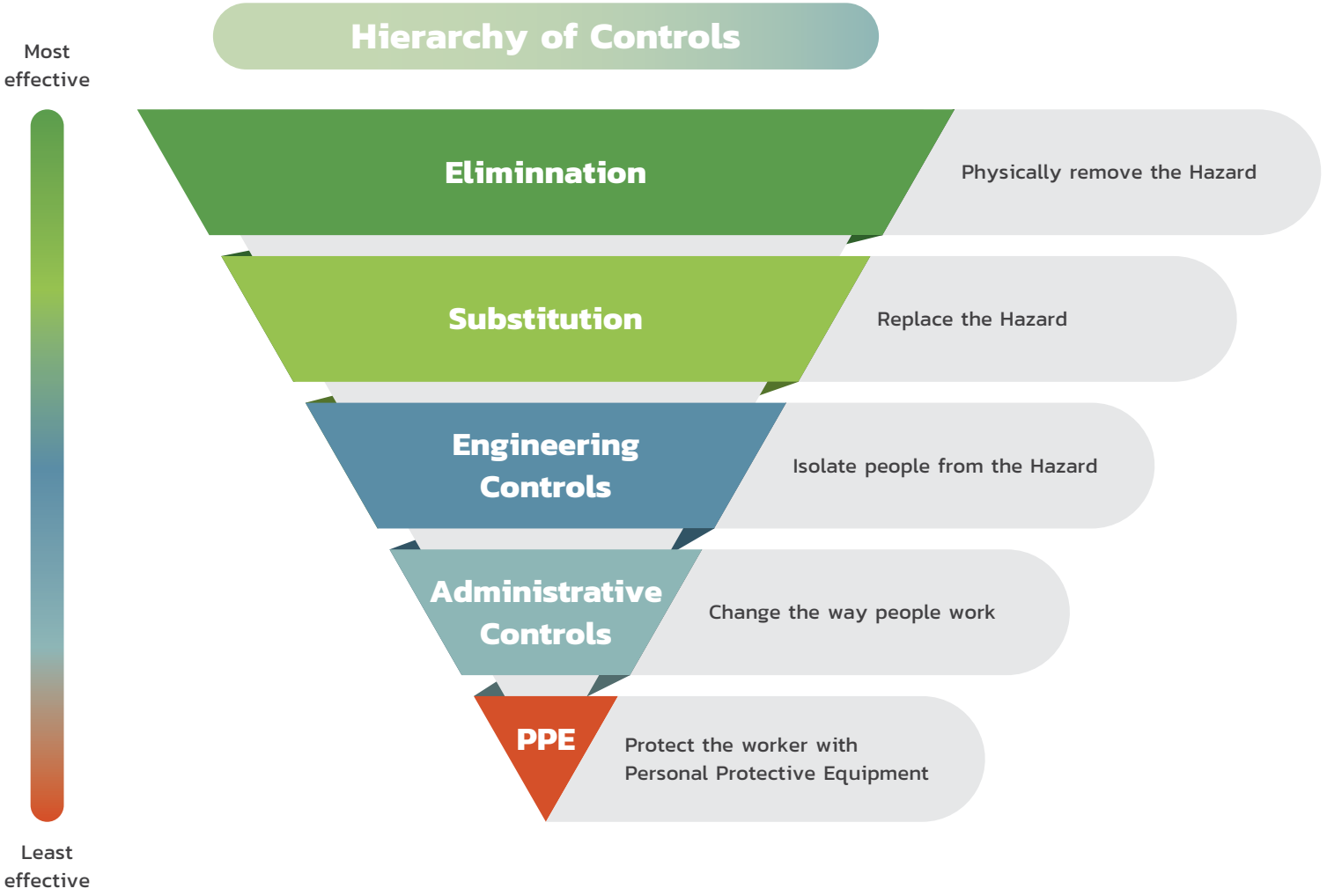
A strong safety culture is promoted across the organisation, fostering individual responsibility for workplace safety and striving towards the goal of a zero-accident workplace.

Continuous Improvement towards Sustainability

Management systems are continuously monitored, evaluated, and improved to build stakeholder confidence and to position the Company as a leader in sustainable safety management practices.

Hazard Identification, Risk Assessment and Risk Control Measures

The Company requires its professional-level safety officers to identify hazards and assess occupational risks through the application of a Total Quality Control and Management (TQC) system, in conjunction with the risk assessment process set out in the enterprise risk management manual. Risk control and prevention measures are established in line with the nature of each activity and its risk level, and are communicated to employees, contractors and workers within the area for strict adherence. Physical site monitoring is conducted to assess the effectiveness of risk control measures, and post-work reviews are carried out to gather data for continuous improvement of safety management processes. The risk control measures are defined in accordance with the Hierarchy of Controls, covering control approaches at various levels, as follows:



OHS Risk Assessment Results for 2025

Based on the occupational health and safety hazard identification and risk assessment conducted by the Company in 2025, the hazards identified as potentially causing serious injury include: fire, flooding and electrical accidents – all of which may affect workers and the Company's operations. However, no high-consequence work-related injuries arising from or related to these hazards were identified in 2025. The Company has completed risk assessments and established control and prevention measures for each activity, as set out below:

Risk	Risk Level	Risk Factors/ Causes	Prevention and Control Measures
Fire	High	• Wildfires • Electrical short circuits	1) Annual fire-fighting drill and fire evacuation exercise 2) Designated fire-fighting response team 3) Fire prevention and suppression plan 4) Firefighting equipment prepared (e.g. wildfire suppression tools, fire suits) 5) Regular fire truck inspection for operational readiness 6) Replace overhead communication cables with underground conduit system
Flood	High	• Flash floods • Heavy rainfall	1) Repair and improve external drainage channels outside the estate 2) Install pumps at risk areas to accelerate drainage 3) Reinforce flood barrier walls at flood-prone areas 4) Increase pump inspection frequency in maintenance plans 5) Upgrade estate entrance road as a Ramp to prevent external floodwater ingress 6) Install Smart Water Management System
Electrical Accident	High	• Use of faulty electrical equipment or improper operation • Non-standard electrical systems or deteriorated equipment	1) Regular inspection and maintenance of electrical equipment; strictly prohibit use of faulty equipment 2) Regular office electrical system inspection; install leakage and short-circuit protection devices 3) Training for employees on the correct use of electrical equipment
Evacuation Safety	High	• Overcrowding • Inadequate ventilation • No disaster evacuation plan	1) Define appropriate occupancy per area to reduce overcrowding 2) Improve ventilation systems to ensure adequate air circulation 3) Create pathways and spaces for easy, safe movement 4) Establish emergency plans, evacuation drills and designated assembly points

Risk	Risk Level	Risk Factors/ Causes	Prevention and Control Measures
Office Syndrome	Medium	• Prolonged sitting in the same position without changing posture • Extended computer use • Insufficient lighting causing excessive eye strain	1) Select ergonomic office equipment 2) Adjust monitor height to eye level 3) Encourage employees to rest their eyes, take walking breaks or stretch during the day 4) Measure light intensity to standard (Lux); install or add lighting points; replace deteriorated bulbs; arrange workspace layout for adequate lighting throughout
Mental Health Issues	Medium	• Heavy workload • Stressful working environment	1) Define workload appropriate to staffing levels and timeframes 2) Encourage employees to plan and prioritise tasks clearly 3) Promote Work-Life Balance – e.g. flexible working hours 4) Provide mental health and stress counselling channels for employees

Incident Reporting and Investigation

The Company has applied the principles of Incident Reporting and Investigation to systematically manage and address occupational health and safety issues within the industrial estate. Reporting channels have been established for incidents, accidents and near-miss events, enabling data to enter a continuous analysis and monitoring process. When an incident occurs, the Safety Department and common area unit conduct an investigation to identify the root cause and relevant risk factors – covering behavioural, environmental and systemic dimensions – before determining appropriate corrective and preventive actions and closely monitoring their implementation.

In 2025, the Company recorded no workplace incidents or accidents affecting the safety of employees or workers within the area. Notifications were received regarding traffic accidents within the industrial estate – such as vehicle collisions and truck overturns. The Company subsequently established targeted corrective and preventive measures, including: traffic layout redesign to reduce intersection points; cancellation or modification of U-turn points; implementation of one-way routes; installation of warning signs, traffic signals, flashing lights and speed table devices; and improvement of visibility at risk areas through tree trimming and convex mirror installation – all with designated responsible persons, timelines and close progress monitoring. Lessons learnt from each incident were communicated and shared as safety alerts with operators and users via Line groups, notice boards and other channels. Measures were also extended to areas with similar risk characteristics. In addition, the Company organised training and joint drills with security officers and relevant parties to develop knowledge in accident reporting and analysis, traffic management and emergency response – enabling swift and appropriate action.

Occupational Health and Safety Training

The Company supports the development of occupational safety knowledge and skills by providing OHS training for executives and employees at all levels, tailored to the nature of their work and legal requirements – aimed at strengthening capabilities in risk management, prevention and response to workplace accidents or emergencies.

Annual Fire-Fighting and Evacuation Drill 2025

The Company organised fire-fighting and evacuation training and drills for 2025 on 19 December 2025 at the Reception Hall, Pinthong Project 2, for a total of 24 executives and employees. Expert trainers from the Disaster Prevention and Relief Office, Chao Phraya Surasak Municipality, delivered both theoretical instruction on fire-fighting principles and fire prevention, and hands-on field exercises in fire suppression through a simulated scenario involving a vending machine fire – enabling employees to learn the correct emergency response procedures in a safe manner.









Annual Basic First Aid and CPR Training 2025

The Company organised basic first aid and CPR training for a total of 25 executives and employees on 21 March 2025 at the Reception Hall, Pinthong Project 2, to build knowledge and skills in providing timely and correct assistance to emergency casualties. Expert trainers from Phyathai Sriracha Hospital delivered both theoretical instruction on basic first aid principles, causes of emergency conditions and preventive approaches, as well as hands-on practice in basic CPR and the use of an Automated External Defibrillator (AED) – enabling employees to apply these skills effectively in real situations.













Work-related Employee Health Care



The Company places importance on occupational health and safety care and prevention – aimed at reducing operational risks and creating a safe working environment for all employees – through health surveillance measures, preparation of emergency protection and response equipment, and appropriate management of the working environment to prevent hazards and reduce the risk of occupational illness, as follows:

Health Surveillance for Work-related Risk Factors

The Company provides health check-ups for new employees and annual health check-ups for all employees, assessed against risk factors associated with the nature of each role – to monitor and prevent health impacts that may arise from performing duties. Data is recorded systematically through a health and illness database. Tests include:

- Pulmonary function test
- Audiometric (hearing) test
- Occupational vision test
- Heavy metals in the body test

In 2025, 84 employees underwent health check-ups, representing 76.36% of all employees.

Emergency Protection and Response Equipment

The Company prepares standardised emergency protection and response equipment and ensures its operational readiness at all times to handle potential emergency situations, including:

- **Flood protection:** life jackets, rubber rings, emergency team boats and water pumps to accelerate drainage
- **Fire prevention and suppression:** firefighting equipment such as fire swatters, water tanks, water sprayers and fire trucks
- **Emergency equipment training:** provided to relevant employees to ensure effective use of response equipment
- **Emergency equipment inspection:** to ensure readiness at all times, including rapid restoration of incident sites to normal condition

Equipment readiness inspections are conducted regularly – 12 times per year.

Working Environment Control and Improvement

The Company regularly measures and assesses the working environment to ensure employees can perform their duties in appropriate and health-safe conditions, including:

- Light intensity measurement at 122 points across operational areas, conducted twice per year
- Installation of air purifiers in meeting rooms and office areas

Provision of Personal Protective Equipment and Work Hazard Prevention Measures

The Company provides personal protective equipment (PPE), emergency equipment and basic first aid kits to workers – appropriate to the type and nature of each role – in sufficient quantities and at accessible locations. Emergency plans are also established for cases of work-related illness to ensure timely assistance.

Non-work-related Employee Health Promotion

Beyond the prevention of work-related injuries and illnesses, the Company prioritises the care of employee health and quality of life – both physical and mental – and aims to create a working environment conducive to good wellbeing, reduce workplace stress and support employees in caring for their own health appropriately, through the following activities and measures:

Promoting a Wellbeing-conducive Working Environment

The Company creates a pleasant working environment by planting a variety of plant species and providing green spaces within and around the workplace, to foster a relaxing atmosphere and help alleviate work-related stress.

Workplace Hygiene and Sanitation

The Company ensures an adequate supply of medicines and medical supplies for employees, and continuously conducts cleanliness and hygiene activities in the workplace – such as 5S cleaning activities and scheduled mosquito-control spraying – to prevent the spread of disease and maintain a hygienic working environment.

Promoting Exercise and Health Activities

The Company encourages regular exercise among employees by developing an approximately 3-rai health park within the Company's premises, providing a space for exercise and leisure. The park is open to employees of other companies and local residents in the vicinity, to promote health and wellbeing within the wider community. The park attracts an average of approximately 600 visitors per month.

Prevention of Health and Safety Impacts in the Supply Chain

The Company places importance on preventing occupational health and safety impacts on all workers within its premises – including contractors, external workers and operators – by establishing systematic safety control and oversight measures to ensure all parties throughout the supply chain operate in accordance with safety standards, reducing the risk of accidents and health impacts, and building safety awareness in operations, as follows:

Pre-work Occupational Health and Safety Training

The Company provides OHS training to contractors entering the premises prior to commencing work on every occasion – a total of 43 contractors – to build knowledge and understanding of, and raise awareness about, potential hazards arising from operations, including safe working practices, the use of personal protective equipment and compliance with the Company's safety requirements.





Health Screening and Surveillance for High-risk Workers

The Company requires preliminary health screening of contractors and workers prior to entering duty in the area – particularly for high-risk activities such as those involving chemicals or work in confined spaces. Workers must undergo health check-ups appropriate to the risk factors of the work and submit health check results as part of the permit-to-work process for high-risk areas, to prevent hazards during operations.

Safety Standards Compliance Oversight

The Company establishes safety oversight measures before, during and after operations to prevent violations of requirements or non-standard work practices. Professional-level safety officers regularly monitor and inspect the operations of contractors and workers to ensure that all activities comply with the Company's safety measures.

Provision of Personal Protective Equipment (PPE)

The Company stipulates that contractor companies entering the premises must provide and ensure that their workers wear appropriate PPE for the nature of their work at all times during operations – such as safety helmets, safety shoes, safety goggles and chemical-resistant suits – to help reduce the risk of accidents and harm.





Infrastructure and Utilities Development for Operator Safety

- Traffic accident hazard improvement within the industrial estate: survey and analysis of black spots – such as intersections with limited visibility, U-turn points and areas with heavy truck traffic – with traffic layout redesign to reduce intersections, cancellation of unsafe U-turn points, implementation of one-way routes and road improvements to accommodate large vehicles.





- Promotion of, and guidance to, operators in selecting lower-risk technologies, materials or systems in their operations – through permit review criteria, engineering recommendations and supporting infrastructure development.

- Upgrade of communications cable systems from pole-mounted overhead cables to an Underground Fibre Optic System in industrial estate areas, Projects 1-6 – including design and installation of multi-provider underground conduit systems, removal of existing cables at risk points (main roads, transport routes, intersections) and systematic reorganisation of cabling – reducing fire risk from cable damage or short circuits and preventing accidents from trucks or machinery snagging overhead cables.





- Installation of a Smart Water Management System to control flood risk within the estate – including construction of retention ponds, provision of adequate drainage systems and installation of water level sensors with early warning systems linked to real-time data – helping to reduce flood risk and prevent damage to property and operations.





Promoting Employee Participation and Safety Culture

The Company aims to build a safety culture within the organisation by encouraging employees at all levels to recognise that safety is a shared duty and responsibility for everyone, and to actively participate in translating safety policies into real operational practice, as follows:

Safety Communication

The Company continuously communicates safety information, updates and best practices to employees through various channels to build awareness and promote safe working practices, such as:

- Dissemination of occupational safety information via email
- Pre-work employee briefings – such as Morning Talk activities – to review safety precautions and safe working practices before commencing high-risk activities

The Company's occupational health and safety management system covers 110 employees (100% of all employees) and 4 contractors operating under the Company's supervision (100%). In 2025, the Company recorded no cases of fatality or permanent disability from work, and no cases of occupational illness – for either employees or contractors – with a total count of 0 cases. This reflects the effectiveness of the Company's continuous occupational health and safety measures, encompassing operational risk assessment, provision of personal protective equipment, working environment control and systematic health surveillance of workers – all aimed at preventing accidents and occupational illness.

Social Activities and Community Engagement

Material Sustainability Issue

10. Community Well-being

"The industrial estate operates within the midst of surrounding communities and local stakeholders. Caring for society and building engagement with the local community are therefore crucial to the business operations of Pinthong Industrial Estate. Enabling communities, government agencies, and stakeholders to express opinions, needs, and expectations allows the Company to incorporate such information into improving its management and project development to align with the local context, reduce the risk of social conflicts, and strengthen social acceptance of business operations (Social Licence to Operate) – a vital foundation that supports the continuity of the industrial estate's operations and maintains the confidence of operators, investors, and regulatory authorities."

Significance Level

Moderate



Targets and Performance Results

Key Performance Indicator	Long-term Target 2030	Target 2025	Performance 2025
Community satisfaction score towards Pinthong Industrial Estate, surveyed by the Industrial Estate Authority of Thailand (IEAT)	Not less than 95	Not less than 85	93.68%
Number of complaints and concerns from the community arising from the Group's business activities	0 case	0 case	4 case

Risks and Opportunities

Operating a business without social care and engagement with the local community may give rise to distrust, complaints, or opposition to project development from communities and local stakeholders, which could adversely affect the organisation's image and reputation, as well as the continuity of its business operations. Furthermore, developing projects without due regard for the social, cultural, and environmental context of the area may lead to conflicts with communities, scrutiny from regulatory authorities, or restrictions on business activities, causing certain projects or investments to be delayed or halted, and potentially prolonging the payback period due to business uncertainty.

Engaging in community development activities and stakeholder participation enables the Company to develop projects and expand investments smoothly, whilst receiving support from government agencies and various sectors in the area. It also helps build confidence among operators, investors, and business partners, thereby enhancing the capacity to attract investment to the industrial estate. Moreover, building collaboration with communities helps promote employment, develop local workforce skills, and reduce population migration. It also stimulates the local economy, supporting businesses, shops, and services around the industrial estate to operate and generate income sustainably, contributing to economic development and improving the quality of life of surrounding communities in parallel with the Company's own growth.

Strategy and Management



The surrounding community and society are key elements that influence the success and continuity of the industrial estate's business operations, as understanding and cooperation from local stakeholders support the smooth execution of operations and project developments, ensuring social acceptance. The Company therefore places importance on social care and responsibility by establishing a Corporate Social Responsibility Policy as a framework for conducting business alongside principles of good corporate governance and business ethics. The policy aims to mitigate potential operational impacts whilst promoting community participation through activities and projects that benefit society. The Company places emphasis on cultivating a sense of social and environmental responsibility among employees, supporting education and employment within communities, promoting local culture and traditions, and building collaboration with local organisations and public benefit entities to jointly develop the quality of life of surrounding communities and foster good relations between the organisation and society.

Corporate Social Responsibility Policy

https://investor.pinthongindustrial.com/storage/document/cg/corporate-social-responsibilities-policy-en.pdf

Structure and Governance

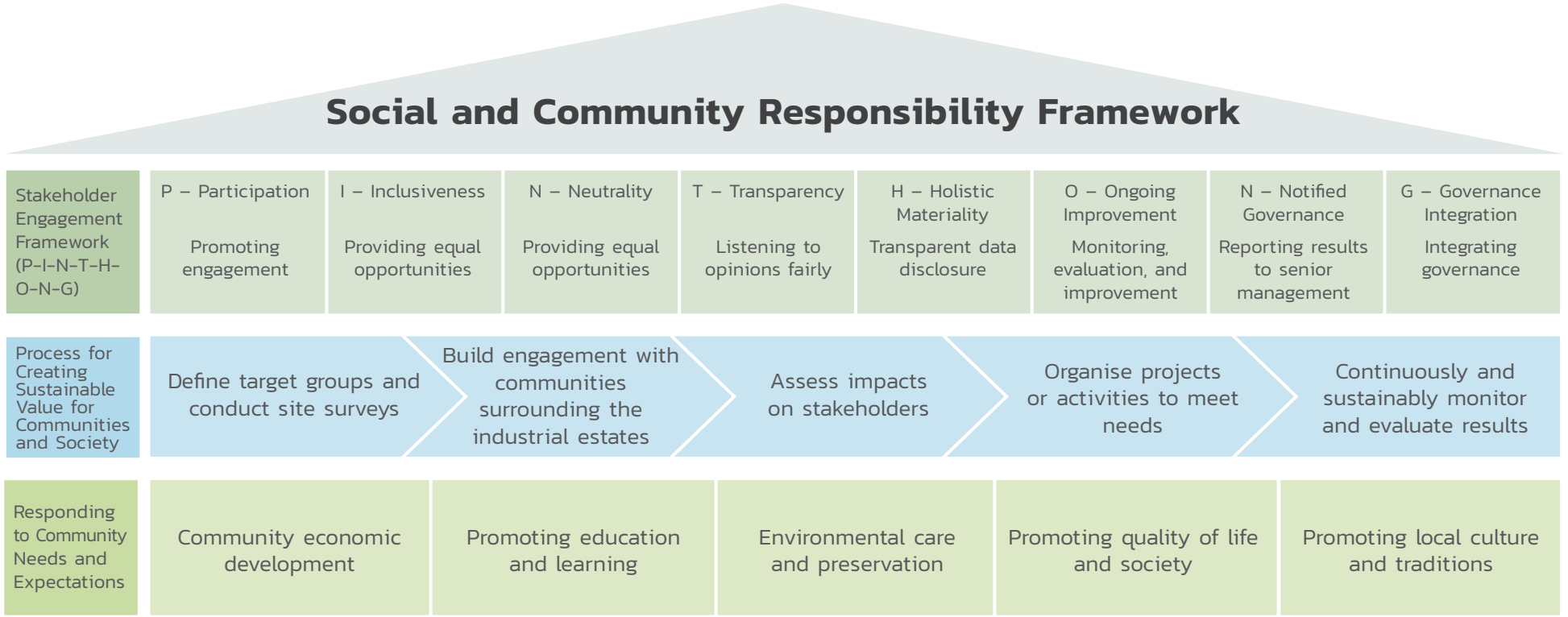
To ensure that community and social development activities are carried out comprehensively and effectively in accordance with the Company's policies, the Company has established a structured governance framework for community and social development under the principles of good corporate governance and its Environmental, Social, and Governance (ESG) approach, so that policy formulation, implementation, and monitoring are clear and aligned with the organisation's objectives, as follows:

Responsible Body	Roles and Responsibilities
Board of Directors	Sets policies, vision, and direction for corporate social responsibility (CSR) and community development activities in accordance with relevant legislation, good governance principles, and sustainability standards; oversees, monitors, and advises management to ensure operations are consistent with the Company's policies.
Corporate Governance and Sustainability Committee	Formulates and reviews activity guidelines; supervises and supports appropriate management of social and community impacts and issues; monitors and evaluates outcomes and opportunities related to community development.
Senior Management	Translates strategies and policies on community and social development into practice; integrates social, community, and stakeholder matters into the Company's operational plans; and ensures operations comply with relevant laws, regulations, requirements, and internal policies.
Corporate Governance and Sustainability Working Group	Plans, coordinates, executes, monitors and evaluates, and reports progress to management and relevant committees for consideration, review, and improvement of operations to align with the Company's policies and sustainability objectives.
Relevant Departments and Working Groups	The Community Relations, Customer Relations, Environment and Water Systems, and Safety and Public Utilities Departments jointly plan, implement projects, and coordinate collaboration with communities, government agencies, and various network partners.
Community Relations Department	Drives projects under community and social development goals; oversees and monitors community development projects for effectiveness.



Corporate Social Responsibility and Community Framework

The Company upholds the concept of "Sustaining Society Side by Side" as a core guiding principle in its business operations, aiming to foster economic growth alongside the development of surrounding communities and society, whilst promoting collaboration among the Company, communities, operators within the industrial estate, and government agencies to jointly drive community development. The Company has established an operational framework to promote stakeholder participation and serve as a guideline for developing projects and activities related to communities and society, as follows:



Identifying Target Groups and Conducting Area Surveys

The development of Pinthong Industrial Estate across 6 projects covers a combined area of more than 12.09 square kilometres, spanning 2 provinces: Chonburi and Rayong. The number of employees working within the industrial estate and residents living in surrounding communities totals more than 213,488 households. The Company's expansion has impacts on surrounding communities and society, such as population density, urban sprawl caused by migrant labour, traffic congestion, and road safety, amongst others. Those most directly affected by the Company's business operations are the local communities in the vicinity. The Company therefore places importance on caring for local communities within a 5-kilometre radius of each of the 6 Pinthong Industrial Estate projects, in accordance with the Environmental Impact Assessment (EIA) guidelines of the Industrial Estate Authority of Thailand (IEAT).

Area and Surrounding Community Data

Province	Project	IE Area (sq.km.)	Households	Municipalities	TAOs	Districts	Sub-districts	Villages
Chonburi	Pinthong Industrial Estate, Project 1 ("Pinthong 1" or "PIN1")	2.15	44,736	2	1	1	4	19
	Pinthong Industrial Estate (Laem Chabang) ("Pinthong 2" or "PIN2")	1.65	19,833	1	1	1	3	12
	Pinthong Industrial Estate, Project 3 ("Pinthong 3" or "PIN3")	2.50	21,774	1	1	1	4	17
	Pinthong Industrial Estate, Project 4 ("Pinthong 4" or "PIN4")	1.05	55,834	1	-	1	3	21
	Pinthong Industrial Estate, Project 5 ("Pinthong 5" or "PIN5")	2.46	20,978	2	4	2	4	19
Rayong	Pinthong Industrial Estate, Project 6 ("Pinthong 6" or "PIN6")	2.28	50,333	3	4	2	7	34
Total		**12.09**	**213,488**	**10**	**11**	**8**	**25**	**122**

Source: Population data from the Civil Registration Annual Report, Department of Provincial Administration, 2025.

Building Community Participation Around the Industrial Estate

The Company places importance on building participation from communities both within and surrounding Pinthong Industrial Estate by providing diverse channels for receiving opinions, concerns, and suggestions from residents and local stakeholders. These include meetings to monitor EIA implementation (EIA Monitoring), ECO Committee meetings, meetings with local government organisations such as the Khao Khanthong Tambon Administrative Organisation (TAO), as well as satisfaction surveys and community attitude surveys towards the industrial estate's operations – conducted both by the IEAT and per EIA requirements – carried out annually and covering Pinthong Industrial Estate projects 1–6, in collaboration with external agencies to survey opinions from residents, community leaders, and government bodies in the area.

Furthermore, the Company has established various forms of community development committees to serve as a key mechanism for communication and coordination with stakeholders, such as the Tripartite Committee (comprising representatives from communities, government agencies, and the Company) and the Eco-Green Network Community Development Committee around the Industrial Estate. Each committee plays a role in listening to problems, expectations, and suggestions from communities, as well as jointly considering approaches to resolving complaints and developing the areas surrounding the industrial estate so that the estate can coexist with the community with mutual understanding, trust, and good relations.

In 2025, the Company held meetings with committees related to community and environmental development around the industrial estate, to provide opportunities for stakeholders to be informed of operational results, offer suggestions, and jointly determine area development approaches, as follows:

- ECO Committee (Cooperation Committee for Upgrading Pinthong Industrial Estate to an Eco-Industrial Town): 2 meetings were held to communicate operational results on Eco and CSR matters, as well as to consider plans and projects for developing the industrial estate towards becoming an Eco-Industrial Town. The committee expressed interest in occupational support to generate income for community enterprises and schools, including promotion of education, religion, and culture in the area.
- EIA Monitoring Committee (Environmental Quality Inspection Committee): 2 meetings were held, comprising representatives from the Company, operators within the industrial estate, local communities, and government agencies, to report environmental quality inspection results both within and outside the industrial estate, disclose environmental performance data, and receive opinions and suggestions from stakeholders regarding environmental impacts and issues. The committee expressed satisfaction with the Company's environmental management performance and showed interest in issues relating to traffic management, wastewater management, and income distribution to communities surrounding the industrial estate.

Community Impact Assessment and Management

The Company conducts annual community attitude and opinion surveys through Tiger Advising Group Co., Ltd., an independent external agency with no interest in the survey data, in order to reflect community perspectives, concerns, and suggestions, as well as to receive feedback through community committee meetings and EIA Monitoring Committee meetings, which comprise representatives from the Company, operators within the industrial estate, local communities, schools, and government agencies. These activities are carried out in accordance with the environmental protection and mitigation measures stipulated in the EIA report, and are conducted continuously throughout the Company's business operations.

Based on the assessment and community feedback in 2025, two key social impact issues were highlighted by communities: traffic congestion at the industrial estate's entry and exit points, and community economic issues. Communities also expressed expectations for the Company to prioritise environmental stewardship, particularly regarding air pollution management, wastewater management, and controlling environmental impacts from the industrial estate's operations, as well as educational support for schools and youth in the area.

The Company has incorporated the assessment results and recommendations into determining appropriate operational approaches, such as coordinating with relevant authorities to address traffic issues, facilitating traffic flow during peak hours, and enabling community leaders and local agencies to participate in environmental quality monitoring under EIA measures, so as to strengthen transparency and confidence in the Company's management.












Organising Projects and Activities to Promote Community Participation

Drawing on the community impact assessments and opinion surveys of communities surrounding the industrial estate, the Company has used the information gathered to formulate appropriate approaches to address issues, mitigate impacts, and respond to community needs. A range of projects and activities have been established to support community development across multiple dimensions – economic, social, and environmental – in order to enhance the quality of life of local residents. These activities can be divided into 5 main areas: (1) Community Economic Development; (2) Promotion of Education and Learning; (3) Environmental Stewardship; (4) Quality of Life and Social Promotion; and (5) Promotion of Local Culture and Traditions.



Community Economic Development

The Company places importance on the economic development of communities surrounding the industrial estate in parallel with its own business operations, aiming to strengthen local economic capacity through income generation, employment, and the development of community members' potential. This is achieved by encouraging operators within the industrial estate to provide employment opportunities for local workers, enabling residents to access stable jobs and income. The Company also supports community enterprises, occupational groups, businesses, and educational institutions in the locality to serve as trade partners, service providers, or members of the Company's supply chain, thereby adding economic value and distributing income to surrounding communities.

Furthermore, the Company opens opportunities for community enterprises and occupational groups in the area to sell their products at Company-organised events, thereby increasing marketing channels and promoting local products. These include products from the ECO LADY Crafts Women's Community Enterprise Group, golden rolls (thong muon) from the Ban Khong Dara community, Chinese sausage (kun chiang) from the Ban Nong Leng Community Enterprise, foxtail from the Ban Hub Bon occupational group, and agricultural products from local schools such as hydroponic vegetables and oyster mushrooms, generating direct income for communities. The Company also supports the development of occupational and vocational skills aligned with the needs of the industrial sector, such as oyster mushroom cultivation, agricultural product processing, handicrafts, sewing, and food preservation, in order to strengthen the workforce in the area and enable residents to pursue occupations or generate supplementary income appropriately, thereby contributing to the economic security of households and surrounding communities.













Ban Nong Leng Community Enterprise Capacity Development Project

The Ban Nong Leng Community Enterprise Capacity Development Project was implemented during fiscal years 2025–2028 under the ISO 26000 guidelines, covering the themes of development, access to technology, and wealth and income creation. Its objective is to improve the quality of life of residents in the vicinity of the industrial estate, whilst simultaneously addressing the issue of waste pork Chinese sausage (kun chiang) remaining from the production process of the Ban Nong Leng Community Enterprise, which results in wasted resources and economic value. The Company therefore supported the application of Circular Economy principles by developing ready-to-eat food products from leftover kun chiang production waste, whilst providing packaging technology support, including horizontal conveyor sealing machines and a nitrogen packaging system, to elevate food safety standards and extend product shelf life.

In addition, the Company supported knowledge transfer through practical training workshops, expert consultancy, and the development of marketing channels to increase sales opportunities for the community enterprise. The project targets a minimum 5 per cent increase in annual product sales revenue and the development of at least one new marketing channel per year. The Company commenced support for the project in May 2025, and by the end of December 2025, the community enterprise had produced a total of 380 bags of new products, generating revenue of 22,800 Baht.





Stakeholder	Benefits Received
Community Benefits	• Increased income from the sale of new products – "Ban Nong Leng Community Enterprise Ready-to-Eat Kun Chiang", produced from waste kun chiang from May to December 2025: 22,800 Baht • Community enterprise members gained enhanced skills in production, processing, and marketing
Company Benefits	• Strengthened positive relations with communities surrounding Pinthong Industrial Estate • Reduced social risk and community opposition (Social Licence to Operate)
Environmental Benefits	• Reduced food waste from the production process by 64 kilograms through value-added processing of waste kun chiang (Waste to Value) • Raised environmental awareness among community members and related parties

Vocational Training and Occupational Promotion Project (Condominium Frog Farming) - Nikhom Bo Win Community Occupational Promotion Group, Village No. 6

The Company supported the implementation of the Condominium Frog Farming Vocational Training and Occupational Promotion Project in collaboration with the Nikhom Bo Win Community Occupational Promotion Group, Village No. 6, to increase income-generating opportunities and strengthen economic resilience for residents in the area. Ten low-income or unemployed households, totalling approximately 50 individuals, were selected to participate in the project. Frog farming was chosen as it is an economically valuable animal with high market demand, requires only a small area for rearing, and can be carried out at the household level. The project focused on transferring knowledge of "condominium frog" rearing, which is suitable for limited spaces, with knowledge shared by the chairperson of the Community Agricultural Learning Garden of Nikhom Bo Win Village No. 6. The Company also provided frog condominium structures, frog fingerlings, and knowledge on small-scale farm management to generate supplementary income. Additionally, the Company collaborated with the IEAT and operators within Pinthong Industrial Estate Project 5, namely Eco Infiniq Co., Ltd., to provide used vehicle tyres to be adapted as structural frameworks for the frog condominiums, promoting efficient use of resources and aligning with the Zero Waste concept.

The project outcomes enhanced income-generating opportunities for households within the community, developed skills in rearing economically valuable animals in limited spaces, and promoted the repurposing of used resources. It also fostered collaboration among communities, operators, and the industrial sector in the area. The project commenced in 2025, and since frog farming requires a breeding period before animals can be sold, no production or sales data was available in the project's first year. However, the Company anticipates that income from sales will begin flowing to participating households in the following year, with plans to expand the number of participating households to increase income-generating opportunities for residents in the area.





Promotion of Education and Learning

The Company places importance on promoting education and learning within communities surrounding the industrial estate, in parallel with its business operations. It aims to support the development of the potential of youth and educational institutions through learning activities both inside and outside the classroom, including the transfer of knowledge and practical skills applicable to academic, occupational, and environmental contexts, in order to enhance educational opportunities and improve the quality of life within communities. The following activities and projects have been organised:

Green Fence Open House Activity

The Company provides opportunities for educational institutions, communities, and interested agencies to visit and learn about the operations of the industrial estate on-site, as well as to foster understanding of balanced industrial development that accounts for economic, social, and environmental considerations under the Eco-Industrial Town development concept. This activity has been designated as one of the Company's community and social development operational plans, conducted continuously every year, as senior management attaches importance to opening learning spaces and building accurate understanding of the industrial sector. On average, the activity is held approximately 1–2 times per year.





In 2025, the Company organised informational talks on the role and management of industrial estates, including the approach to developing industrial estates into eco-industrial towns, alongside educational field trips for 2 groups of students: a group of 60 students from the International College, International Programme, Dhurakij Pundit University, who visited Midea Refrigeration Equipment (Thailand) Co., Ltd.




within Pinthong Industrial Estate (Project 5) to learn about air conditioning and refrigeration manufacturing processes, including advanced production technologies at a Southeast Asian level; and 71 Mathayom 4 (Year 10) students from Ban Khao Khanthong School, who visited Suntory Beverage & Food (Thailand) Co., Ltd. within Pinthong Industrial Estate (Project 2) to enable students to learn work skills from an actual workplace and to inspire them to discover their own strengths and interests, with a view to future academic and career pathways aligned with labour market demands. A total of 131 participants attended.

Hydroponic Vegetable Growing and Integrated Plant Management Activity - Ban Khao Din School

The Company implemented hydroponic vegetable growing and integrated plant management activities under the concepts of the Eco School and Eco Community, to promote environmentally friendly agricultural learning, efficient resource utilisation, and the development of community-level food security. The activity transferred knowledge and practical skills in growing vegetables using hydroponic systems, integrated plant management, reducing the use of agricultural chemicals, and the responsible use of water resources, in order to build environmental awareness and develop vocational skills amongst youth. The Company provided equipment, growing systems, and a budget of approximately 50,000-80,000 Baht to enable the school to use the space as a continuous agricultural learning resource. Participants included 72 students and teachers from Ban Khao Din School and approximately 30–50 representatives from communities surrounding Pinthong Industrial Estate, who were able to apply the knowledge and plant-growing approaches learnt in their households or develop them into vocational skills in the future.







Stakeholder	Benefits Received
Community Benefits	• Average vegetable production of 40-50 kg per month • Reduced school food expenses from fresh vegetable consumption by 2,000-3,000 Baht per month, or approximately 24,000-36,000 Baht per year • Reduced costs for water, fertiliser, and chemicals by an estimated saving of 3,000-5,000 Baht per year • Supplementary income from selling surplus produce in the community: approximately 15–20 kg per month at approximately 40–50 Baht per kilogram, generating approximately 600–1,000 Baht per month or 7,200–12,000 Baht per year • Revenue can be used to fund the school's agricultural activities or student development activities • Skills in modern plant growing and agricultural management, applicable in households or as a future vocation
Company Benefits	• Strengthened positive relations with communities surrounding Pinthong Industrial Estate • Reduced social risk and community opposition (Social Licence to Operate)
Environmental Benefits	• Reduced water usage in cultivation by approximately 30–50% compared with traditional growing methods • Reduced use of agricultural chemicals by nearly 100%, lowering health risks for consumers

Self-Reliance Learning for School and Community Sustainability Project

The Company, in collaboration with Pinthong Industrial Estate and Thai Nippon Rubber Industry Public Company Limited, implemented the Green School Project to promote self-reliance and sustainable agricultural learning for educational institutions in the area. The project is currently active in 4 schools: Ban Khao Din School, Ban Noen Tong School, Ban Khao Khanthong School, and Ban Rawoeng School. Activity formats have been designed to align with the interests and context of each school, such as establishing safe vegetable plots, learning about growing processes, plant care, harvesting, and using or selling produce within the school, enabling students to learn through hands-on practice, thereby building agricultural skills whilst instilling teamwork, responsibility, and management skills – essential life skills for their future. Activities also help reduce school food expenditure and generate income from the sale of agricultural produce. Schools can moreover develop into agricultural learning centres for the surrounding community, promoting the exchange of knowledge and collaboration between educational institutions, communities, and the industrial sector. The Company plans to continue the project on an ongoing basis and to expand to other schools in the area that express interest in participating.






Earthworm for Career Building Project - Ban Khao Khanthong School

Pinthong Industrial Park Public Company Limited implemented the "Chayon Chaislider Earthworm for Career Building" project at Ban Khao Khanthong School to promote out-of-classroom learning for 35 Mathayom 3 (Year 9) students. The project integrates the concept of the Sufficiency Economy Philosophy through earthworm rearing and organic waste management to produce vermicompost, enabling students to learn through hands-on practice, developing life skills, efficient resource use, and the concept of self-reliance.

The Company also supported the establishment of an oyster mushroom cultivation house within the school as an agricultural learning and career-building activity, enabling students to consume produce within the school or sell it to generate supplementary income. The Company provided agricultural equipment, a vermicompost sifter, fertiliser packaging design, and supported marketing channels for produce through Company-organised activities, as well as linking the use of vermicompost from Ban Khao Khanthong School to the agricultural plots of Ban Noen Tong School. The project helped elevate the school to become an environmental learning and career-building resource for the community, whilst promoting collaboration among educational institutions, communities, and the industrial sector in the area.






Mushroom Cultivation House for Learning and Occupational Promotion Project – Ban Rawoeng School

The Company, in collaboration with Pinthong Industrial Estate, supported the construction of a mushroom cultivation house at Ban Rawoeng School, together with mushroom substrate support for out-of-classroom learning activities for 30 Prathom 4–5 (Year 4–5) students. This enabled students to learn about the mushroom cultivation process, plant care, and systematic produce management, whilst instilling the concept of valuing local resources and self-reliance in accordance with the Sufficiency Economy approach. During the activity, parents and some members of the school board participated in providing support, whilst Prathom 1–3 (Year 1–3) students assisted in watering and harvesting produce alongside their seniors, promoting participatory learning within the school. The school was able to sell produce and generate income from the project from September to December 2025, totalling 7,150 Baht. The project strengthened vocational and management skills for students, developed the school into an agricultural learning resource for the surrounding community, promoted community participation, and reflected the Company's social responsibility activities.

Educational and School Development Support

The Company provided scholarships and improved facilities within schools to help raise the standard of the learning environment and alleviate educational costs for students' families in the community on National Children's Day and National Mother's Day, as follows:

- **National Children's Day 2025**
  Supported the organisation of Children's Day activities in areas surrounding Pinthong Industrial Estate across all 6 projects, providing scholarships, school supplies, and prizes totalling approximately **400,000 Baht.**
- **Sanitary Facility Support for Schools**
  Provided a budget of **10,000 Baht** for the construction of 2 toilet facilities for students and teachers at Ban Khao Khanthong School, Chonburi Province.
- **Scholarship Support for National Mother's Day**

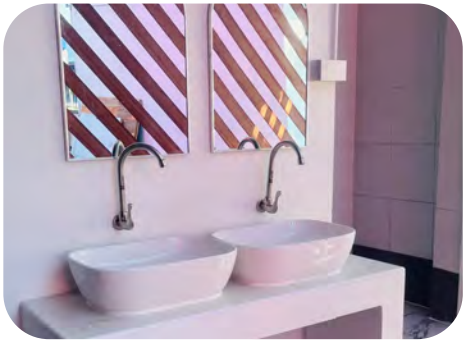
Co-provided **30 scholarships of 500 Baht each to students at Ban Noen Tong School, Nong Kham Sub-district, Si Racha District, Chonburi Province, totalling 15,000 Baht,** to help alleviate educational costs for families.











Environmental Stewardship

The Company places importance on environmental stewardship alongside its business operations, aiming to reduce impacts on natural resources and promote efficient resource utilisation, as well as supporting stakeholder participation in the conservation and restoration of the environment surrounding the industrial estate through various environmental projects and activities, in order to elevate environmental quality and balance industrial development with harmonious coexistence with surrounding communities.

Environmental Detective Project

The Company implemented the "Environmental Detective" project to promote participation from communities surrounding the industrial estate in monitoring and tracking environmental quality in accordance with EIA measures. Community leaders' representatives were invited to observe environmental quality inspection processes on-site, including surface water quality, air quality, and noise level measurements, and received explanations on sampling and measurement procedures in accordance with scientific principles, enabling the community to understand the Company's environmental operations transparently. In each session, approximately 5 communities and a total of approximately 10 participants took part in the activity, with communities rotating to ensure all areas receive information and participate in environmental quality monitoring of the industrial estate.

Furthermore, the results of environmental quality inspections are disclosed at EIA Monitoring meetings, held twice per year, enabling communities to receive information and share views on the industrial estate's environmental management. The project builds knowledge, understanding, and community confidence in the Company's environmental operations, whilst opening spaces for communities to play a role in jointly monitoring and safeguarding environmental quality – leading towards mutually beneficial coexistence between the industrial estate and surrounding communities.










White Flag Green Star Project

The Company places importance on promoting operators within the industrial estate to conduct their businesses with due regard for environmental stewardship and safety alongside appropriate coexistence with surrounding communities. The Company therefore participated in the "White Flag Green Star" Project 2025, which aims to encourage operators to continuously monitor, track, and manage environmental impacts, whilst providing surrounding communities with the opportunity to participate in inspecting the operations of industrial establishments.

Under the project, the operational performance of operators within Pinthong Industrial Estate was assessed by a multi-sector committee comprising representatives from the industrial estate office, environmental agencies, local government organisations, the media, and community representatives, jointly evaluating factory management across 5 key dimensions: physical, economic, environmental, social, and management – covering issues affecting surrounding communities such as wastewater management and effluent quality, air emission and greenhouse gas controls, efficient resource use, waste management, emergency preparedness, as well as social responsibility and community activities.

In 2025, 7 factories/companies participated in the assessment, and all operators passed the evaluation criteria and received the "White Flag Green Star" award, reflecting that operators within the industrial estate attach importance to strict compliance with environmental laws and standards, as well as operations that consider impacts on surrounding communities, thereby controlling and preventing environmental issues that could affect the quality of life of residents, whilst building transparency, confidence, and community acceptance of the industrial estate's operations.









Assessment Dimension	Key Performance Indicators
Physical	• Provision and maintenance of green spaces • Separation of rainwater drainage and wastewater drainage systems
Economic	• Promotion of local and community economy
Environmental	• Effluent quality control data management and treatment system maintenance • Efficient water use based on the 3R principle • Reduction of energy consumption and use of alternative energy • Emphasis on waste management and reduction • Reduction of greenhouse gas emissions
Social	• Activities promoting a Happy Workplace in line with the 8 dimensions of well-being defined by the Thai Health Promotion Foundation • Factory CSR activities and cooperation with IEAT projects
Management	• Preparation and presentation • Management systems

Let's Zero Together: Plant to (Reduce) Towards a Sustainable Future Project 2025

The Company, in collaboration with the IEAT, Khao Noi Community, government agencies, schools, and operators across all 5 Pinthong Industrial Estate projects in Chonburi Province, organised a royally auspicious tree-planting activity in honour of Her Majesty Queen Sirikit, The Queen Mother, on the occasion of her birthday anniversary on 12 August, under the "Let's Zero Together: Plant to (Reduce) Towards a Sustainable Future" project at Wat Khao Noi Phatthanarama, Surasak Sub-district, Si Racha District, Chonburi Province. The activity aimed to express loyalty whilst promoting the conservation and restoration of forest resources in community areas, with a focus on increasing green spaces, which play a vital role in maintaining ecological balance, absorbing carbon dioxide, reducing air pollution, and improving the living environment for residents. The tree-planting activity also created green spaces as relaxation and environmental learning areas for surrounding communities.

The activity received participation from residents, government agencies, educational institutions, and operators in the area, totalling over 300 participants who collectively planted 300 trees in an area of approximately 1 rai (0.16 hectares), comprising teak, rosewood, phayom, and makha trees, which are ecologically valuable native species capable of developing into forested areas in the long term. The activity also strengthened participation between the industrial sector and communities in maintaining green spaces and cultivating a shared environmental stewardship ethos.





Natural Water Source Restoration and Conservation

Natural water sources in surrounding areas are important resources for the ecosystem and community livelihoods. The Company therefore conducted activities in collaboration with communities and local authorities to restore and maintain canals and public water sources, in order to preserve water quality and promote appropriate use of water resources. This included waste collection and removal of aquatic weeds from water sources, landscaping along canal banks, and raising awareness among residents about not dumping waste in water sources, as well as supporting communities in improving and cleaning public water sources such as canals, ponds, and community water bodies to enable their use for various activities. Furthermore, the Company supported the dredging of public waterways to improve drainage efficiency, reduce sediment accumulation, and help restore water sources to a condition suitable for community use, across all public waterways surrounding the industrial estate and in the Khao Khanthong Community, Village No. 4.









Quality of Life and Social Promotion

Promoting Road Safety Within the Industrial Estate and Communities

The Company places importance on managing impacts that may arise from the industrial estate's operations on surrounding communities. Based on community opinion feedback and surveys of areas of concern, it was found that traffic congestion at the entry and exit points of Pinthong Industrial Estate Project 2, particularly during peak hours, is one of the key issues of community interest. Lorries and container trucks waiting to access container yards are parked along the road, reducing the number of traffic lanes and causing congestion for residents travelling in the area.

To mitigate these impacts, the Company has continuously implemented measures in collaboration with relevant authorities, including discussions with the Department of Highways and Nong Kham Police Station to jointly find solutions to traffic issues in front of the industrial estate, as well as requesting cooperation from container yard operators to avoid parking during peak hours. Additionally, the Company has deployed security personnel to facilitate traffic flow at the industrial estate's entry and exit points from 08.00–17.00 hrs, and coordinates with police officers to assist with traffic facilitation during the morning peak hours of 07.30–08.30 hrs and the evening peak hours of 16.50–17.30 hrs.

The Company also places importance on promoting road safety, and in collaboration with Nong Kham Police Station, organised a road safety awareness campaign during the New Year season on 26 December 2025, at the B1 exit gate of Pinthong Industrial Estate (Laem Chabang). The campaign disseminated information on safe driving, the use of seatbelts, and wearing of crash helmets, and provided anti-drowsiness bags containing energy drinks, coffee, smelling salts, and safe driving guides to commuters, in order to help reduce accident risk and promote the safety of road users in the area.










Solar-Powered Street Lighting Installation Project

The Company places importance on improving the quality of life and safety of communities surrounding the industrial estate, alongside environmentally conscious business operations. The Company therefore implemented a solar-powered street lighting installation project along public roads in Khao Khanthong Community, Village No. 3, Khao Khanthong Sub-district, Si Racha District, Chonburi Province, located within the vicinity of Pinthong Industrial Estate Projects 5 and 8, particularly along the access road to Khao Nam Chon Monk Residence, which is a route regularly used by residents. The Company provided support for the installation of 10 solar-powered street lights along the approximately 1.5-kilometre route, with a total value of approximately 20,000 Baht, to increase commuting safety and instil confidence in residents, the elderly, and road users in the area. The use of solar energy also promotes clean energy utilisation, reduces dependence on fossil fuels, and supports greenhouse gas emission reductions, reflecting the Company's operational approach that balances environmental consciousness with community benefit.







Health and Safety Support in Communities

The Company places importance on health care, safety, and the quality of life of residents in communities surrounding the industrial estate areas, collaborating with local authorities and volunteers to support community public health and safety activities. In 2025, the Company carried out 2 supporting activities under this approach, as follows:

- **Mosquito Fogging Machine Support for Vector-Borne Disease Prevention and Control**

The Company provided a mosquito fogging machine to Phan Sade Nok Community, Village No. 10, Khao Khanthong Sub-district, Si Racha District, Chonburi Province, which is located within the vicinity of Pinthong Industrial Estate (Projects 3 and 5), valued at 25,000 Baht, to enhance the effectiveness of prevention and control of vector-borne diseases such as dengue fever and malaria. The fogging machine strengthens the operational capacity of the municipality in controlling mosquito vectors across community areas, and can be shared across multiple communities in rotation.









- **Safety Equipment Support to Enhance Community Safety Management**

The Company provided safety equipment to the Village Security Force (chor ro bor) and Pia Yiang Tai Rescue Unit in Khao Chi Community, Village No. 4, Nong Kham Sub-district, Si Racha District, Chonburi Province, comprising 1 triangular inspection sign and 15 reflective safety vests, with a combined value of 15,000 Baht, for use in setting up checkpoints and facilitating traffic on the Khao Chi–Yang En road, which is a major commuting route for residents and nearby communities. The equipment helps increase visibility, particularly at night or in low-light conditions, reducing accident risk and enhancing safety for duty officers and road users. Following the use of the equipment, no accidents have been reported in the area; prior to the installation of the equipment, there were approximately 6–8 reported accidents over a 3-month period.



Promotion of Local Culture and Traditions

To conduct business in a manner that enables the Company to coexist appropriately with local communities, it is necessary to learn and understand the culture, traditions, and ways of life that communities have practised and passed down through generations. This is done to build community acceptance, demonstrate the Company's commitment to being part of the local area, and foster good relations and mutually supportive coexistence. The Company has therefore collaborated with the Industrial Estate Authority of Thailand (IEAT) and operators within Pinthong Industrial Estate to participate in and support local cultural and traditional activities of communities in the area, as follows:

- **Songkran Festival and Elderly Day** The Company organised the "Pinthong Pan Nam Jai" ("Pinthong Shares the Giving Spirit") activity on the occasion of Songkran and National Elderly Day 2025, marking the 5th consecutive year, to jointly preserve Thai traditions and express care and gratitude towards the elderly in communities surrounding Pinthong Industrial Estate. A total of 3,100 bags of rice and essential household items were distributed, with a combined value of 460,000 Baht, to representatives of community leaders from 35 communities across all 6 Pinthong Industrial Estate projects, to be distributed to the elderly and residents in the area. Support was also provided for the organisation of Songkran activities in collaboration with communities and local government agencies, including Ban Phatthana Phang 2 Community, Mae Nam Khu Sub-district; Village No. 1, Kilometre 12, Nikhom Phatthana Sub-district; Khao Khanthong TAO; Phananikhom TAO; Nikhom Phatthana TAO; and Mae Nam Khu TAO, in order to jointly preserve local traditions and strengthen positive relations between the organisation and communities in the area.





- **Kathin Samakkhi (Communal Kathin Ceremony)** The Company co-supported and participated in merit-making and the communal Kathin robe-offering ceremony 2025 with temples in communities surrounding Pinthong Industrial Estate (Projects 1–7), namely Wat Khao Din Wanaram, Wat Nong Yai Bu, Wat Nong Prrue, Wat Khao Chi Thammanimit, Wat Phan Sadet Nok, Wat Khao Chong Lom, Wat Noen Tong, Wat Hub Bon Wanaram, Wat Khao Khanthong, Wat Surasak, Wat Rawoeng Rangsun, Wat Pakorn Thammaaram, and Wat Dok Krai, in order to jointly preserve Buddhist traditions and strengthen positive relations between the organisation and communities in the area. The Company also co-organised a communal meal (rong than) and donated organic vegetables from the Yaowapha garden to participants, to share and support religious and cultural activities of the community.

- **Buddhist Lent Season (Khao Phansa)** Pinthong Industrial Estate, in collaboration with Ban Khao Din School, Ban Noen Tong School, operators within the industrial estate, and local community leaders, organised a Buddhist Lent candle offering activity 2025 on the occasion of Khao Phansa, between 7-8 July 2025, to jointly preserve Thai customs and support Buddhism, as well as to strengthen collaboration among the organisation, communities, and agencies in the area. Lent candles were offered to religious establishments surrounding the industrial estate, namely Wat Khao Din Wanaram, Wat Khao Noi, Wat Noen Tong, Wat Khao Khanthong, and Wat Dok Klai, along with support for the organisation of the Lent candle procession (hae tian phansa) in collaboration with local government agencies, including Khao Khanthong TAO and Mae Nam Khu TAO, in order to conserve and preserve Buddhism and local community traditions.

















- **Nikhom Phatthana Sweet Pineapple and Local Produce Festival 2025** The Company co-supported the budget for the festival, which was held from 5-9 June 2025 at Nikhom Sang Ton Eng Rayong 2 School, Nikhom Phatthana Sub-district, Nikhom Phatthana District, Rayong Province. The festival featured activities promoting the occupational and cultural heritage of local residents, such as a pineapple competition and a som tum (green papaya salad) making contest, as well as competitive activities for farmers, residents, and organisations in the area, aimed at fostering unity and creating opportunities to promote local goods and produce.

- **Almsgiving Activity with Chao Phraya Surasak City Municipality, Nong Kham Sub-district, Si Racha District, Chonburi Province** The Company, in collaboration with Chao Phraya Surasak City Municipality, Nong Kham Sub-district, Si Racha District, Chonburi Province, participated in an almsgiving ceremony to offer merit to Her Majesty Queen Suthida Bajrasudhabimalalakshana on the occasion of Her Majesty the Queen's birthday anniversary on 3 June 2025, at 06.30 hrs at Chalerm Phra Kiat 72 Phansa Maharachini Park, reflecting the organisation's participation alongside local authorities in supporting Buddhism and expressing loyalty to the Monarchy.





- **Buffalo Racing Traditional Festival** The Company supported the budget for the Buffalo Racing Traditional Festival 2025 at Surasak Montri Village, Khao Khanthong Sub-district, Si Racha District, Chonburi Province, to jointly preserve the unique local traditions of Chonburi Province. The festival is held annually on the 14th day of the waxing moon in the 11th month; in 2025, it was held on 12 October 2025, at 10.00 hrs, at Surasak Market Intersection, Khao Khanthong Sub-district, Si Racha District, Chonburi Province.

- **Loy Krathong Festival** The Company supported the budget for the Loy Krathong Festival 2025 to jointly preserve Thai culture and customs, as well as to promote participation from residents in communities surrounding the industrial estate. Support was provided for activities in multiple areas, including Khao Khanthong Community, Village No. 4, and Ban Surasak Montri Community, Village No. 5, Khao Khanthong Sub-district, Chonburi Province, as well as in Rayong Province, including Ruam Jai Phatthana Community, Nikhom Phatthana Sub-district, Nikhom Phatthana TAO, Nikhom Phatthana District; Mae Nam Khu TAO, Plaek Daeng District; and Phananikhom TAO, Nikhom Phatthana District. This support reflects the Company's commitment to jointly preserving local traditions and strengthening positive relations between the organisation and communities in the area.

The Company conducts business under a community engagement approach across all project areas. In 2025, the Company had 6 operational project areas, and it was found that community engagement, impact assessment, and community development activities were conducted across 94 activities, representing 100% of all operational areas.

Activity Type	Number of Activities
Community Economic Development	3
Promotion of Education and Learning	18
Environmental Stewardship	3
Quality of Life and Social Promotion	57
Promotion of Local Culture and Traditions	13
Total	**94**

Social Support Through Volunteer Activities and Donations

500,000 cc Pinthong Blood Donation Project for the Thai Red Cross Society

The Company is a large industrial estate with a large number of Thai and foreign employees, and a surrounding community population of over 200,000 people, making it a highly suitable area for supporting blood donations to serve as a reserve blood supply for the Thai Red Cross Society. The Company has been continuously organising blood donation activities for over 10 years. Since 2024, the Company has set targets to increase stakeholder participation in blood donation under the "500,000 cc Pinthong Blood Donation for the Thai Red Cross Society" project, which receives collaboration from the Industrial Estate Authority of Thailand (IEAT) and National Blood Centre Region 3, Chonburi Province, Thai Red Cross Society, with a shared goal of increasing the reserve blood supply to ensure sufficiency for assisting and treating patients in urgent situations.

In 2025, the Company collected a total of 581,600 cc of donated blood for the Thai Red Cross Society (data as of 31 December 2025), which can be used to assist more than 3,876 patients. According to data from the Hematology Society of Thailand, one blood donation of 450 cc can benefit 3 patients.















PIN Joins Together to Assist Flood Victims Project

The Company contributed 100,000 Baht under the "Joins Together to Assist Southern Flood Victims" project to support the procurement of equipment, tools, and essential supplies for the relief and recovery of flood-affected communities in southern Thailand, in collaboration with the IEAT, Thai Industrial Estate Foundation, Foundation for Coral and Beach Conservation and Restoration, and related network partners, to jointly alleviate hardship and promote the recovery of disaster-affected communities.



Pinthong Pan Nam Jai - Bedbound Patient Home Visit Project

The Company places importance on caring for the quality of life of residents in communities surrounding its operational areas, particularly vulnerable groups such as bedbound patients, the elderly, and households requiring special care, in order to help patients access necessary hygienic supplies and alleviate family daily living costs. Coordination was made with village headpersons, community chairpersons, community committees, and village health volunteers (asor mor) to conduct patient home visits, provide essential household items valued at 200,000 Baht, offer moral support to patients and families, and listen to community problems and needs, in order to consider appropriate assistance.

In 2025, the Company conducted bedbound patient home visits in Chonburi and Rayong Provinces, including Wang Kho Community, Village No. 6 (16 individuals); Khao Chi and Khao Tabaek Communities (12 individuals); Nong Yai Bu Community, Village No. 10 (12 individuals); Ban Noen Tong Community, Village No. 2 (3 individuals); Nikhom Phatthana Community, Village No. 1 (18 individuals); and Mae Nam Khu Mai Community, Village No. 5 (50 individuals), totalling 111 individuals.













Donation of Goods to Fire Victims – Nikhom Phatthana Community

The Company provided 20,000 Baht to assist fire victims in Nikhom Phatthana Community, Village No. 1, Nikhom Phatthana Sub-district, Nikhom Phatthana District, Rayong Province, which is located near Pinthong Industrial Estate (Project 6), in order to alleviate hardship and boost morale for those affected.

Support for the Elderly Promotion and Development Project – "Happy School"

The Company provided 20,000 Baht to support quality of life development and lifelong learning for the elderly in the area, enabling them to adapt and live appropriately. The activity was organised by the Public Health and Environment Division of Chao Phraya Surasak Montri City Municipality.

Activity Type	2023 (Baht)	2024 (Baht)	2025 (Baht)
Donations	1,451,231.38	13,985,700.00	2,375,255.00
Community Development Investment	1,373,422.00	1,988,390.00	2,477,162.09
Total	**2,852,483.38**	**15,974,090.00**	**4,852,417.09**

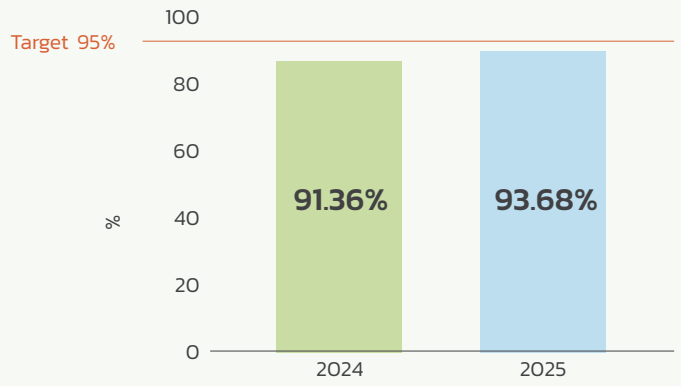
Monitoring and Evaluation

The Community Relations (CSR) Department of the Company conducts systematic and continuous monitoring and evaluation of its social responsibility activities. A consulting firm carries out annual community satisfaction surveys of communities surrounding Pinthong Industrial Estate in Chonburi and Rayong Provinces, covering all 6 projects for the first time, to examine the level of community satisfaction with community development and engagement activities, as well as the Company's operations in depth, and to gather clearer information on community needs and expectations towards the Company. The 2025 survey found that Pinthong Industrial Estate received an average satisfaction score of 77.85%, reflecting community confidence and acceptance of the Company's operations.

Furthermore, the Industrial Estate Authority of Thailand (IEAT) conducted satisfaction surveys of communities surrounding industrial estates nationwide. The 2025 community satisfaction survey results for Pinthong Industrial Estate's surrounding communities achieved an average score of 93.68%.

The Company analyses the evaluation results and feedback from community satisfaction surveys and uses them as input for planning the development and improvement of social responsibility activities in subsequent years, to align with community expectations. The Community Relations and Social Responsibility Department also conducted in-depth interviews with 2,030 individuals on community issues and expectations towards the Company, to serve as baseline data for determining future operational approaches and activities, with a view to developing positive relations and achieving sustainable shared growth between the Company and surrounding communities.

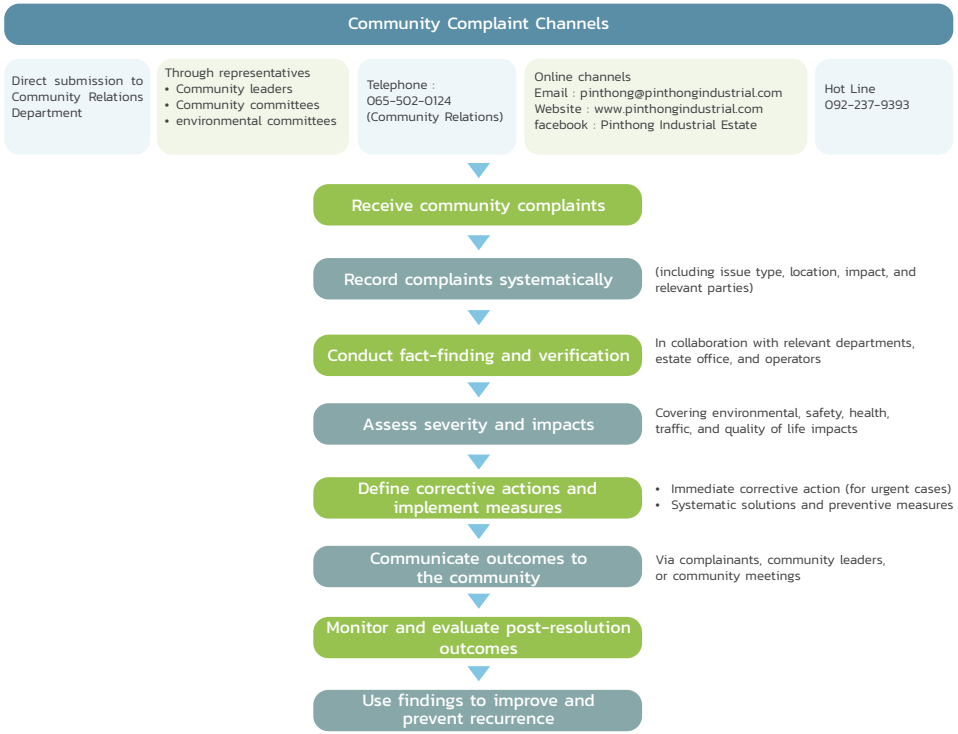
Satisfaction score for Pinthong Industrial Estate
(survey conducted by the Industrial Estate Authority of Thailand)



Communication Channels and Complaint Management

The Company places importance on receiving opinions, complaints, and suggestions from communities surrounding its operational areas, and has established clear, transparent, and easily accessible channels and processes for receiving complaints, so as to respond appropriately and promptly to community issues and concerns. Details are as follows:

Community Complaint Handling Process – Pinthong Industrial Estate



In 2025, the Company received 4 complaints and concerns from the community: 1 complaint received through the Company's complaint channels (odour nuisance), and 3 community concerns raised at meetings with committees related to community and environmental development surrounding the industrial estate, primarily concerning traffic, lorry usage, and safety concerns in the area. The Company conducted investigations and established corrective measures in collaboration with relevant agencies urgently, along with preventive measures to ensure issues do not recur. Details are as follows:

Complaint and Community Concern	Corrective and Preventive Measures
Odour nuisance in certain areas	• Investigate the source of the odour • Coordinate with operators to improve production processes and odour control systems • Continuously monitor corrective action results
Lorries exceeding speed limits	• Establish lorry speed control measures within the industrial estate and on connecting community roads • Install speed limit signs and safety warning signs • Coordinate with operators and transport companies to instruct drivers to comply strictly with traffic regulations
Traffic congestion during peak hours	• Coordinate with the Department of Highways and Nong Kham Police Station to find solutions to traffic issues at the industrial estate entrance • Request cooperation from container yard operators not to park during peak hours • Deploy security personnel to facilitate traffic between 08.00–17.00 hrs. • Coordinate police officers to assist with traffic during peak hours 07.30–08.30 hrs and 16.50–17.30 hrs
Safety in communities surrounding the industrial estate	• Increase the frequency of safety inspections • Improve the street lighting system in public areas • Hold consultation meetings with community leaders to monitor and address safety issues in the area

Following the implementation of the various measures outlined above, odour nuisance arising from the operations of operators in the area has decreased, and no repeat complaints on the same issue have been recorded. Meanwhile, the concerns regarding lorries exceeding speed limits, traffic congestion during peak hours, and safety in communities surrounding the industrial estate show an improving trend; however, continuous monitoring and the sustained implementation of measures remain necessary.

Economic and Corporate Governance Performance

Performance Data	Unit	2022	2023	2024	2025
Direct Economic Value Generated					
Total Revenue	Million Baht	1,146.72	3,029.73	4,264.97	**1,626.77**
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	Million Baht	514.62	1,596.12	1,944.24	**770.04**
Net Profit	Million Baht	324.73	1,354.79	1,733.73	**497.31**
Economic Value Distributed to Stakeholders					
Dividend Pay-Out Ratio	%	53.58%	50.52%	50.85%	50.38%
Dividend Payments for the Year	Million Baht	174.00	684.39	881.60	250.56
Expenses for Suppliers and Contractors	Million Baht	696.32	1,503.34	2,401.03	976.86
Financial and Operating Costs	Million Baht	111.65	137.17	99.26	162.09
Government Fees	Million Baht	78.63	252.29	289.93	195.06
Effective Tax Rate	%				
Employee Wages and Benefits	Million Baht	71.85	87.08	91.03	98.67
Community Investments (excluding Donations)	Million Baht	1.31	1.45	1.99	2.76
Donations	Million Baht	1.28	1.37	13.99	2.67
Environmental Investments (Water Management, Waste Management and Greenhouse Gas Management)	Million Baht	N/A	N/A	N/A	N/A

Performance Data	Unit	2022	2023	2024	2025
Business Ethics					
Number of Significant Corporate Governance Complaints	Cases	0	0	0	0
• Corruption and Bribery	Cases	0	0	0	1
• Fraud, Embezzlement, Theft	Cases	0	0	0	0
• Dishonesty for Own or Other's Benefit	Cases	0	0	0	0
• Intentional Act Causing Harm or Loss to the Company	Cases	0	0	0	0
• Significant Breaches of the Code of Conduct, Discrimination and Unfair Treatment	Cases	0	0	0	0
• Assistance in Wrongdoing	Cases	0	0	0	0
• Anti-Trust / Anti-Competitive Practices	Cases	0	0	0	0
• Improper Use of Insider Information	Cases	0	0	0	0
• Human Rights Violations	Cases	0	0	0	0
• Sexual Harassment	Cases	0	0	0	0
Number of Significant Corporate Governance Complaints Resolved through a Dispute Resolution Mechanism	Cases	0	0	0	0
Supplier Management					
Total Number of Suppliers	Companies	N/A	181	191	183
Total New Suppliers	Companies	N/A	76	101	72
Total Domestic Suppliers	Suppliers	N/A	181	191	183
Total International Suppliers	Suppliers	N/A	0	0	0

Performance Data	Unit	2022	2023	2024	2025
Critical Tier-1 Suppliers	Suppliers	N/A	12	32	45
Strategic Suppliers	Suppliers	N/A	2	4	7
Non-Critical Tier-1 Suppliers	Suppliers	N/A	169	159	138
Critical Non-Tier-1 Suppliers	Suppliers	N/A	N/A	N/A	N/A
Suppliers Assessed for ESG Risks (Total)	Suppliers	N/A	0	0	117
Proportion of Suppliers Assessed for ESG Risks (by Category)					
• Critical Tier-1 Suppliers	%	N/A	0	0	100
• Strategic Suppliers	%	N/A	0	0	100
• New Suppliers	%	N/A	0	0	100
Suppliers with High to Very High ESG Risk (Total)	Suppliers	N/A	0	0	0
• Critical Tier-1 Suppliers	Suppliers	N/A	0	0	0
• Strategic Suppliers	Suppliers	N/A	0	0	0
• New Suppliers	Suppliers	N/A	0	0	0
Suppliers Subject to On-site Audit (Total)	Suppliers	N/A	0	0	7
• Critical Tier-1 Suppliers	Suppliers	N/A	0	0	0
	%	N/A	0	0	0
• Strategic Suppliers	Suppliers	N/A	0	0	7
	%	N/A	0	0	100
• New Suppliers	Suppliers	N/A	0	0	0
	%	N/A	0	0	0

Performance Data	Unit	2022	2023	2024	2025
Customer & Product Stewardship					
Customer Satisfaction Score	%	N/A	78.2	80.8	88
Customer Requests Received and Resolved within the Year	%	N/A	99.2	100	100
Complaints Related to Data Leakage and Customer Confidentiality	Cases	N/A	0	0	0
Complaints Concerning Breaches of Customer Privacy	Cases	N/A	0	0	0
Compliance with Applicable Laws and Regulations					
Significant Socioeconomic Non-Compliance Incidents	Instances	0	0	0	0
Significant Environmental Non-Compliance Incidents	Instances	0	0	0	0
Monetary Value of Significant Fines for Socioeconomic Non-Compliance	Baht	0	0	0	0
Monetary Value of Significant Fines for Environmental Non-Compliance	**Instances**	0	0	0	0

Note: N/A = Not Available

Environmental Performance

GHG Emissions

Performance Data	Unit	2022	2023	2024	2025
Total GHG Emissions	tCO_2e	3,579	3,516	3,707	8,047
Direct GHG Emissions: Scope 1	tCO_2e	882	784	912	715
Indirect GHG Emissions: Scope 2	tCO_2e	2177	2,281	2,334	2,585
Direct and Indirect GHG Emissions: Scope 1&2	tCO_2e	3059	3065	3246	3,300
Other Indirect GHG Emissions: Scope 3	tCO_2e	520	451	461	4,747
GHG Emission Intensity (Scope 1&2) per Operational Area (Ha)	tCO_2e/Ha	2.53	2.54	2.69	2.73

Air Quality (Air Emissions)

Performance Data	Unit	Standard Value	2022	2023	2024	2025
Other Emissions						
Monitoring Point: Pinthong Industrial Estate 1						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.039-0.090	0.450-0.077	0.050-0.068	0.050-0.075
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.025-0.055	0.022-0.044	0.026-0.045	0.022-0.042
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.005-0.015	0.003-0.020	0.003-0.026	0.003-0.019
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.022-0.038	0.022-0.039	0.022-0.041	0.022-0.042
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	0.027-0.035	0.027-0.036	0.027-0.038	0.027-0.039

Performance Data	Unit	Standard Value	2022	2023	2024	2025
Monitoring Point: Pinthong Industrial Estate 2						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.033-0.047	0.033-0.048	0.033-0.050	0.033-0.051
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.001-0.003	0.001-0.002	0.001-0.000	0.001-0.001
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.007-0.029	0.007-0.030	0.007-0.032	0.007-0.033
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.001-0.001	0.001-0.001	0.001-0.001	0.001-0.001
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	0.001-0.001	0.001-0.001	0.001-0.001	0.001-0.001
Monitoring Point: Pinthong Industrial Estate 3						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.087-0.138	0.075-0.146	0.086-0.149	0.096-0.144
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.039-0.064	0.032-0.061	0.042-0.067	0.038-0.068
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.003-0.018	0.004-0.019	0.002-0.021	0.004-0.022
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.012-0.018	0.011-0.020	0.012-0.015	0.012-0.013
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	0.011-0.018	0.010-0.021	0.012-0.017	0.012-0.013
Monitoring Point: Pinthong Industrial Estate 4						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.039-0.068	0.039-0.069	0.039-0.071	0.039-0.072
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.021-0.045	0.025-0.051	0.028-0.046	0.027-0.044
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.018-0.093	0.013-0.088	0.018-0.091	0.016-0.097
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.032-0.051	0.031-0.051	0.037-0.052	0.039-0.054
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	0.008-0.024	0.002-0.030	0.002-0.024	0.002-0.028

Performance Data	Unit	Standard Value	2022	2023	2024	2025
Monitoring Point: Pinthong Industrial Estate 5						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.046-0.057	0.041-0.051	0.035-0.060	0.041-0.061
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.016-0.032	0.016-0.033	0.016-0.035	0.016-0.036
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.005-0.007	0.005-0.008	0.005-0.010	0.005-0.011
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.007-0.019	0.004-0.010	0.005-0.020	0.007-0.008
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	0.004-0.015	0.004-0.016	0.004-0.018	0.004-0.019
Monitoring Point: Pinthong Industrial Estate 6						
• Average Total Suspended Particulate (TSP, ≤100 Microns)	mg/m^3	< 0.33	0.02-0.045	0.02-0.040	0.04-0.049	0.02-0.044
• Particulate Matter ≤10 Microns (PM10)	mg/m^3	< 0.12	0.011-0.035	0.018-0.032	0.016-0.038	0.018-0.039
• Nitrogen Dioxide (NO_2)	ppm	< 0.17	0.007-0.024	0.004-0.022	0.005-0.026	0.004-0.027
• Sulphur Dioxide (SO_2) 1-Hour Average	ppm	< 0.3	0.017-0.028	0.013-0.027	0.011-0.028	0.013-0.024
• Sulphur Dioxide (SO_2) 24-Hour Average	ppm	< 0.12	<0.001-0.019	<0.001-0.020	<0.001-0.022	<0.001-0.023

Energy

Performance Data	Unit	2022	2023	2024	2025
Total Energy Consumption	GJ	17,542.96	18,564.26	19,481.85	21,604.70
Total Non-Renewable Energy Consumption	GJ	17,139.88	18,122.88	18,637.18	21,201.18
• Purchased Electricity	GJ	15,676.52	16,425.64	16,803.80	19,548.07
• Petrol (Gasoline)	GJ	436.59	631.70	546.94	415.30

Performance Data	Unit	2022	2023	2024	2025
• Bio-Diesel	GJ	1,026.37	1,064.74	1,280.48	1,237.42
• Liquefied Petroleum Gas (LPG)	GJ	0.40	0.80	5.96	0.40
Total Renewable Energy Consumption	GJ	403.09	441.38	844.67	5,059.11
• Solar Electricity	GJ	403.09	441.38	844.67	5,059.11
• Others	GJ	-	-	-	-
Non-Renewable Energy Sold	GJ	-	-	-	-
Renewable Energy Sold	GJ	-	-	-	4,655.59
Energy Consumption Intensity per Operational Area	GJ/Ha	14.51	15.36	16.11	17.87
Energy Consumption Intensity per Operational Area	GJ/Rai	2.32	2.46	2.58	2.86

Water

Performance Data	Unit	2022	2023	2024	2025
Total Water Withdrawal	m^3	3,060,000	3,330,000	3,911,000	4,586,773
Water Withdrawal by Source					
• Surface Water	m^3	1,960,000	2,140,000	1,975,000	2,096,569
• Fresh Water (Total Dissolved Solids ≤1,000 mg/L)	m^3	1,960,000	2,140,000	1,975,000	2,096,569
• Other Water (Total Dissolved Solids >1,000 mg/L)	m^3	-	-	-	-
• Groundwater	m^3	-	-	-	-
• Seawater	m^3	-	-	-	-

Performance Data	Unit	2022	2023	2024	2025
• Third-Party Water	m^3	1,100,000	1,190,000	1,936,000	2,490,204
Total Water Withdrawal from Water-Stressed Areas	m^3	1,960,000	2,140,000	1,975,000	4,586,773
Total Water Discharge	m^3	1,130,000	1,270,000	1,630,000	1,686,209
Water Discharge by Destination					
• Surface Water	m^3	1,130,000	1,270,000	1,630,000	1,686,209
• Fresh Water (Total Dissolved Solids ≤1,000 mg/L)	m^3	1,130,000	1,270,000	1,630,000	1,686,209
• Other Water (Total Dissolved Solids >1,000 mg/L)	m^3	-	-	-	-
• Groundwater	m^3	-	-	-	-
• Seawater	m^3	-	-	-	-
• Third-Party Water Treatment	m^3	-	-	-	-
Water Discharge to Water-Stressed Areas	m^3	1,130,000	1,270,000	1,630,000	1,686,209
• Fresh Water (Total Dissolved Solids ≤1,000 mg/L)	m^3	1,130,000	1,270,000	1,630,000	1,686,209
• Other Water (Total Dissolved Solids >1,000 mg/L)	m^3	-	-	-	-
Total Water Consumption	m^3	3,060,000	3,330,000	3,911,000	4,586,773
Net Water Consumption	m^3	1,930,000	2,060,000	2,281,000	2,900,564
Wastewater Quality					

	PIN1	PIN2	PIN3	PIN3	PIN5	PIN6	Industrial Works Department Wastewater Standard
BOD (mg/l)	5.6	6.1	-	6.3	11	<5	<20
COD (mg/l)	30	34	-	30	66	<40	<120
TSS (mg/l)	6.0	5.8	-	6.2	30	11	<50

Waste

Performance Data	Unit	2022	2023	2024	2025
Total Waste Generated	tonnes	n/a	n/a	40.816	69.48
• Non-Hazardous Waste	tonnes	n/a	n/a	40.78	69.46
• Hazardous Waste	tonnes	n/a	n/a	0.036	0.024
Total Waste Diverted from Disposal	tonnes	n/a	n/a	33.422	61.68
On-site (Internal)					
Non-Hazardous Waste Diverted from Disposal	tonnes	n/a	n/a	32.76	60.81
• Reuse	tonnes	n/a	n/a	0	0
• Recycling	tonnes	n/a	n/a	0	0
• Composting (Soil Amendment)	tonnes	n/a	n/a	32.76	60.81
Hazardous Waste Diverted from Disposal	tonnes	n/a	n/a	0	0
• Reuse	tonnes	n/a	n/a	0	0
• Recycling	tonnes	n/a	n/a	0	0
• Others	tonnes	n/a	n/a	0	0
Off-site (External)					
Non-Hazardous Waste Diverted from Disposal	tonnes	n/a	n/a	0.662	0.87
• Reuse	tonnes	n/a	n/a	0	0
• Recycling	tonnes	n/a	n/a	0.662	0.87
• Others	tonnes	n/a	n/a	0	0
Hazardous Waste Diverted from Disposal	tonnes	n/a	n/a	0	0
• Reuse	tonnes	n/a	n/a	0	0
• Recycling	tonnes	n/a	n/a	0	0
• Others	tonnes	n/a	n/a	0	0

Performance Data	Unit	2022	2023	2024	2025
Total Waste Directed to Disposal	tonnes	n/a	n/a	7.396	7.804
Disposed On-site (Internal)					
Non-Hazardous Waste Directed to Disposal	tonnes	n/a	n/a	0	0
• Incineration with Energy Recovery	tonnes	n/a	n/a	0	0
• Incineration without Energy Recovery	tonnes	n/a	n/a	0	0
• Landfill	tonnes	n/a	n/a	0	0
• Others	tonnes	n/a	n/a	0	0
Hazardous Waste Directed to Disposal	tonnes	n/a	n/a	0	0
• Incineration with Energy Recovery	tonnes	n/a	n/a	0	0
• Incineration without Energy Recovery	tonnes	n/a	n/a	0	0
• Landfill	tonnes	n/a	n/a	0	0
• Others	tonnes	n/a	n/a	0	0
Disposed Off-site (External)					
Non-Hazardous Waste Directed to Disposal	tonnes	n/a	n/a	7.36	7.78
• Incineration with Energy Recovery	tonnes	n/a	n/a	0	0
• Incineration without Energy Recovery	tonnes	n/a	n/a	0	0
• Landfill	tonnes	n/a	n/a	7.36	7.78
• Others	tonnes	n/a	n/a	0	0
Hazardous Waste Directed to Disposal	tonnes	n/a	n/a	0.036	0.024
• Incineration with Energy Recovery	tonnes	n/a	n/a	0	0
• Incineration without Energy Recovery	tonnes	n/a	n/a	0	0
• Landfill	tonnes	n/a	n/a	0.036	0.024
• Others	tonnes	n/a	n/a	0	0

Social Performance

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employees	Persons	39	47	86	44	48	92	41	49	90	52	58	110
	%	45.35	54.65	100.00	47.83	52.17	100.00	45.56	54.44	100.00	47.27	52.73	100.00
By Location													
Pinthong Industrial Estate	Persons	39	47	86	44	48	92	41	49	90	42	50	92
	%	45.35	54.65	100	47.83	52.17	100.00	45.56	54.44	100.00	45.65	54.35	83.64
Pinthong Utilities and Renewable Energy Co., Ltd. (PURE)	Persons	0	0	0	0	0	0	0	0	0	10	8	18
	%	0	0	0	0	0	0	0	0	0	55.56	44.44	16.36
Pinthong Solar Power Co., Ltd. (PSP)	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
Pinthong Logistics Park Co., Ltd. (PLP)	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
By Nationality													
Thai	Persons	39	46	85	44	47	91	41	48	89	52	57	109
	%	45.88	54.12	98.84	48.35	51.65	98.91	46.07	53.93	98.89	47.71	52.29	99.09
Japanese	Persons	0	1	1	0	1	1	0	1	1	0	1	1
	%	0	100.00	1.16	0	100.00	1.09	0	100.00	1.11	0	100.00	0.91
By Domicile													
Bangkok and Metropolitan Area	Persons	8	10	18	9	9	18	7	8	15	14	11	25
	%	44.44	55.56	20.93	50.00	50.00	19.57	46.67	53.33	16.67	56.00	44.00	22.73
Northern Region	Persons	1	2	3	2	4	6	2	4	6	2	3	5
	%	33.33	66.67	3.49	33.33	66.67	6.52	33.33	66.67	6.67	40.00	60.00	4.55

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Eastern Region	Persons	0	1	1	1	1	2	0	1	1	1	1	2
	%	0	100.00	1.16	50.00	50.00	2.17	0	100.00	1.11	50	50.00	1.82
Western Region	Persons	0	0	0	0	0	0	0	0	0	1	1	2
	%	0	0	0	0	0	0	0	0	0	50.00	50.00	1.82
Southern Region	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
North-Eastern Region	Persons	9	9	18	10	8	18	11	10	21	11	12	23
	%	50.00	50.00	20.93	55.56	44.44	19.57	52.38	47.62	23.33	47.83	52.17	20.91
Chonburi Province	Persons	20	24	44	20	25	45	19	25	44	20	29	49
	%	45.45	54.55	51.16	44.44	55.56	48.91	43.18	56.82	48.89	40.82	59.18	44.55
Rayong Province	Persons	1	1	2	2	1	3	2	1	3	3	1	4
	%	50.00	50.00	2.33	66.67	33.33	3.26	66.67	33.33	3.33	75.00	25.00	3.64
By Age Group													
Under 30 Years of Age	Persons	2	8	10	2	8	10	4	7	11	6	6	12
	%	20.00	80.00	11.63	20.00	80.00	10.87	36.36	63.64	12.22	50.00	50.00	10.91
30–50 Years of Age	Persons	32	36	68	37	38	75	31	39	70	38	46	84
	%	47.06	52.94	79.07	49.33	50.67	81.52	44.29	55.71	77.78	45.24	54.76	76.36
Over 50 Years of Age	Persons	5	3	8	5	2	7	6	3	9	8	6	14
	%	62.50	37.50	9.30	71.43	28.57	7.61	66.67	33.33	10.00	57.14	42.86	12.73

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
By Job Level													
Senior Management	Persons	2	0	2	4	2	6	5	1	6	4	1	5
	%	100.00	0	2.33	66.67	33.33	6.52	83.33	16.67	6.67	80.00	20.00	4.55
Middle Management	Persons	5	8	13	5	5	10	3	6	9	7	6	13
	%	38.46	61.54	15.12	50.00	50.00	10.87	33.33	66.67	10.00	53.85	46.15	11.82
Junior Management / Supervisory	Persons	3	3	6	4	2	6	3	2	5	3	3	6
	%	50.00	50.00	6.98	66.67	33.33	6.52	60.00	40.00	5.56	50.00	50.00	5.45
Operational Staff	Persons	29	36	65	31	39	70	30	40	70	38	48	86
	%	44.62	55.38	75.58	44.29	55.71	76.09	75.00	81.63	77.78	44.19	55.81	78.18
By Employment Type													
Permanent Employees	Persons	39	46	85	44	47	91	41	48	89	52	57	109
	%	45.88	104.55	98.84	48.35	51.65	98.91	46.07	53.93	98.89	47.71	52.29	99.09
Fixed-Term Contract Employees (Annual)	Persons	0	1	1	0	1	1	0	1	1	0	1	1
	%	0	100.00	1.16	0	100.00	1.09	0	100.00	1.11	0	100.00	0.91
Outsourced / Contract Workers	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
Part-Time Employees	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
Employment of Persons with Disabilities													
Number of Employees with Disabilities	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Employee Hires													
Total New Employees Hired	Persons	5	5	10	10	5	15	7	4	11	8	2	10
	%	50.00	50.00	11.63	66.67	33.33	16.30	63.64	36.36	12.22	80.00	20.00	9.09
By Age Group													
Under 30 Years of Age	Persons	0	2	2	0	1	1	3	3	6	1	0	1
	%	0	100.00	20.00	0	100.00	6.67	50.00	50.00	54.55	100	0	10
30–50 Years of Age	Persons	3	2	5	9	4	13	2	1	3	6	1	7
	%	60.00	40.00	50.00	69.23	30.77	86.67	66.67	33.33	27.27	85.71	14.29	70.00
Over 50 Years of Age	Persons	2	1	3	1	0	1	2	0	2	1	1	2
	%	66.67	33.33	30.00	100.00	0.00	6.67	100.00	0.00	18.18	50.00	50.00	20.00
By Job Level													
Senior Management	Persons	2	0	2	4	1	5	3	0	3	1	0	1
	%	100.00	0	20.00	80.00	20.00	33.33	100.00	0	27.27	100.00	0	100.00
Middle Management	Persons	2	3	5	2	1	3	0	1	1	1	0	1
	%	40.00	60.00	50.00	66.67	33.33	20.00	0	100.00	9.09	100.00	0	10.00
Junior Management / Supervisory	Persons	0	0	0	1	0	1	1	0	1	1	0	1
	%	0	0	0	100.00	0.00	6.67	100.00	0.00	9.09	100.00	0.00	10.00
Operational Staff	Persons	1	2	3	3	3	6	3	3	6	5	2	7
	%	33.33	66.67	30.00	50.00	50.00	40.00	50.00	50.00	54.55	71.43	28.57	70.00

Note: Permanent Employee refers to an individual employed by the Company on an open-ended contract with no defined end date, who holds direct employee status with the Company and receives benefits in accordance with Company regulations. Fixed-Term Contract Employee (Annual) refers to an individual employed under a contract with a specified duration, which may be renewed on a case-by-case basis upon expiry. Outsourced / Contract Worker refers to an individual who performs work for the Company but holds employee status with an external service provider (Third Party) engaged by the Company to carry out work within a defined scope. Part-Time Employee refers to an individual employed with working hours fewer than those of a permanent employee as stipulated by law or the Company, and who receives remuneration based on hours or periods worked.

Employee Turnover

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employees Who Left	Persons	8	2	10	6	4	10	10	3	13	7	1	8
Turnover Rate	%	80.00	20.00	11.63	60.00	40.00	10.87	76.92	23.08	14.44	87.50	12.50	7.27
By Age Group													
Under 30 Years of Age	Persons	1	0	1	0	0	0	0	1	1	1	0	1
	%	100.00	0	10.00	0	0	0	0	100	7.69	100	0	12.50
30–50 Years of Age	Persons	5	2	7	5	3	8	9	2	11	5	1	6
	%	71.43	28.57	70.00	62.50	37.50	80.00	81.82	18.18	84.62	83.33	16.67	75.00
Over 50 Years of Age	Persons	2	0	2	1	1	2	1	0	1	1	0	1
	%	100.00	0	20.00	50.00	50.00	20.00	100.00	0.00	7.69	100.00	0.00	12.50
By Job Level													
Senior Management	Persons	3	0	3	2	0	2	3	0	3	2	0	2
	%	100.00	0	30.00	100	0	20.00	100.00	0	23.08	100.00	0	25.00
Middle Management	Persons	1	0	1	2	3	5	1	1	2	0	0	0
	%	100.00	0	10.00	40.00	60.00	50.00	50.00	50.00	15.38	0	0	0
Junior Management / Supervisory	Persons	0	1	1	0	1	1	1	0	1	1	0	1
	%	0	100.00	10.00	0	100.00	10.00	100.00	0	7.69	100.00	0	12.50
Operational Staff	Persons	4	1	5	2	0	2	5	2	7	4	1	5
	%	80.00	20.00	50.00	100.00	0	20.00	71.43	28.57	53.85	80.00	20.00	62.50
Voluntary Turnover													
Total Number of Employees Who Voluntarily Left	Persons	8	2	10	6	4	10	10	3	13	6	1	7
	%	80.00	20.00	11.63	60.00	40.00	10.87	333.33	23.08	14.44	85.71	14.29	6.36

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
By Age Group													
Under 30 Years of Age	Persons	1	0	1	0	0	0	0	1	1	2	0	2
	%	100.00	0	10.00	0	0	0	0	100	7.69	100.00	0	28.57
30–50 Years of Age	Persons	5	2	7	5	3	8	9	2	11	3	1	4
	%	71.43	28.57	70.00	62.50	37.50	80.00	81.82	18.18	84.62	75.00	25.00	57.14
Over 50 Years of Age	Persons	2	0	2	1	1	2	1	0	1	1	0	1
	%	100.00	0	20.00	50.00	50.00	20.00	100.00	0	7.69	100.00	0	14.29
By Job Level													
Senior Management	Persons	3	0	3	2	0	2	3	0	3	2	0	2
	%	100.00	0	30.00	100.00	0	20.00	100.00	0	23.08	100.00	0	28.57
Middle Management	Persons	1	0	1	2	3	5	1	1	2	0	0	0
	%	100.00	0	10.00	40.00	60.00	50.00	50.00	50.00	15.38	0	0	0
Junior Management / Supervisory	Persons	0	1	1	0	1	1	1	0	1	1	0	1
	%	0	100.00	10.00	0	100.00	10.00	100.00	0	7.69	100.00	0	14.29
Operational Staff	Persons	4	1	5	2	0	2	5	2	7	3	1	4
	%	80.00	20.00	50.00	100.00	0	20.00	71.43	28.57	53.85	75.00	25.00	57.14

Note: Turnover refers to the departure of employees through voluntary resignation, dismissal, retirement, or death from work.

Parental Leave

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of Employees Who Took Parental Leave	Persons	0	0	0	0	2	2	0	1	1	0	4	4
	%	0	0	0	0	100.00	2.17	0	100.00	1.11	0	100.00	3.64
Number of Employees Who Returned to Work After Parental Leave	Persons	0	0	0	0	2	2	0	1	1	0	4	4
	%	0	0	0	0	100	100	0	100	100	0	100	100

Remuneration

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Employee Remuneration	Baht	27,054,087	22,924,909	49,978,996	33,578,244	25,535,907	59,114,151	35,264,446	27,701,518	62,965,964	42,009,265	34,893,753	76,903,018
Gender Pay Ratio (Female : Male)		1 : 1.42			1 : 1.43			1 : 1.52			1 : 1.34		
By Job Level													
Senior Management	Baht	8,297,311	0	8,297,311	11,601,506	555,167	12,156,673	16,139,482	1,889,867	18,029,349	15,781,226	2,073,133	17,854,359
Gender Pay Ratio (Female : Male)		1 : -			1 : 10.45			1 : 1.71			1 : 1.90		
Middle Management	Baht	5,179,029	7,459,533	12,638,562	5,398,343	7,642,316	13,040,659	3,605,860	6,642,696	10,248,556	6,191,605	8,026,040	14,217,645
Gender Pay Ratio (Female : Male)		1 : 1.11			1 : 0.71			1 : 1.09			1 : 0.66		
Junior Management / Supervisory	Baht	1,486,782	1,504,689	2,991,471	2,011,680	1,149,563	3,161,243	2,139,997	1,229,082	3,369,079	2,023,836	1,803,534	3,827,370
Gender Pay Ratio (Female : Male)		1 : 0.99			1 : 0.87			1 : 1.16			1 : 1.12		
Operational Staff	Baht	12,090,965	13,960,687	26,051,652	14,566,715	16,188,861	30,755,576	13,379,107	17,939,873	31,318,980	18,012,598	22,991,046	41,003,644
Gender Pay Ratio (Female : Male)		1 : 1.08			1 : 1.13			1 : 0.99			1 : 0.99		

Employee Development

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Training Hours	Hours	232	443	674	509	849	1,358	939	884	1,823	748	1144	1,892
Average Training Hours per Employee	Hours / Person / Year	5.95	9.43	7.84	11.57	17.69	14.76	22.90	18.04	20.26	14.38	19.72	17.20
By Job Level													
Senior Management	Hours / Person / Year	0.00	0.00	0.00	0.75	0.00	0.50	3.60	18.00	6.00	12.00	18.00	13.20
Middle Management	Hours / Person / Year	5.80	10.63	8.77	24.60	12.80	18.70	52.00	12.83	25.89	14.29	14.00	14.15
Junior Management / Supervisory	Hours / Person / Year	5.00	17.67	11.33	13.50	13.50	13.50	28.00	22.50	25.80	12.00	24.00	18.00
Operational Staff	Hours / Person / Year	6.47	8.46	7.57	10.61	19.44	15.53	22.70	18.60	20.36	14.84	20.21	17.84
Training and Development Expenditure													
Total Training and Development Expenditure	Baht	38,132.00	108,738.00	146,870.00	150,428.47	209,724.94	360,153.41	556,894.36	476,069.71	1,032,964.07	204,887.14	275,604.86	480,492
Average Training and Development Expenditure per Employee	Baht / Person / Year	977.74	2,313.57	3,291.31	3,418.83	4,369.27	3,914.71	13,582.79	9,715.71	11,477.38	3,940.14	4,751.81	4,368.11

Employee Engagement and Treatment

Performance Data	Unit	2022	2023	2024	2025
Employee Engagement Score	%	-	-	84.44	86.06
Number of Significant Labour Disputes	Cases	0	0	0	1
Number of Human Rights Violation Incidents	Cases	0	0	0	0

Occupational Health and Safety

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees													
Total Employees Covered under the OH&S Management System	Persons	39	47	86	44	48	92	41	49	90	52	58	110
	%	0.45	0.55	100	47.83	52.17	100	45.56	54.44	100	45.65	54.35	100
Total Working Hours	Hours	189,630			200,070			198,450			242,550		
Work-Related Fatalities													
Total Number of Work-Related Fatalities	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Fatality Rate	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
High-Severity Work-Related Injuries (Excluding Fatalities)													
Total Number of High-Severity Work-Related Injuries (Excluding Fatalities)	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Rate of High-Severity Work-Related Injuries (Excluding Fatalities)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Recordable Work-Related Injuries													
Total Number of Recordable Work-Related Injuries	Cases	0	0	0	0	0	0	0	0	0	0	0	0

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Recordable Injury Rate (TRIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Lost-Time Injuries													
Total Number of Lost-Time Injuries (LTIFR)	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Lost-Time Injury Frequency Rate (LTIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Illness and Work-Related Diseases													
Number of Deaths from Occupational Diseases	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Number of Cases of Occupational Illness	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Contractors													
Total Contractors Covered under the OH&S Management System	Persons	2	2	4	2	2	4	2	2	4	2	2	4
	%	50	50	100	50	50	100	50	50	100	50	50	100
Total Working Hours	Hours	2,205			2,223			2,205			2,205		
Work-Related Fatalities													
Total Number oHigh-Severity Work-Related Injuries (Excluding Fatalities)	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Fatality Rate	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0

Performance Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
High-Severity Work-Related Injuries (Excluding Fatalities)													
Total Number of High-Severity Work-Related Injuries (Excluding Fatalities)	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Rate of High-Severity Work-Related Injuries (Excluding Fatalities)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Recordable Work-Related Injuries													
Total Number of Recordable Work-Related Injuries	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Recordable Injury Rate (TRIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Lost-Time Injuries													
Total Number of Lost-Time Injuries (LTIFR)	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Lost-Time Injury Frequency Rate (LTIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Illness and Work-Related Diseases													
Number of Deaths from Occupational Diseases	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Number of Cases of Occupational Illness	Cases	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR)	Cases / 1,000,000 Working Hours	0	0	0	0	0	0	0	0	0	0	0	0

GRI Content Index

STATEMENT OF USE	Pinthong Industrial Park Public Company Limited has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	Not applicable

GRI STANDARD/OTHER SOURCES	DISCLOSURE	LOCATION
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p. 11-13
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p. 6
	2-3 Reporting period, frequency and contact point	Sustainability Report p. 6-7
	2-4 Restatements of information	Sustainability Report p. 6
	2-5 External assurance	Sustainability Report p. 6
	2-6 Activities, value chain and other business relationships	Sustainability Report p.12-15
	2-7 Employees	Sustainability Report p. 11, 248-250
	2-8 Workers who are not employees	Sustainability Report p. 250, 257
	2-9 Governance structure and composition	56-1 One Report p. 8-11, 176-178, 180-182
	2-10 Nomination and selection of the highest governance body	56-1 One Report p. 167-169, 192-195
	2-11 Chair of the highest governance body	56-1 One Report p. 8-9, 12
	2-12 Role of the highest governance body in overseeing the management of impacts	56-1 One Report p. 64-65, 170, 181-182 Sustainability Report p. 18, 51
	2-13 Delegation of responsibility for managing impacts	Sustainability Report p. 18, 62,66,78,90,103,114, 123, 145, 153, 165, 173, 185, 202, 214
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p. 6, 18
	2-15 Conflicts of interest	56-1 One Report p. 203-206
	2-16 Communication of critical concerns	Sustainability Report p.52, 85

GRI STANDARD/OTHER SOURCES	DISCLOSURE	LOCATION
	2-17 Collective knowledge of the highest governance body	Sustainability Report p. 46-49
	2-18 Evaluation of the performance of the highest governance body	56-1 One Report p. 194 Sustainability Report p. 49-51
	2-19 Remuneration policies	56-1 One Report p. 184, 190-191, 194
	2-20 Process to determine remuneration	56-1 One Report p. 181, 190-191
	2-21 Annual total compensation ratio	"Confidentiality constraints. PINTHONG considers this information confidential because it involves personal data and commercially sensitive details that could impact."
	2-22 Statement on sustainable development strategy	Sustainability Report p. 4-5
	2-23 Policy commitments	Sustainability Report p. 17 – 18, 40, 57, 65, 78, 89, 103, 113, 121, 145, 152, 164, 172, 184, 201, 213 Website: https://investor.pinthongindustrial.com/th/governance/corporate-governance-policy
	2-24 Embedding policy commitments	Sustainability Report p. 17, 33-35, 40-41, 77-79, 201, 203
	2-25 Processes to remediate negative impacts	Sustainability Report p. 85
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p. 23-26, 61, 85, 109-110, 141, 162, 182, 198, 236
	2-27 Compliance with laws and regulations	Sustainability Report p. 62-63, 238-240
	2-28 Membership associations	Sustainability Report p. 16
	2-29 Approach to stakeholder engagement	Sustainability Report p. 21-26
	2-30 Collective bargaining agreements	Sustainability Report p. 187 "As there is no labor union established within the organization, the percentage of total employees covered by collective bargaining agreements is 0%."
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p. 27-28
	3-2 List of material topics	Sustainability Report p. 29-33

GRI STANDARD/OTHER SOURCES	DISCLOSURE	LOCATION
Climate and GHG Emission		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 120-132
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report p. 126, 241
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report p. 126-127, 241
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report p. 126-128, 241
	305-4 GHG emissions intensity	Sustainability Report p. 126, 241
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report p. 241-243
Energy Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 143-150
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report p.146-147, 243-244
	302-3 Energy intensity	Sustainability Report p. 147, 244
	302-4 Reduction of energy consumption	Sustainability Report p. 147-148
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 151-162
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p. 151-152, 155-156, 161-162
	303-2 Management of water discharge-related impacts	Sustainability Report p. 157-162
	303-3 Water withdrawal	Sustainability Report p. 244- 245
	303-4 Water discharge	Sustainability Report p. 245
	303-5 Water consumption	Sustainability Report p. 245
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 163-170
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report p. 163-164, 166
	306-2 Management of significant waste-related impacts	Sustainability Report p. 164-170
	306-3 Waste generated	Sustainability Report p.166, 169, 246
	306-4 Waste diverted from disposal	Sustainability Report p. 169, 246
	306-5 Waste directed to disposal	Sustainability Report p. 169, 247

GRI STANDARD/OTHER SOURCES	DISCLOSURE	LOCATION
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 171-182
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Sustainability Report p. 171-174
	101-2 Management of biodiversity impacts	Sustainability Report p. 173-182
	101-4 Identification of biodiversity impacts	Sustainability Report p. 175-177
	101-5 Locations with biodiversity impacts	Sustainability Report p. 175-177
Customer and Product Stewardship		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 100-111
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p. 240
Human Capital Management and Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 183-199
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p. 251-253
	401-3 Parental leave	Sustainability Report p. 254
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p. 199, 255
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report p. 189-191, 193
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report p. 187-188
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 200-211
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report p. 201-203
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p. 204-206
	403-3 Occupational health services	Sustainability Report p. 208
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report p. 211
	403-5 Worker training on occupational health and safety	Sustainability Report p. 99, 207
	403-6 Promotion of worker health	Sustainability Report p. 194-195, 209
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report p. 99, 209-210

GRI STANDARD/OTHER SOURCES	DISCLOSURE	LOCATION
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report p. 256
	403-9 Work-related injuries	Sustainability Report p. 211, 256-258
	403-10 Work-related ill health	Sustainability Report p. 211, 257-258
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 76-87
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and Employees	Sustainability Report p.43-44, 46, 248-250
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Report p. 254
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Sustainability Report p. 238, 255
Community Well-being		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 212-236
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report p. 212-236
	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p. 216-221, 228
Corporate Governance and Business Integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 37-63
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report p. 57-59
	205-3 Confirmed incidents of corruption and actions take	Sustainability Report p.61, 238
Risk and Crisis Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 64-75
Innovation and Process Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 112-119
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 88-99
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Report p. 98, 238
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p. 93-96, 239
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p. 93-96, 239

PINTHONG
INDUSTRIAL ESTATE

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